

ICO25 Performance Scorecard

Objective one: Safeguard and empower people

Performance Measures

Measures	Charter Service Standard Measures	2023/24 Q4	2024/25 Q1	2024/25 Q2	Previous Quarter 2024/25 Q3	Latest Quarter 2024/25 Q4	2024/25 Outturn	RAG Status Q4	Q4 Comments
We will assess and respond to 80% of Data Protection complaints within 90 days	Charter Measure	64.8%	49.9%	35.9%	12.3%	19.5%	30.0%	Red	Performance against this measure has been poor throughout the year as demand for our services has increased and we have been unable to recruit to our vacancies. In Q4 we received around 12,000 complaints, a 16% increase on the previous year. We are exploring a range of options to improve our performance including recruiting, automating certain administrative tasks and improving our processes for dealing with data protection complaints. While we have seen an improvement in this measure there is still a lot of work to be done and this is a priority for us.
We will assess and respond to 90% of Data Protection complaints within 6 months	Charter Measure	99.5%	99.2%	98.7%	98.2%	97.6%	98.4%	Green	We re-introduced this measure to our corporate scorecard in 2024/25 in order to provide additional service context around our 90-day measure. Performance has remained consistently above target, despite the increase in demand described above. We will continue to report on this measure during the recovery process of our 90-day target.
Less than 1% of our Data Protection complaints caseload will be over 12 months old		0.1%	0.2%	0.1%	0.1%	0.1%	0.1%	Green	We continue to exceed our performance in this area and had 13 cases that were over 12 months old at the end of 2024/25 out of an overall caseload of over 16,000. The service management team has close oversight of these cases and continues to work proactively to ensure that our customers are kept up to date.

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Measures	Charter Service Standard Measures	2023/24 Q4	2024/25 Q1	2024/25 Q2	Previous Quarter 2024/25 Q3	Latest Quarter 2024/25 Q4	2024/25 Outturn	RAG Status Q4	Q4 Comments
In 100% of cases, the Parliamentary and Health Service Ombudsman (PHSO) do not uphold a complaint about the ICO		100%	100%	100%	100%	100%	100%	Green	In Q4 we received 10 PHSO complaints, none of which were upheld by the PHSO during the quarter (100%). Across 2024/25 there were 22 complaints, none of which were upheld during the year (100%). Due to the nature of reporting timeframes and time needed to consider cases, it should be noted that new case outcomes do not always align directly with the quarter in which the complaint is made. However, we will report any upheld cases, whether new within the quarter or first received in previous quarters, in the quarter where the complaint is upheld. No new or older complaints were upheld during Q4.
We will investigate and respond to 90% of service complaints within 30 calendar days <i>(Combined measure of service complaints across all teams)</i>	Charter Measure	90.9%	88.5%	92.1%	83.2%	85.5%	87.9%	Amber	We dealt with 117 service complaints during this quarter, with 17 taking longer than 30 days (85.47%). Overall performance across 2024/25 fell short of target at 87.9%, due to the complexity of some complaints that took longer to deal with.

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Measures	Charter Service Standard Measures	2023/24 Q4	2024/25 Q1	2024/25 Q2	Previous Quarter 2024/25 Q3	Latest Quarter 2024/25 Q4	2024/25 Outturn	RAG Status Q4	Q4 Comments
95% of investigations close within 12 months of starting		97.6%	90.2%	95.7%	90.0%	76.5%	87.3%	Red	In Q4, 13 out of 17 investigations were closed within 12 months of starting, meaning our performance was red for the final quarter of the year. Of the four cases which exceeded target, three were criminal investigations; the other case was affected by severe delays in responses by the data controller on alleged harm to data subjects, and prioritisation of other, higher priority cases. The case concluded with no further action. The other three cases all related to our criminal investigations, and reflect the inherent and different challenges in obtaining sufficient evidence in the more complex cases we now investigate, and the different tests and responsibilities applying to the investigation of criminal acts. Our overall performance for 2024/25 was amber at 87.3% (96 out of 110 investigations closing within 12 months).
We will respond to 100% of Information Access Requests within statutory deadlines	Charter Measure	98.4%	98.4%	97.6%	99.0%	98.7%	98.4%	Amber	The ICO's ambitious target of 100% has ensured that we have continued to maintain strong performance across 2024/25, with an improvement on our 97.6% achievement in 2023/24 and our highest compliance rate since 2017/18. We continue to engage with teams across the office to improve processes, transparency and awareness of how we handle information access requests in order to reduce late cases and increase efficiency in our request handling.

