



SPA
Future
Thinking

Satisfaction with Written Advice Wave 2

ico.

Information Commissioner's Office

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Contents

- Background
- Methodology
- Key findings
- Detailed findings
- Recommendations



Background

- ICO responds to 36,000 requests for written advice each year by letter or email
- The survey among written enquirers obtains overall satisfaction measures for ICO's written advice which can be benchmarked against other ICO services
- Sample contains personal and business enquirers, writing letters and emailing
- The survey evaluates specific features of ICO's written advice and determines how these impact on overall satisfaction
 - speed of responding to written enquiries
 - quality of the reply
 - extent to which got what wanted
 - effort required



Methodology

- Two waves of the study have been conducted
- For each wave, ICO randomly sampled circa 3,000 cases of people sending letters or emails seeking advice in writing from the ICO and whose cases were deemed closed
- Contact details (postal or email addresses) were supplied in 3-4 tranches each wave
 - Wave 1 - cases closed May – September 2012
 - Wave 2 - cases closed January – April 2013
- SPA Future Thinking sent out self-completion questionnaires with reply paid envelopes to all postal enquirers and emails with a link to an online questionnaire to all email enquirers shortly after receiving sample from ICO



Methodology /2

- For Wave 1 - 354 interviews were completed: 173 email and 181 postal
 - ICO supplied sample of email and postal enquirers in the ratio of 2:1
 - A higher conversion rate among postal enquirers resulted in a final achieved sample which was more evenly split between postal and email

- For Wave 2 - 310 interviews were completed: 199 email and 111 postal
 - ICO supplied sample of email and postal enquirers in the ratio of 3:1
 - The greater skew in email contacts supplied for wave 2 has resulted in a sample more skewed towards email enquirers

- As overall satisfaction was the same amongst e-mailers and letter writers at wave 1 and not statistically different at wave 2, we are confident that legitimate comparisons can be made between the results in the two waves despite there being a greater skew towards e-mailers in wave 2



Key Findings

- There is no change in overall satisfaction with ICO's handling of written enquiries in wave 2 when compared to wave 1. Six in ten (59%) are satisfied overall with the way ICO dealt with their recent written enquiry (29% dissatisfied)
 - as in wave 1, there are higher levels of satisfaction for business enquiries (76%) than for personal enquiries (45%)

- Nearly three-quarters would approach the ICO again for advice if they had another enquiry, again higher among business enquirers than personal enquirers

- Over half of business enquirers are aged 45-64 and eight in ten are from the up-market social economic groups AB. Approaching two thirds of them enquired via email

- Personal enquirers are skewed towards males, 55+ and are also up-market. Half of this group sent a letter and half e-mailed



Key Findings /2

- The top 5 enquiries (grouped from respondents' own descriptions of their enquiry) in wave 2 were:
 - informing the ICO of a (suspected) breach of the DPA – 14%
 - requests for clarification about the DPA – 12%
 - finding out how to stop or complaining about cold calls/ spam emails/ unwanted mail – 10%
 - requests for clarification about the FOIA – 7%
 - queries about data sharing/ sharing of personal details – 6%
 - finding out how Councils/ Government Departments, the Police, the NHS use personal data – 6%

- Overall satisfaction with enquiry handling changes markedly depending on the nature of the enquiry, with replies to enquiries about the law surrounding CCTV and clarification on aspects of the FOIA receiving the highest ratings and replies to reports of breaches of the DPA or attempts to stop cold calls/ spam emails, receiving the lowest ratings

- Fully dealing with the enquiry (answering the question), speedy response, clarity and brevity and helpfulness are the main reasons given in wave 2 for being satisfied with the service

- Inaction (not doing anything), not answering the question/ query, saying that they couldn't deal with the enquiry, not taking the issue seriously enough and misunderstanding the enquiry were the main reasons for dissatisfaction



Key Findings /3

- A key drivers analysis was carried out using the wave 1 and wave 2 data combined. This analysis derives the importance of various aspects of enquiry handling on overall satisfaction by looking at the strength of correlation between satisfaction with each of these aspects and overall satisfaction. Correlations are highest for (and therefore most of the variance in overall satisfaction is accounted for by) the following aspects of service
 - got what I wanted
 - speed of dealing with enquiry
 - addressing the main issue
 - writer knowledgeable and competent
 - treating the letter/ email seriously

- These are the aspects of service which ICO should focus on improving (especially for personal enquirers who are less satisfied)

- There has been a significant improvement in the speed with which ICO handled enquiries in wave 2 compared with wave 1. 70% of postal and 80% of email enquirers received a reply from the ICO dealing with their enquiry within 4 weeks of them writing/ emailing. While still short of expectations, these response times are now approaching what people expect and satisfaction with speed has risen

- In order to maintain high satisfaction with speed, emails should be responded to within 2 weeks. ICO can have longer for letters (3 weeks)



Key Findings /4

- Good points about written advice are the same in wave 2 as they were in wave 1:-
 - replies were polite (89%)
 - written in plain English (79%)
 - about the right length (78%)
 - correspondence was treated seriously (74%)
 - the writer was knowledgeable and competent (73%)
 - tailored to enquirer's letter/ email (69%)(results shown are for wave 2)

- Matters needing addressing are:-
 - only 35% claimed that they fully got what they wanted as a result of writing to/ emailing the ICO by the time of interview (24% of personal enquirers)
 - 16% still waiting for additional information from the ICO/ 21% still need to clarify something (24% and 31% respectively for personal enquiries) ... there has been a significant deterioration in these results when compared to wave 1
 - only 61% claimed ICO's reply addressed the main issue (53% for personal enquiries)
 - only 64% claimed that the adviser fully understood the points they were making (58% for personal enquiries)(results shown are for wave 2)



Key Findings /5

- The proportion of those saying that the experience of dealing with the ICO was better than expected has risen significantly between the two waves (from 16% to 24%) driven by the improved experiences of business enquirers and e-mailers

- A fifth claimed they had to put a great deal of effort into making their enquiry, but four in ten found the exercise relatively effortless. These results remain largely unchanged between the two waves

- 45% would be happy to have written enquiries answered by a telephone call. This proportion has risen significantly from 37% in wave 1
 - 35% would be happy to receive an email with a link to the relevant information on ICO's website and 30% would accept a fact sheet with the relevant information highlighted
 - eight in ten businesses are now amenable to any of these alternative approaches
 - four in ten personal enquirers, however, would not contemplate any of these alternatives





Detailed Findings






How significant differences are shown

- Results in the latest wave 2 are compared with those obtained at wave 1
 - where the result is significantly higher in wave 2, this is shown by a 
 - where a result is significantly lower in wave 2, this is shown by a 