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Measures	Charter Service Standard Measures	2023/24 Q4	2024/25 Q1	2024/25 Q2	Previous Quarter 2024/25 Q3	Latest Quarter 2024/25 Q4	2024/25 Outturn	RAG Status Q4	Q4 Comments
We will achieve a customer satisfaction index (CSI) score of 74		70.2 (2023/24 Outturn)	Annual measure	Annual measure	Annual measure	69.2	69.2	Amber	Our score for 2024/25 was 69.2 (2023/24: 70.2). This score sits in line with the Institute of Customer Service average for the Public Services (National) sector, where the trend is a plateauing of customer satisfaction across the public sector, following sustained pressures on public service. During 2024/25 we experienced an increased demand for our services, which resulted in long wait times for our complaint services. We remain committed to transforming the service we provide to our customers. We are addressing key areas such as complaints handling, communication, and the use of technology, through our Customer Experience Transformation Programme.

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Sentiment and Outcome Measures

Measures	ICO25 Strategic Enduring Objective	2023/24 Baseline	2024/25 Result	Comments
awareness of data protection rights, and understanding of how to exercise these rights, with particular attention to understanding how information rights can benefit certain socio-economic groups from underrepresented or vulnerable communities	Objective one: Safeguard and empower people	14% (awareness of all DP rights)	16% (awareness of all DP rights)	This year 16% of respondents were aware of all data protection rights, which is a 2 percentage point (+2%pt) increase from the previous year, and a statistically significant change. Awareness of individual rights is similarly variable to last year, but there are some significant changes in awareness. For example, 49% of people are now aware of the right to erase (+3%pt) and 45% of people are aware of the right of access (+9%pt). Finally, in this wave 24% of people were not aware of any of the data protection rights tested, which is a significant decrease from the previous year (-3%pt).
the number of people able to use individual data protection rights effectively as demonstrated by a reduction in number of upheld complaints about exercising rights	Objective one: Safeguard and empower people	76%	76%	The number of people who have exercised at least one data protection right has remained consistent. Termination of marketing material via electronic means (such as unsubscribing from e-mailing lists) remains the most popular right to exercise, and this rate has remained stable. However, there have been increases in the number of people exercising each of the less frequently used rights. For example, more people had made an FOI request (+3%pt), a subject access request (+3%pt), and refused to provide biometric data (+3%pt). Satisfaction with the result of exercising the right to terminate marketing materials is stable, and there are increases in satisfaction across several other rights including FOI requests (+8%pt) and the right of access (+7%pt).
diversity in the customers accessing our services (including our public-facing live services, our guidance and our website information)	Objective one: Safeguard and empower people	See commentary		Whilst we don't currently measure this, through the development of online tooling, this may become more available in the future from further contact analysis.
awareness of the ICO and confidence in what we do	Objective one: Safeguard and empower people	22%	26%	This year, 57% of the public say they have heard of the ICO which is a significant increase from last year (+4%pt). 26% have heard of and know at least a little about what we do, which is an increase from the previous year (+4%pt).

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Objective two: Empower responsible innovation and sustainable economic growth

Performance Measures

Measures	Charter Service Standard Measures	2023/24 Q4	2024/25 Q1	2024/25 Q2	Previous Quarter 2024/25 Q3	Latest Quarter 2024/25 Q4	2024/25 Outturn	RAG Status Q4	Q4 Comments
We will resolve 80% of written enquiries within 7 calendar days <i>(Combined measure of Public and Business Advice enquiries)</i>	Charter Measure	92.0%	91.9%	91.5%	61.7%	88.1%	82.9%	Green	Following completion of the pilot we described in our Q3 scorecard, where colleagues from our Business Advice Service stepped in to ensure that those who are eligible pay their Data Protection (DP) fees, performance is now back on track.
We will resolve 99% of written enquiries within 30 calendar days <i>(Combined measure of Public and Business Advice enquiries)</i>	Charter Measure	99.3%	99.1%	99.2%	81.3%	98.9%	94.4%	Amber	As outlined above, following completion of the Q3 channel shift pilot, we were broadly back in line with our 99% target at the end of Q4 (98.94%). However, performance during the third quarter did impact on our overall, whole-year performance.
We will answer 80% of calls within 60 seconds <i>(Combined public advice and business services calls)</i>	Charter Measure	86%	87%	87%	85%	86%	86%	Green	Overall during Q4, 56,139 calls were answered within 60 seconds out of 65,050 calls answered (86%). Across the year, 239,874 calls were answered within 60 seconds out of 278,293 calls answered, with performance remaining consistent across the year.

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Measures	Charter Service Standard Measures	2023/24 Q4	2024/25 Q1	2024/25 Q2	Previous Quarter 2024/25 Q3	Latest Quarter 2024/25 Q4	2024/25 Outturn	RAG Status Q4	Q4 Comments
We will answer 80% of live chats within 60 seconds (<i>Combined public advice and business services live chats</i>)	Charter Measure	92%	93%	92%	79%	92%	88%	Green	During Q4, a combined total (across business services and public advice) of 12,629 chats were answered within 60 seconds out of 13,730 chats answered in the quarter (92%). Across the year, 53,631 out of 60,754 chats (88%) were answered within timescales, with a slight timeliness decrease at Q3 where there was a 30% increase in the volume of answered chats.
We will refer or close 80% of personal data breach reports within 30 days	Charter Measure	63.5%	84.8%	87.0%	88.9%	75.4%	83.7%	Amber	Although our overall performance for 2024/25 hit target, as previously outlined our overall number of active cases and average age of cases continued to increase across the year, meaning that closing older cases had an adverse impact on our newer cases and performance against this measure. We projected at Q3 that Q4 performance would decrease against this measure in order to positively impact and reduce our active caseload.
Less than 1% of personal data breach reports will be over 12 months old		0.0%	0.1%	3.4%	14.0%	25.3%	25.3%	Red	As outlined in earlier scorecards, the increasing age of our average caseload adversely impacted our year-end performance against this measure. The number of PDB reports over 12 months old at the end of the quarter was 384, up from 279 at the end of Q3. We anticipate improvements being considered as part of our new operating model will improve performance in 2025/26, though forecast a continued decrease in performance (and increase in reports over 12 months old) until these changes are embedded.

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Measures	Charter Service Standard Measures	2023/24 Q4	2024/25 Q1	2024/25 Q2	Previous Quarter 2024/25 Q3	Latest Quarter 2024/25 Q4	2024/25 Outturn	RAG Status Q4	Q4 Comments
90% of our audit recommendations are accepted in full or in part		99%	100%	99%	99%	98%	99%	Green	16 audits were completed in Q4. 230 recommendations were made, 225 of which were accepted or partially accepted with 5 rejected. We completed 77 audit engagements in the course of 2024/25, consisting of 50 audits and 27 follow-up audits. In the course of those audits we made over 1100 recommendations of which 99% were accepted or partially-accepted by the audited organisations. When we came to undertake follow-up audits we found that 97% of our recommendations had been completed or were being progressed by the audited organisations.
80% of accepted recommendations, in full or in part, are completed or being actioned		95%	100%	95%	98%	96%	97%	Green	7 follow-ups were completed in Q4. 274 recommendations had been accepted or partially accepted. 187 were completed and 77 were in progress at the time of the follow-ups. There were 10 recommendations that had not been started.
We will respond to 100% of prior consultation submissions within statutory timeframes	Charter Measure	N/A (None received)	N/A (None received)	N/A (See comment ary)	N/A (See comment ary)	100%	100%	Green	Two submissions were received during Q4, though both are due for response in the next reporting year. Across 2024/25 a total of five DPIAs were submitted for prior consultation, with two withdrawn, one completed within timescales and two ongoing into 2025/26.