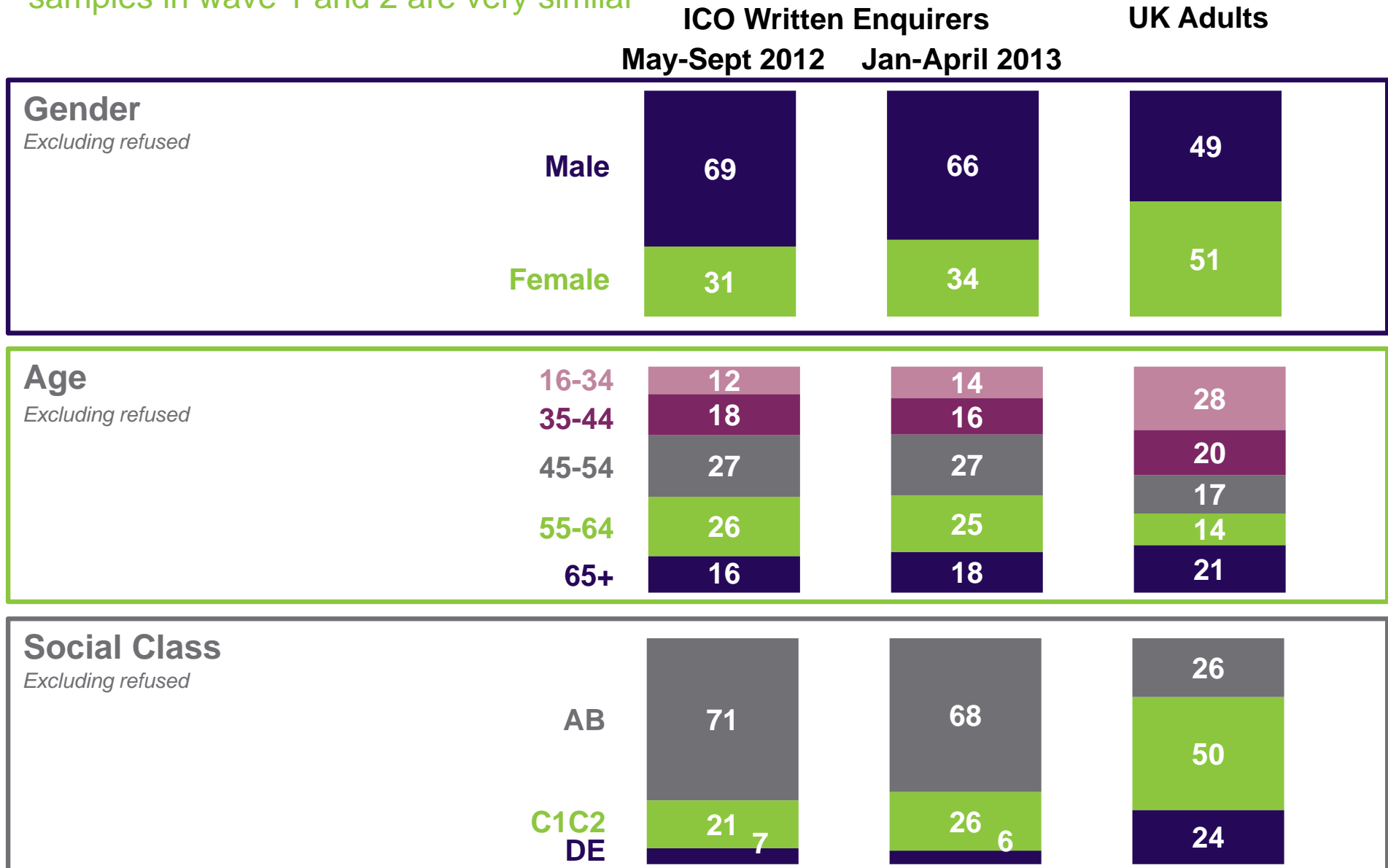
- Additionally results among key sub sets of the sample are compared against each other, namely
 - those making an enquiry on behalf of a business versus those making a personal enquiry
 - those whose enquiry was related to some aspect of the Data Protection Act versus those whose enquiry was related to some aspect of the Freedom of Information Act
 - People writing to the ICO by letter (postal) versus e-mailers

 - Where there is a significant difference when comparing the results between each of the above subgroups, the significantly higher result is flagged with a blue circle  or when shown in bar charts, flagged up in brackets alongside the bar



Profile of written enquirers to the ICO

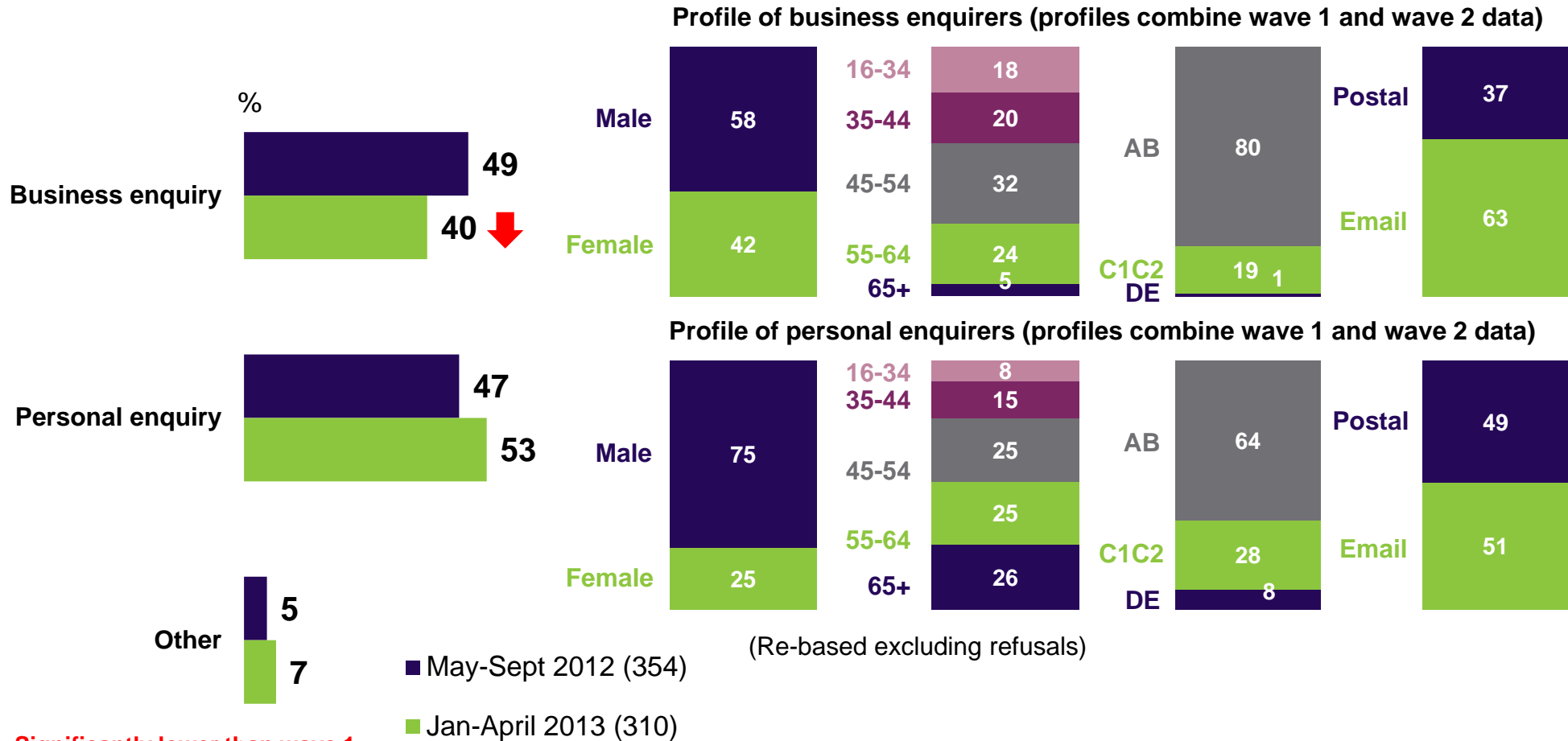
Those writing to or emailing the ICO for written advice are skewed towards males, 45-64s and ABs when compared to the profile of UK adults. The demographic profiles of the samples in wave 1 and 2 are very similar





Business or personal enquiry?

In wave 2, we have a lower proportion making enquiries on behalf of a business. Looking at combined data over two waves, over half of business enquirers are aged 45-64 and eight in ten are from the social economic groups AB. Approaching two thirds of them enquired via email. Personal enquirers are skewed towards males, 55+ and are also up-market. Half of this group sent a letter and half e-mailed



Q4 Was your enquiry made on behalf of a business or was it a personal enquiry?