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Sentiment and Outcome Measures

Measures	ICO25 Strategic Enduring Objective	2023/24 Baseline	2024/25 Result	Comments
agreement that work of the ICO reduces compliance costs	Objective two: Empower responsible innovation and sustainable economic growth	31%	34%	Of organisations that were aware of the ICO (63% of respondents, up from 59% last year), 34% agreed that the work of the ICO reduces compliance costs. 31% neither agreed nor disagreed, and 11% did not know. 24% of respondents disagreed that the work of the ICO reduces compliance costs. Among the organisations that were aware of the ICO, larger organisations agreed more about how ICO work reduced their compliance cost. This is visible as 25% of sole traders agreed relative to 57% of large organisations (250+ employees).
agreement that data protection laws are an enabler of business	Objective two: Empower responsible innovation and sustainable economic growth	32%	38%	38% of respondents agree that DP laws have been an enabler that has positively influenced undertaking their core activities in the last 12 months. 31% neither agreed nor disagreed, and 7% did not know. 24% of respondents disagreed that DP laws have been an enabler to business. Among the organisations that agreed that DP laws have been an enabler in the last 12 months, larger organisations agreed more relative to smaller organisations. This is visible as 32% of sole traders agreed relative to 72% of large organisations (250+ employees).
agreement that the ICO is clear about what the law requires	Objective two: Empower responsible innovation and sustainable economic growth	72%	74%	Of organisations that were aware of the ICO (63% of respondents), 74% agreed that the ICO is clear about what the law requires. 15% neither agreed nor disagreed, and 4% did not know. 6% of respondents disagreed that the ICO is clear about what the law requires. The findings indicate higher proportion of agreement for medium and large organisations.

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Objective three: Promote openness and transparency

Performance Measures

Measures	Charter Service Standard Measures	2023/24 Q4	2024/25 Q1	2024/25 Q2	Previous Quarter 2024/25 Q3	Latest Quarter 2024/25 Q4	2024/25 Outturn	RAG Status Q4	Q4 Comments
We will reach a decision and respond to 90% of Freedom of Information concerns within 6 months	Charter Measure	95.3%	95.3%	95.9%	94.6%	93.2%	94.8%	Green	We achieved our more ambitious target of 90% for the second financial year running (we originally committed to 80% against this measure in ICO25). Strong performance earlier in the year helped to maintain this KPI, with improvements to business processes and semi-automation of some processes resulting in a further increase to our productivity (up 10% year on year) in addition to the improvements already made through our Better FOI programme between 2022-24. However, the combination of not receiving the additional funding we requested at the Comprehensive Spending Review, and a settlement that in practice embeds a 10% reduction in our casework FTE from its previous level, will further impact our service in 2025/26. Our increased intake and reduced resource means that the time to allocate a case increased from 9 weeks at the start of the year to 16 weeks by year-end and this will likely continue to worsen in at least the short term, which will soon begin to affect our KPI performance. We continue to explore automation and new AI opportunities to support performance and off-set this impact as much as possible.
Less than 1% of our Freedom of Information caseload will be over 12 months old		0.1%	0.1%	0.2%	0.3%	0.3%	0.3%	Green	At the end of the financial year there were five outlier cases over 12 months old. Three are due to information notices appealed, two we have received the judgements on and recently became able to continue progressing the cases, and one where we await the tribunal hearing before we can proceed further with our investigation. The remaining two cases are temporarily delayed due to security restrictions on the information that required us to arrange specific viewings with appropriately cleared staff. We expect to complete these two cases in early 2025/26.

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Measures	Charter Service Standard Measures	2023/24 Q4	2024/25 Q1	2024/25 Q2	Previous Quarter 2024/25 Q3	Latest Quarter 2024/25 Q4	2024/25 Outturn	RAG Status Q4	Q4 Comments
66% of Freedom of Information tribunal hearings in our favour		57%	77%	81%	69%	80%	73%	Green	Data is reported in-year as a quarterly snapshot; during Q4, 93 First-tier Tribunal (FTT) cases were closed, of which 74 were successfully defended (79.6%). (NB: 'Successfully defended' is outcomes other than 'Allowed' and 'Part-Allowed'). Over the whole year, 259 out of 353 cases were successfully defended, so our outturn performance for 2024/25 stands at 73.4%. (NB: as previously reported in-year figures are snapshots, these do not directly align with our final outturn figure).
We will publish 100% of our FOI case outcomes		100%	100%	100%	100%	100%	100%	Green	Details of all our closed case outcomes can be found in our published FOI dataset on the ICO website under 'About the ICO' - 'Our information' - 'Complaints and concerns datasets'. All decision notices are also published on the ICO website under 'Action we've taken' - 'Decision notices'.
We will publish all recommendations made in our FOI complaints handling work		100%	100%	100%	100%	100%	100%	Green	All recommendations are published on the ICO website under 'Action we've taken' - 'FOI Regulatory Action'.
We will publish all recommendations made in our audit work		100%	100%	100%	100%	100%	100%	Green	6 executive summaries were published in Q4 along with an overview report on our work on Sim Swap fraud in the Telecommunications sector. <i>NB: This measure reports the number of executive summaries published against the total number due for publication whilst we develop an approach where we will publish a digest of the recommendations that have been made. There may be occasion where we do not publish an executive summary, for instance where regulatory action is being considered or confidentiality concerns have been raised. These are exceptions and will be noted in commentary.</i>

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Sentiment and Outcome Measures

Measures	ICO25 Strategic Enduring Objective	2023/24 Baseline	2024/25 Result	Comments
awareness of access to information rights, and understanding of how to exercise these rights, with particular attention to understanding how information rights can benefit certain socio-economic groups from underrepresented or vulnerable communities	Objective three: Promote openness and transparency	36%	45%	45% of the public now report awareness of the right to subject access which is a significant increase from last year (+9%pt). 34% are aware of the right to make a freedom of information request so this has remained stable.
the number of people being able to use individual access to information rights effectively as demonstrated by a reduction in number of upheld complaints about exercising rights	Objective three: Promote openness and transparency	20%	23%	23% of the public have asked an organisation to provide copies of personal information relating to them, which is a significant increase from last year (+3%pt). This year, 61% of these were satisfied with the result (+7%pt). 19% of respondents report having made a freedom of information request (+3%pt) and 59% of that group report satisfaction with the result (+8%pt).
improved compliance in request response timeliness across the public sector	Objective three: Promote openness and transparency	See commentary		We issued eight enforcement notices over the last 12 months, which have addressed backlogs affecting almost 2,500 information requests. Whilst there is no centralised source of all public sector response times, a recent study published by eCase ('The State of FOI in the UK Public Sector', which surveyed 70 public authorities as a means of addressing the gap) found that: "66% of organisations met the on-time response target [of] ensuring 90% of FOI requests were answered within 20 days".

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Measures	ICO25 Strategic Enduring Objective	2023/24 Baseline	2024/25 Result	Comments
compliance with the right of access, demonstrated by a reduction in the number of complaints to us regarding the right of access	Objective three: Promote openness and transparency	39% of our data protection complaints work	39% of our data protection complaints work	<p>We received 42,315 data protection complaints in 2024/25 compared to 39,721 in 2023/24. Broadly speaking the range of complaints and sectors that they relate to has remained comparable to previous years. Article 15 complaints, which are about the right of access, account for most of our processed data protection complaints work at 39.35%.</p> <p>We are seeing a higher demand for our services and so our caseload has increased to 15,810 (compared to 9,168 at the end of 2023/24). We are therefore exploring ways that we can maximise our efficiency by focusing on complaints where there is clear detriment, and on interventions where we can make the most impact.</p>

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Objective four: Continuously develop the ICO's culture, capacity and capability

Measures	ICO25 Strategic Enduring Objective / 'Shift of Approach'	2023/24 Baseline	2024/25 Result	Comments
increased awareness of what we are going to prioritise and deprioritise from both staff and stakeholders and of how these decisions are made	Objective four: Continuously develop the ICO's culture, capacity and capability (Prioritising with simplicity and agility)	See commentary		Our 2024 people survey results showed that 73% of colleagues are aware of the ICO causes and 53% have a clear understanding of the ICO25 strategy and objectives. We plan to run our full people survey again during the autumn of 2025.
identification of clear objectives and delivery within agreed milestones for all PACE work	Objective four: Continuously develop the ICO's culture, capacity and capability (Prioritising with simplicity and agility)	100%	100%	2 additional PACE projects were initiated in October 2023 and delivered outcomes in 2024/25. One of those projects aimed to automate cookie banner compliance checks using AI and the other project aimed to understand how we could better support individuals in vulnerable situations. Both projects delivered within agreed milestones and have now concluded.
increased number of stakeholders agreeing that the ICO understands the issues they face	Objective four: Continuously develop the ICO's culture, capacity and capability (Being more inclusive and empathetic in our regulatory interventions)	49%	50%	Of organisations that were aware of the ICO (63% of respondents, up from 59% last year), 50% agreed that the ICO understands the issues that organisations face. 28% neither agreed nor disagreed, and 8% did not know. 14% of respondents disagreed that the ICO understands the issues that organisations face.