Base: All May-Sept (354) / Jan-April (310)



Nature of enquiry (according to respondent)

There are more enquiries about stopping cold calls/ spam emails and obtaining clarification about the FOI Act in wave 2

Key: **DPA** **FOIA** **PECR** **Other**

		January - April 2013		
		All	Business	Personal
		(310) %	(123) %	(165) %
Inform ICO of a (suspected) breach of the DPA		14	4	21
Obtain clarification about the DPA		12	17	8
Find out how to stop/ complain about/ inform ICO about cold calls/ spam emails/ unwanted mail		10 ↑	3	15
Obtain clarification about the FOIA		7 ↑	12	4
Query about data sharing/ sharing of personal details		6	10	4
Find out how Councils/ Government Departments/ the Police/ the NHS use my personal data		6	4	7
Find out if company/ organisation is acting lawfully when it says it cannot release information to me		5	0	8
Clarification regarding CCTV/ correct installation/ use of CCTV		5	7	3
Clarification regarding accessing data/ information requests		5 ↑	6	4
Website/ online webcams		5 ↑	7	4
Query regarding data shared through email		3	3	2
Taking/ retention/ storage of photographs/ videos		3 ↑	5	2
Query/ challenge an aspect of the DPA		2	3	1
Obtain clarification /info regarding cookie regulations/ website compliance/ informing site visitors about cookie policy		2	2	2
Advice regarding how long you can keep personal data/ the disposal of confidential documents/ deleting personal data		2	2	1
Find out how to check/ correct my credit record/ credit history		2	0	2
Information regarding education/ schools/ playgrounds/ youngsters		2	4	1
Subject access request (other mentions)		2	1	4
Data protection/ sending of data abroad		2	2	1
Other		26	29	23
Don't know/ not stated		2	2	2

Q2 Firstly, what was your letter/ email to the ICO about?
Base: All Jan-April 2013 (310)



= Significantly higher than wave 1



= Significantly higher than other group



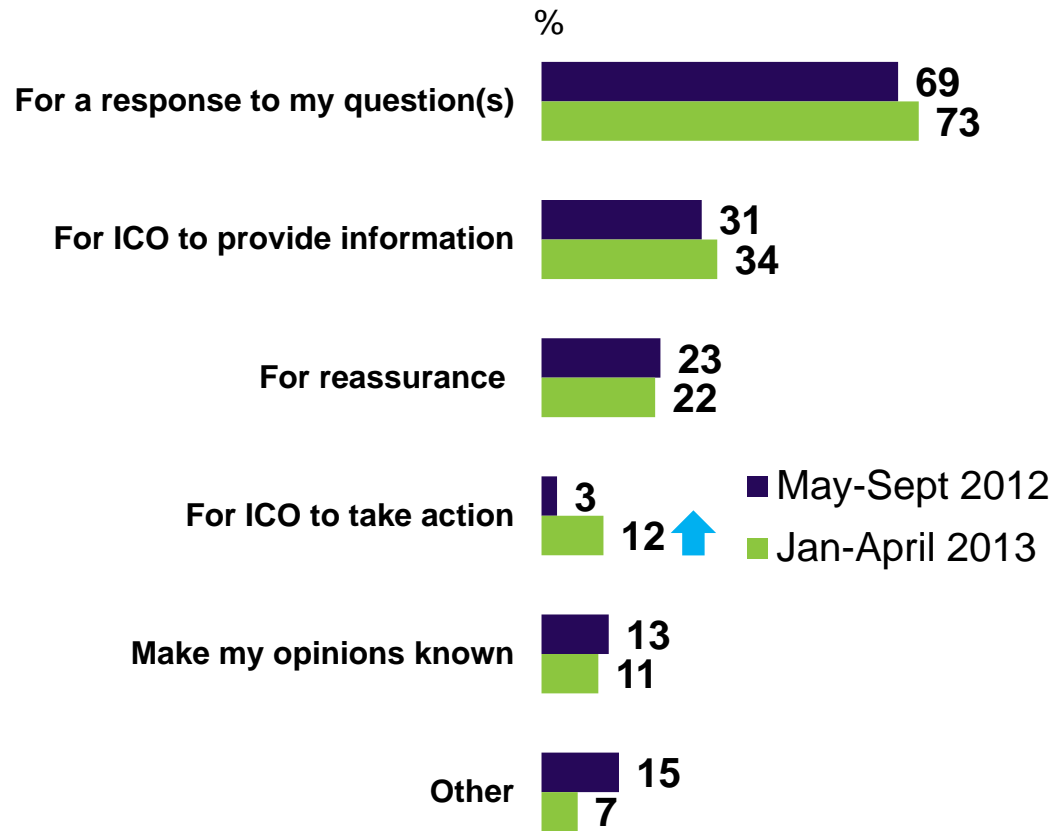
Outcome hoped for

Naturally, the outcome most wanted is a response to their question (especially high among business enquirers and e-mailers).

A third wanted information.

One in five wanted reassurance.

One in eight wanted the ICO to take action (1 in 5 of those making a personal enquiry and postal enquirers (up from wave 1))



January – April 2013					
Business	Personal	DP	FOI	Postal	Email
(172/123) %	(167/165) %	(181/151) %	(93/94) %	(181/111) %	(173/199) %
76 80	62 67	69 73	65 70	57 60	83 80
26 29	36 35	27 34	41 33	33 32	28 35
33 26	13 19	25 19	20 20	19 16	26 25
1 3	5 19	4 15	0 14	0 18	5 8
8 2	18 19	14 14	13 6	14 10	12 11
8 3	28 9	20 9	15 6	20 8	14 7

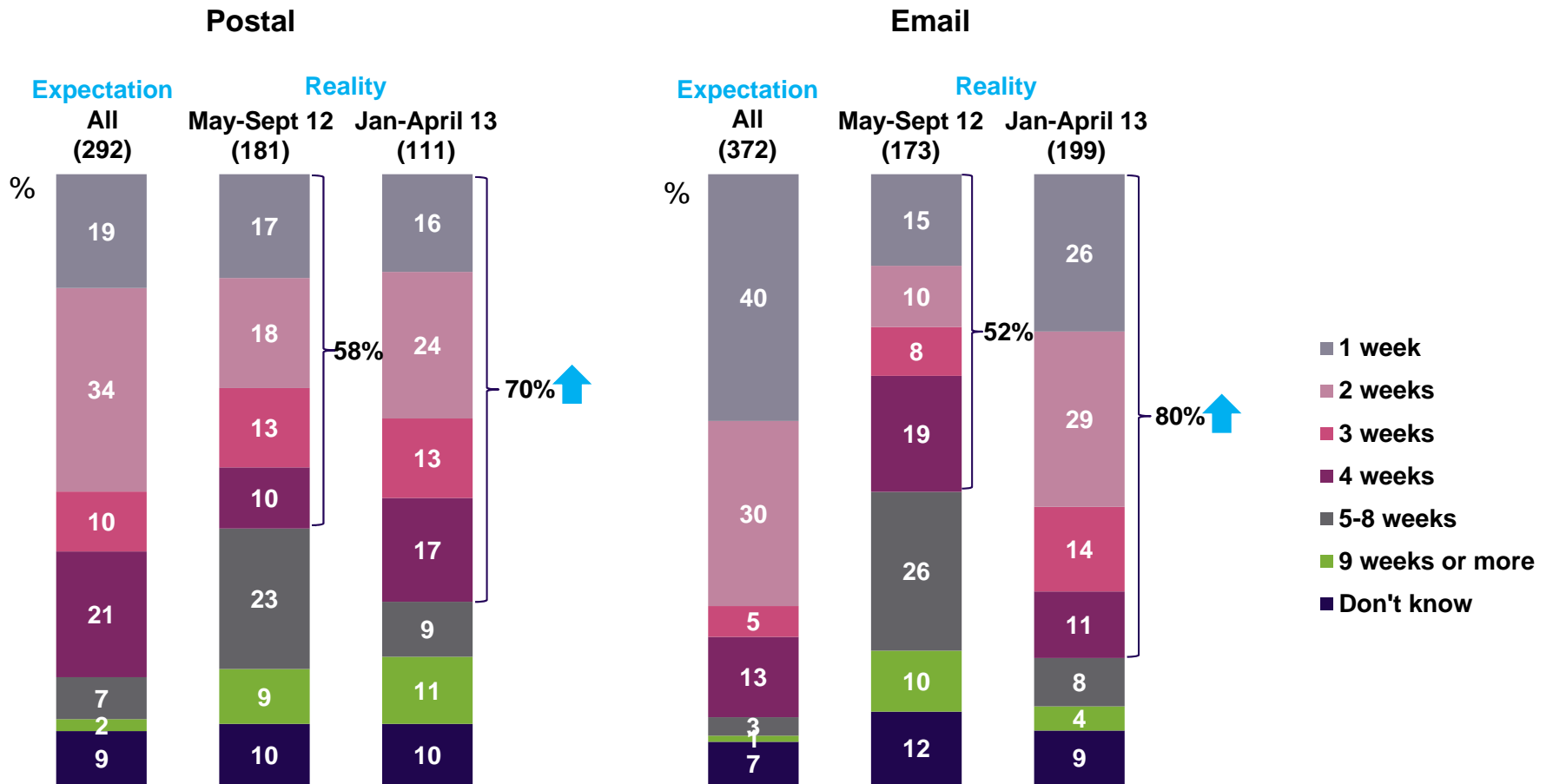
↑ = Significantly higher than wave 1 ○ = Significantly higher than other group

Q3 When you wrote your letter/ email, which of the following were you hoping for?
Base: All May-Sept 2012 (354) / Jan-April 2013 (310)



Speed of dealing with enquiry

There has been a significant improvement in the speed with which ICO handled enquiries in wave 2 compared with wave 1. 70% of postal and 80% of email enquirers received a reply from the ICO dealing with their enquiry within 4 weeks of them writing/ emailing. While still short of expectations, these response times are approaching what people expect (left hand bars)



↑ = Significantly higher than wave 1

Q6 How quickly did you expect to receive a reply?

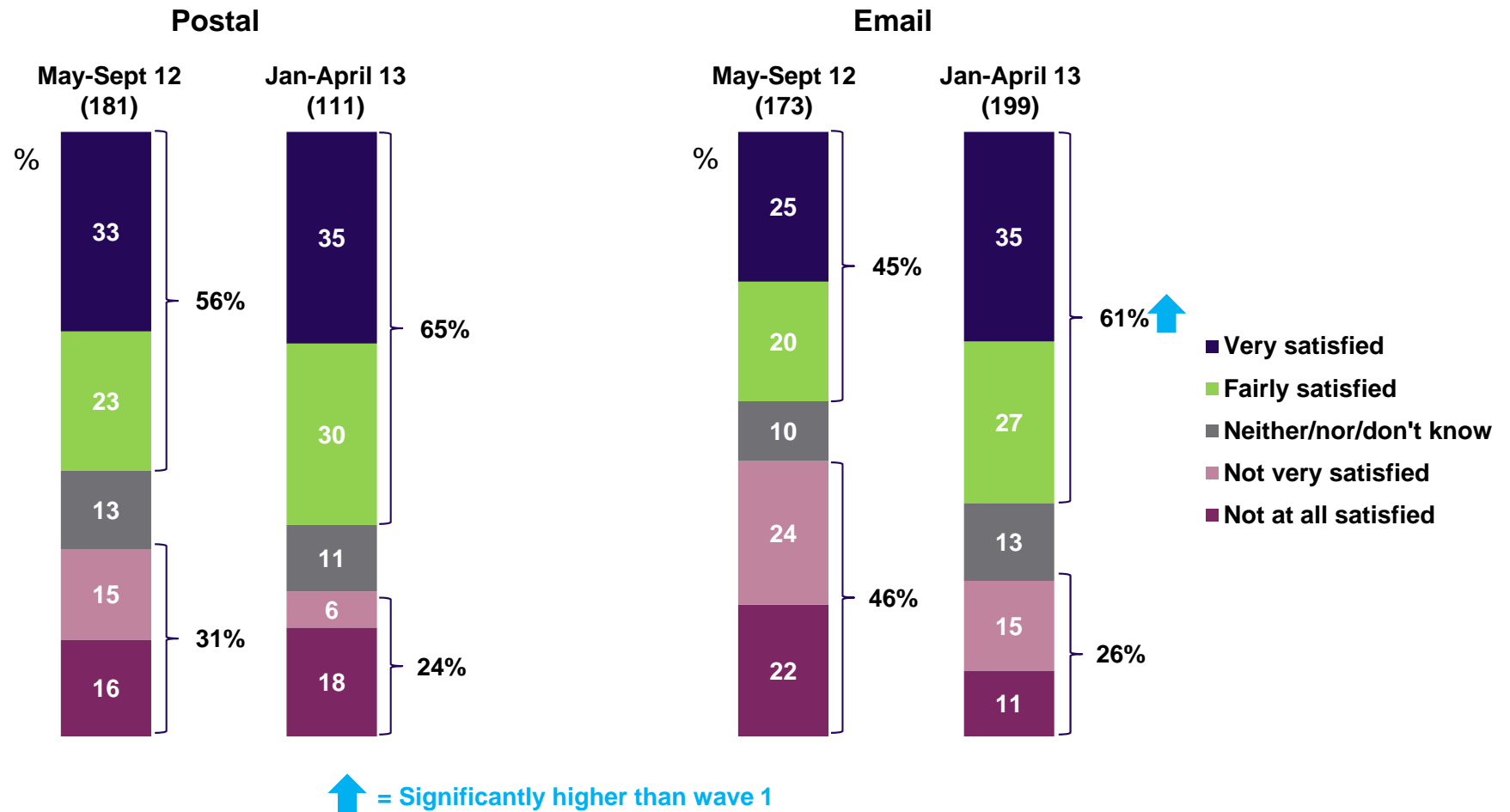
Q7 How soon after you sent your original letter/ email did you receive a reply from them dealing with your enquiry?

Base: All



Satisfaction with speed

As a result of faster response times, satisfaction with speed of response has risen, significantly so in the case of emails. 65% of letter writers and 61% of e-mailers are satisfied with the speed of reply in wave 2