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Measures	ICO25 Strategic Enduring Objective / 'Shift of Approach'	2023/24 Baseline	2024/25 Result	Comments
increased agreement that ICO guidance is proportionate, accessible and tailored	Objective four: Continuously develop the ICO's culture, capacity and capability (Being more inclusive and empathetic in our regulatory interventions)	See commentary		<p>We use Website Survey data to gauge feedback on our guidance. In 2023/24, 45% of members of the public reported that they could find the guidance they need, and 61% said they understood it.</p> <p>Our next survey is taking place in June 2025 following a redesign of the approach. The new approach will allow us to more effectively measure user experience with our guidance and services as we apply the principles of our digital vision and begin to transform our digital services. The results of the survey will be used to inform continuous improvement and iteration of our website.</p>
increased agreement that our impact assessments take account of a broad range of society and the economy	Objective four: Continuously develop the ICO's culture, capacity and capability (Being more inclusive and empathetic in our regulatory interventions)	See commentary		<p>Our impact assessment work is underpinned by our impact frameworks which set out our approach to using IAs and ensuring we consider societal and economic impacts in our decision-making processes. These include our Ex-ante Impact Assessment Framework (published in October 2023) and our Ex-post impact framework (published in September 2024). This forms part of our ongoing commitment to good practice and providing regulatory certainty and transparency around our decision-making.</p> <p>Overall, over the last year approximately 35 interventions went through our internal IA screening and engagement process. We have published 4 ex-ante (prior to intervention) impact assessments (IAs) and 4 ex-post impact assessments (including evaluations), which weigh the costs and benefits of our actions. All of our IAs demonstrate the positive impact of our work and are published on our website. In addition, we are currently making progress on a further eight IAs.</p>

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Measures	ICO25 Strategic Enduring Objective / 'Shift of Approach'	2023/24 Baseline	2024/25 Result	Comments
reduction in the percentage of organisations that feel that data protection laws are a barrier for trading with businesses	Objective four: Continuously develop the ICO's culture, capacity and capability (Being more inclusive and empathetic in our regulatory interventions)	28%	17%	Of the organisations where data protection laws have placed constraints on their core activities (53% of respondents), 17% indicated that data protection laws had placed constraints that had made trading with other businesses more challenging.
reduction in the number of avoidable or unnecessary contacts	Objective four: Continuously develop the ICO's culture, capacity and capability (Operating transparently to provide great customer service)	See commentary		Whilst some advisory content is available online, through the transformational journey of Customer Services, the online tooling with accessible information will be a focus of development for customer self-help.
increased agreement that our codes and guidance are being used and followed and are making a difference	Objective four: Continuously develop the ICO's culture, capacity and capability (Operating transparently to provide great customer service)	See commentary		Our Website Survey feedback is presented below; overall there were 6.6 million visitors to our site over the last 12 months, with 25.8 million page views across the year. As outlined above, our next survey is taking place in June 2025.

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Measures	ICO25 Strategic Enduring Objective / 'Shift of Approach'	2023/24 Baseline	2024/25 Result	Comments
increased number of stakeholders report that they got the information they needed from the ICO quickly and clearly	Objective four: Continuously develop the ICO's culture, capacity and capability (Operating transparently to provide great customer service)	See commentary		We use Website Survey data to gauge feedback on our guidance. In 2023/24, 43% of organisations reading guidance on the website said it was easy to find and 53% said it was easy to understand. 45% of members of the public could find the guidance they need and 61% said they understood it. As outlined above, our next survey is taking place in June 2025.
reduction in number of avoidable advice calls and written enquiries from members of the public and businesses	Objective four: Continuously develop the ICO's culture, capacity and capability (Operating transparently to provide great customer service)	See commentary		Whilst some advisory content is available online, through the transformational journey of Customer Services, the online tooling with accessible information will be a focus of development for customer self-help.
increased confidence that stakeholders understand our likely regulatory position on a range of issues	Objective four: Continuously develop the ICO's culture, capacity and capability (Improving regulatory certainty)	72%	74%	Of organisations that were aware of the ICO (63% of respondents), 74% agreed that the ICO is clear about what the law requires. 15% neither agreed nor disagreed, and 4% did not know. 6% of respondents disagreed that the ICO is clear about what the law requires. The findings indicate higher proportion of agreement for medium and large organisations.
increased agreement that the ICO is clear about what the law requires	Objective four: Continuously develop the ICO's culture, capacity and capability (Improving regulatory certainty)			