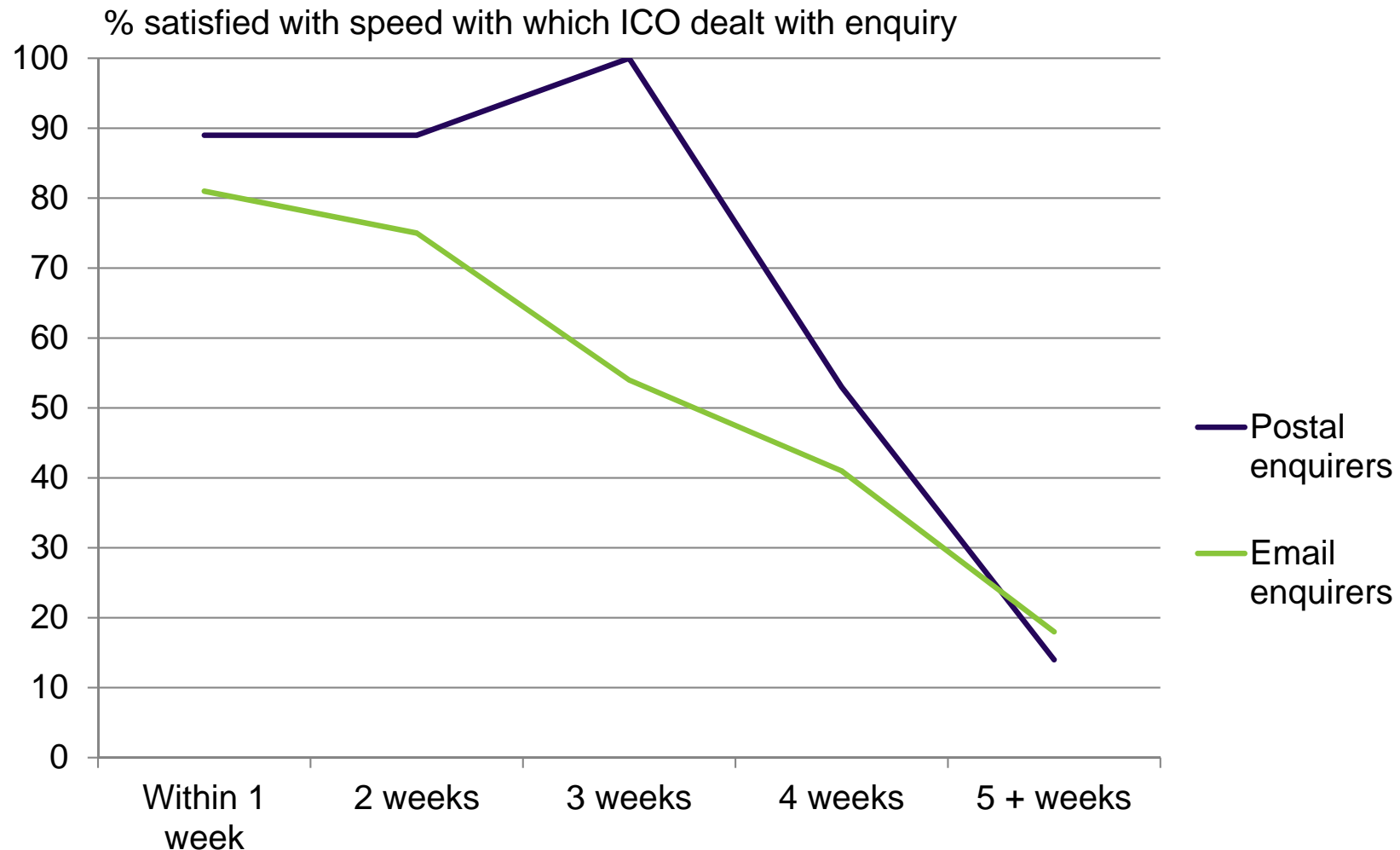
Q8 How satisfied are you with the speed with which the ICO has dealt with your enquiry

Base: All



Satisfaction with speed

Postal enquirers are still satisfied with speed of reply even with a wait of 3 weeks, while with e-mailers, satisfaction with speed starts to drop if the reply hasn't come within 2 weeks



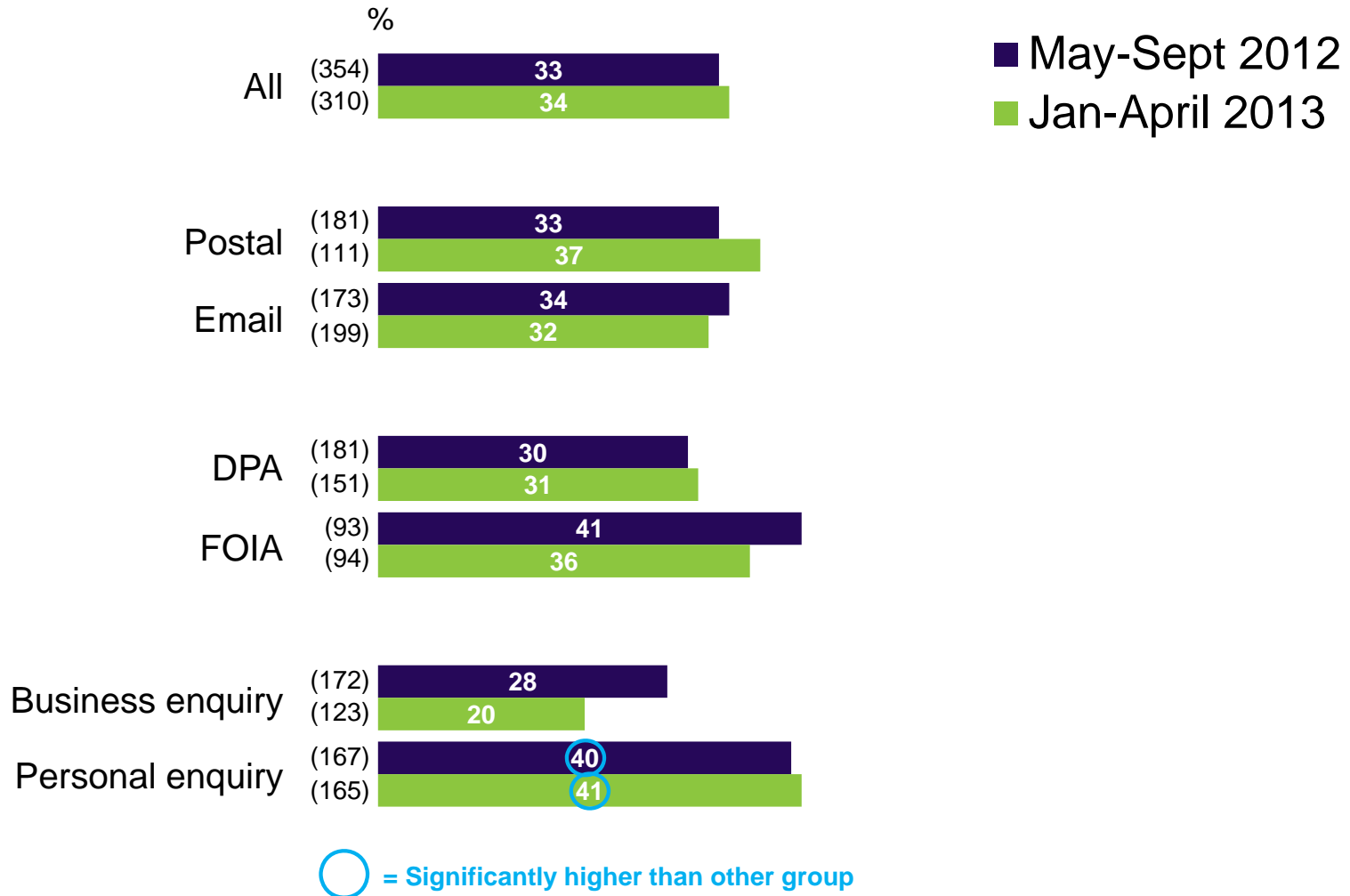
Q8 How satisfied are you with the speed with which the ICO has dealt with your enquiry

Base: All



Multiple Contacts

A third of enquirers are needing more than one exchange of letters/ emails for their enquiry to be dealt with (four in ten of personal enquiries). Results in wave 2 are unchanged when compared to those in wave 1



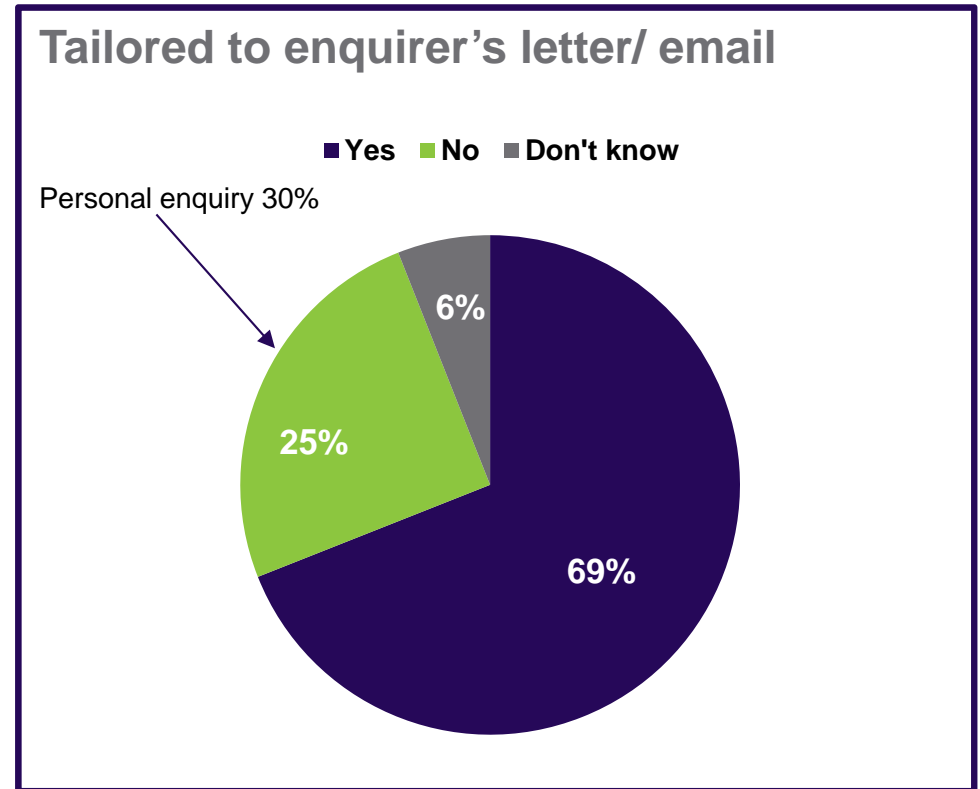
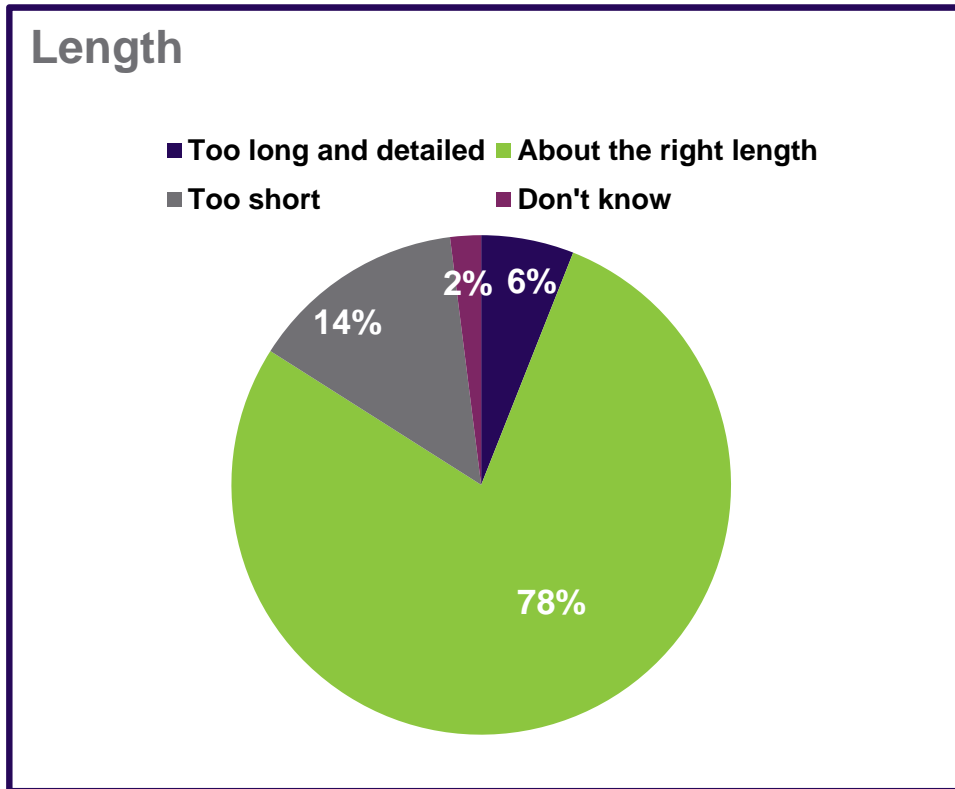
Q9 Has it taken more than one exchange of letters/ emails between you and the ICO to deal with your enquiry?

Base: All



Length of reply/ whether tailored

The majority (78%) are happy that written replies from the ICO are about the right length, however, a quarter did not feel the reply was tailored to their particular enquiry (three in ten among personal enquirers)



Very similar results to May - September 2012

Q11 Did you feel the reply you received from the ICO was too long and detailed, about the right length or too short?

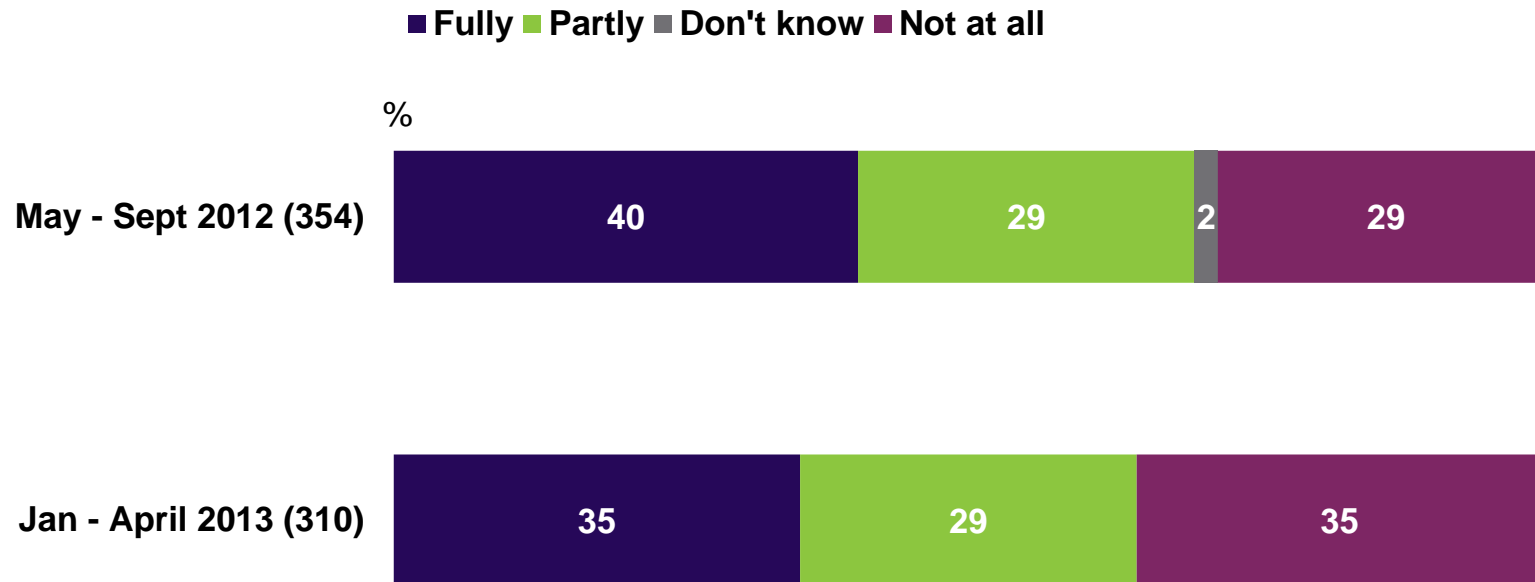
Q12 Did you feel the reply was tailored to your particular letter/ email?