Key to RAG ratings*

Green = at, or above, target ; Amber = within 10% of target; Red = more than 10% away from target

(*except for measures targeting 'less than 1%') Green = at, or less than, 1%; Amber = between 1% and 2% ; Red = greater than 2%

Measures	ICO25 Strategic Enduring Objective / 'Shift of Approach'	2023/24 Baseline	2024/25 Result	Comments
reduction in the percentage of businesses who said they spent a disproportionate amount of time working out the requirements of the UK data protection law	Objective four: Continuously develop the ICO's culture, capacity and capability (Improving regulatory certainty)	See commentary		The third iteration of the UK Business Data Survey from the Department for Science, Innovation and Technology was published in June 2024. A chapter on Data Protection Law focuses on businesses' awareness of, as well as the activities they have undertaken to comply with UK data protection law.
increase in the percentage of businesses who said they found ICO guidance to be clear and easy to understand	Objective four: Continuously develop the ICO's culture, capacity and capability (Improving regulatory certainty)	53%	See commentary	We use Website Survey data to gauge feedback on our guidance. In 2023/24, 43% of organisations reading guidance on the website said it was easy to find and 53% said it was easy to understand. As outlined above, our next survey is taking place in June 2025.
increased confidence from stakeholders that we understand and anticipate developments in the external environment	Objective four: Continuously develop the ICO's culture, capacity and capability (Maximising the technical capability of our people and systems)	49%	50%	Of the organisations that were aware of the ICO (63% of respondents), 50% agreed that the ICO understands and anticipates developments in the markets it regulates. 29% neither agreed nor disagreed, 15% did not know. 6% disagreed that the ICO understands and anticipates developments in the markets it regulates.
reduction in the percentage of businesses who said data protection had prevented the implementation of a new or improved product, business model or product	Objective four: Continuously develop the ICO's culture, capacity and capability (Maximising the technical capability of our people and systems)	19%	10%	Of the organisations where data protection laws have placed constraints on their core activities (53% of respondents), 10% said that data protection law had prevented implementation of a new or improved business model or product (a reduction from 19% last year). 26% said that they had been unsure about adopting an innovative product or service for which compliance was unclear (a reduction from 40% last year).

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Measures	ICO25 Strategic Enduring Objective / 'Shift of Approach'	2023/24 Baseline	2024/25 Result	Comments
overall financial year-end outturn is within +/-3% of income	Objective four: Continuously develop the ICO's culture, capacity and capability (Maximising the technical capability of our people and systems)	0% (Provisional; see commentary)	1.4% (Provisional; see commentary)	<p>Surplus £1.3m (overall 1.4%)</p> <p>The surplus is made up of:</p> <ul style="list-style-type: none"> £0.5m additional DP fee income, variance to forecast 0.7% £0.6m reduction in expenditure, variance to forecast 0.6% £0.2m a small increase in other income not forecast. <p>Overall this is an excellent end of year result, with minimal variances, and demonstrates an improvement on financial forecasting performance from previous financial years. Note these are draft, pre-audited end of year results and are subject to change.</p>
increased staff engagement	Objective four: Continuously develop the ICO's culture, capacity and capability (Maximising the technical capability of our people and systems)	To be baselined in 2024/25	52%	<p>We ran a people survey during the summer of 2024 and 85% (929) of our colleagues responded. The survey showed that our engagement score was 52% (-2% against the Civil Service benchmark). We have recently run a 'pulse' survey to establish whether our engagement scores have changed since last year and they have increased by +9%, with a response rate of 66% (698).</p> <p>We plan to run our full people survey again during the autumn of 2025 to establish whether action taken between surveys has improved engagement scores.</p>
increase in the percentage of organisations who have heard of the ICO and know what it is	Objective four: Continuously develop the ICO's culture, capacity and capability (Maximising the technical capability of our people and systems)	59%	63%	<p>63% of businesses were aware of the ICO and its work. 13% neither agreed nor disagreed, and 3% did not know. 21% were not aware of the ICO and its work.</p>

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