Base: All January – April 2013 (310)



Fulfilment

In wave 2, 35 percent claimed that they fully got what they wanted as a result of writing to/ emailing the ICO (down marginally from wave 1). 29% said that they partly got what they wanted (in both waves)



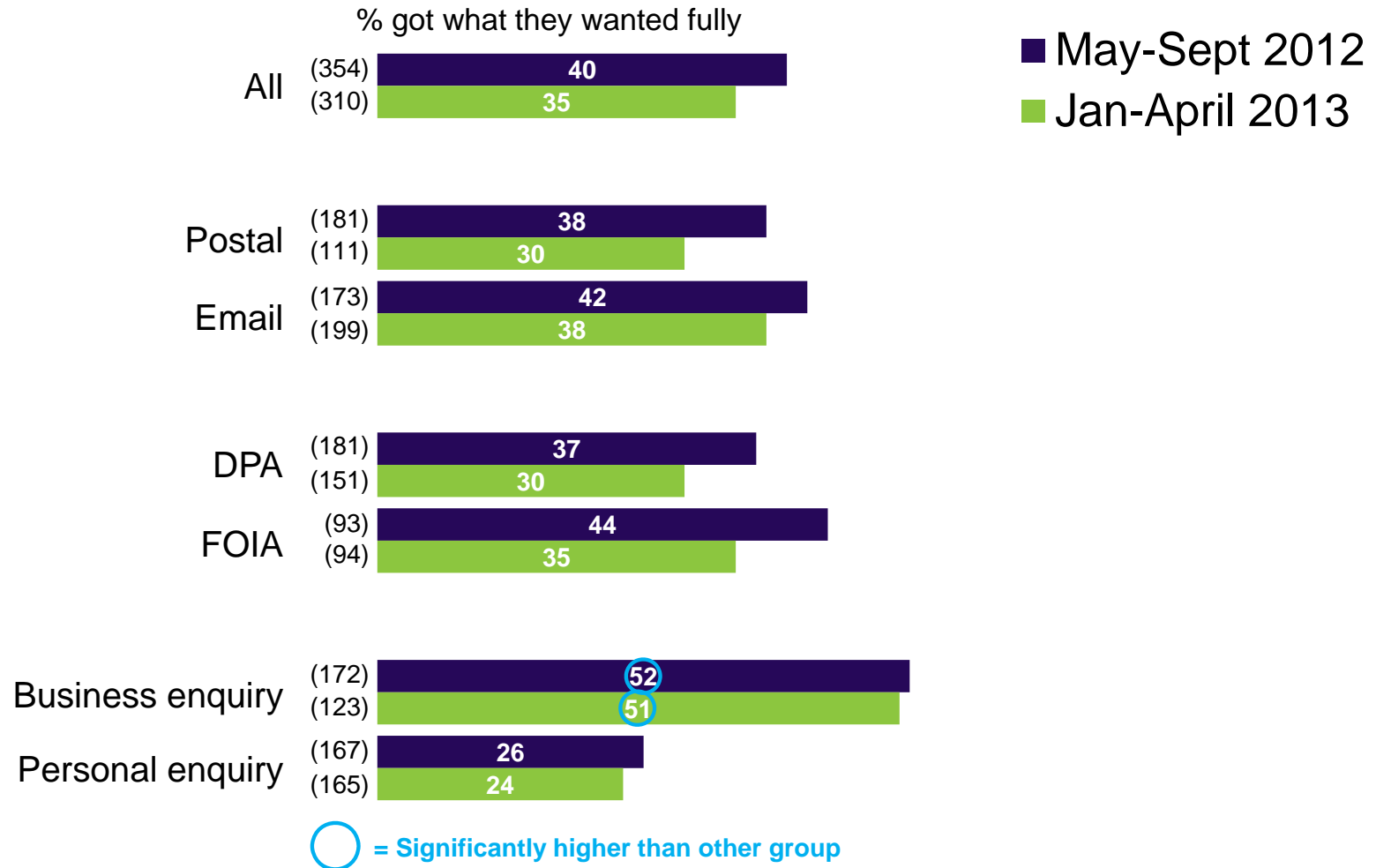
Q13 To what extent did you get what you wanted as a result of writing to/ emailing the ICO?

Base: All



Fulfilment

Business enquirers are significantly more likely to say that they fully got what they wanted than personal enquirers in both waves



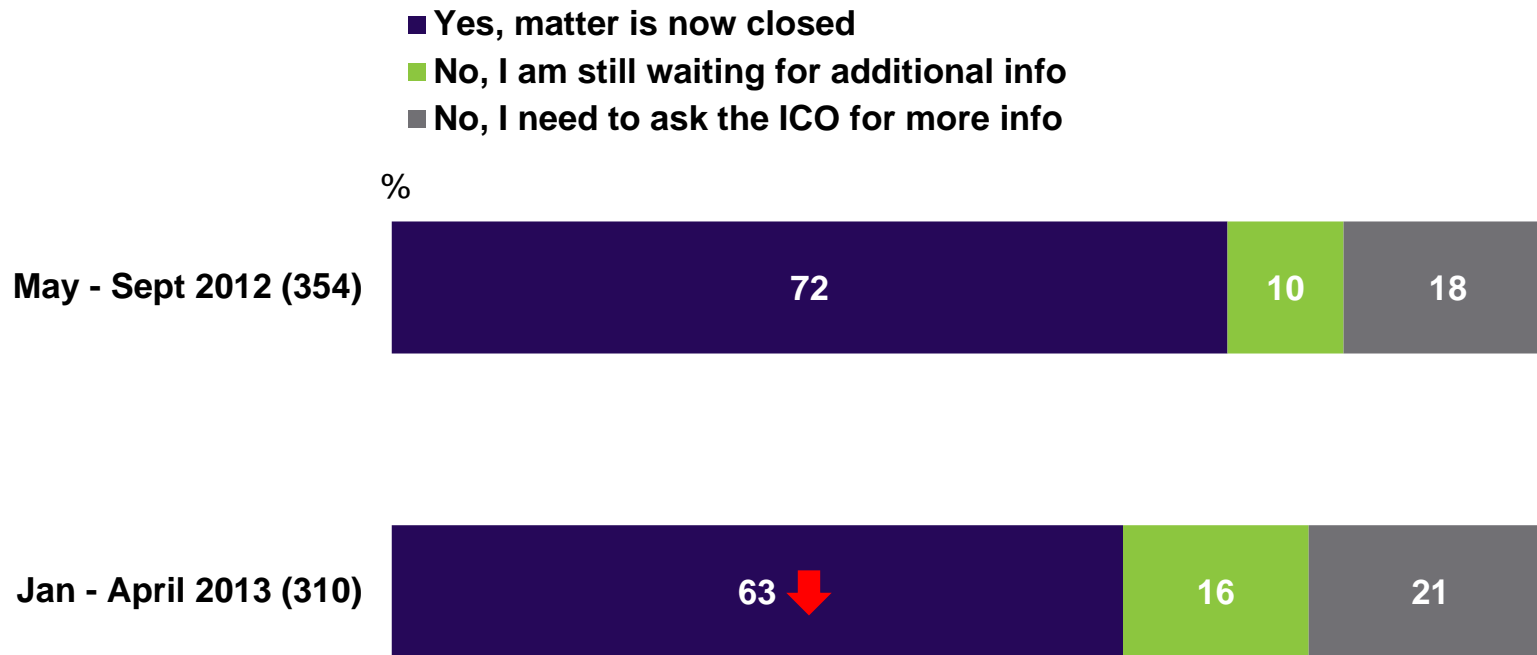
Q13 To what extent did you get what you wanted as a result of writing to/ emailing the ICO?

Base: All



Matter now closed?

63% said that the matter was closed when they were interviewed in wave 2, which is a significant drop from the 72% who said the matter was closed by the time of interview at wave 1. 1 in 6 said they were waiting for more information and 1 in 5 needed to ask the ICO for more information (in wave 2)



↓ = Significantly lower than wave 1

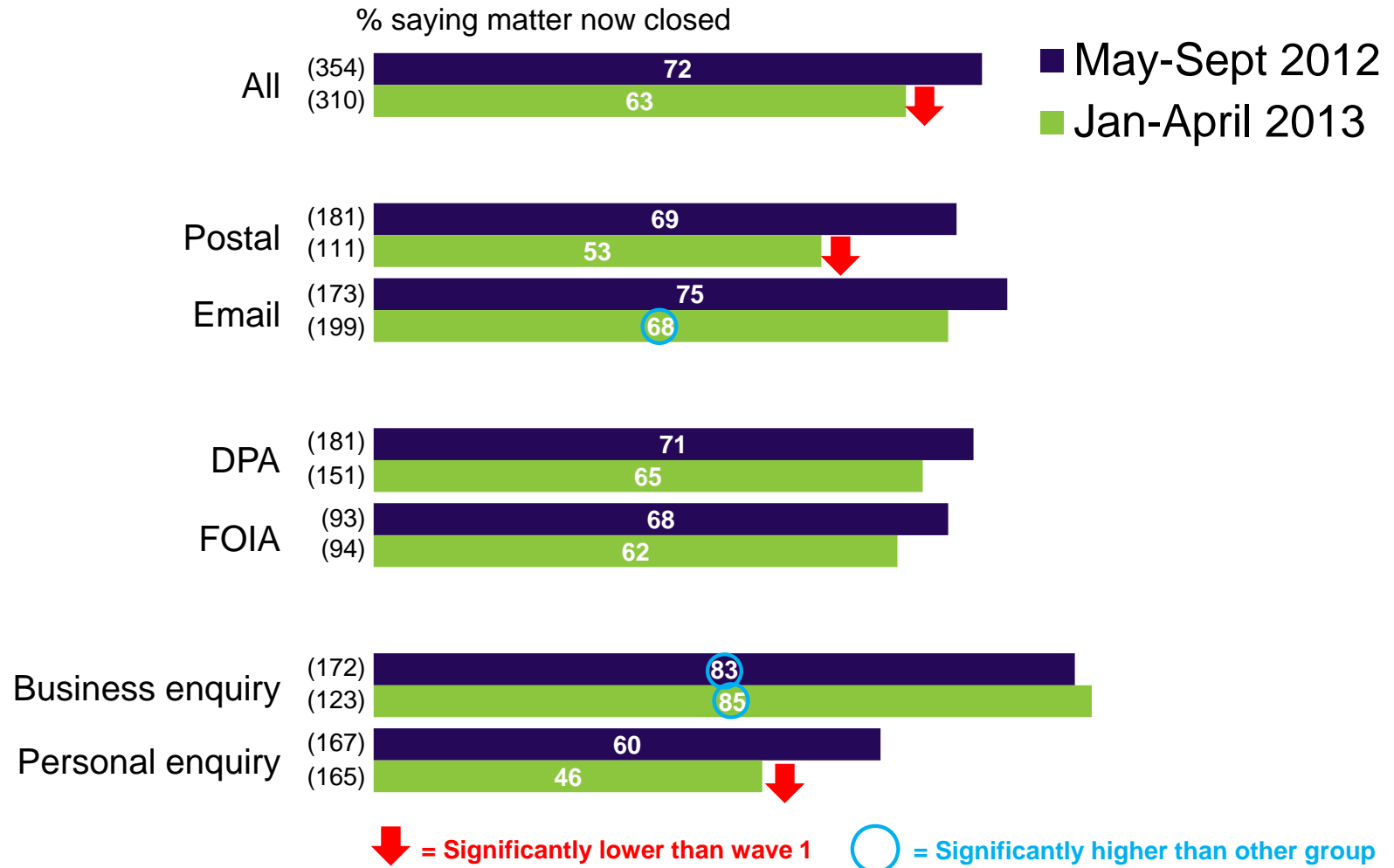
Q14 As far as you are concerned, is the matter now closed?

Base: All



Matter now closed?

The fall in the proportion of enquirers claiming the matter was closed by the time of interview has occurred mainly among personal enquirers and letter writers, which are unfortunately the groups with the lowest proportions saying their enquiry had been fully dealt with



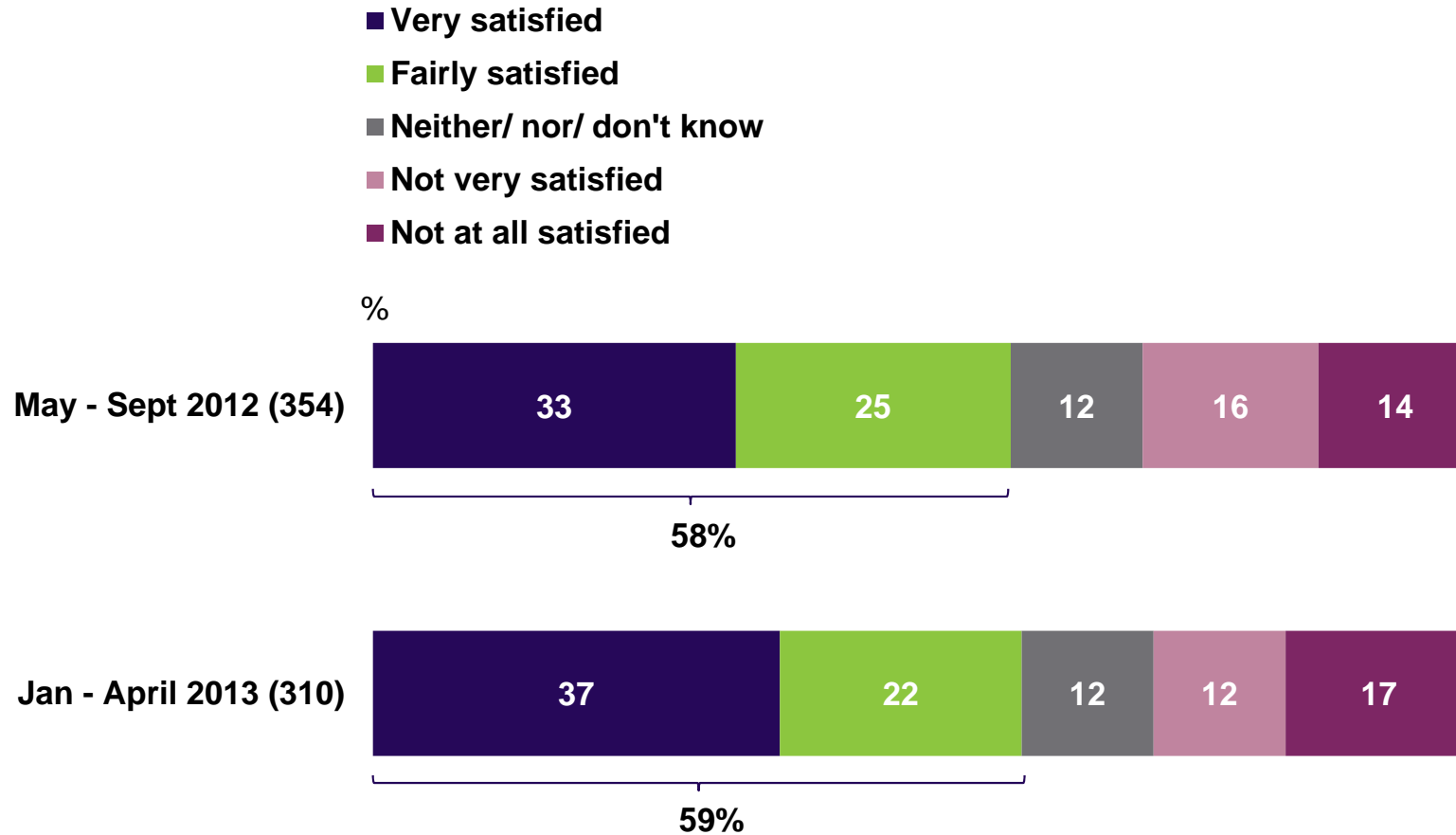
Q14 As far as you are concerned, is the matter now closed?

Base: All



Overall satisfaction with written advice

Overall satisfaction with the way ICO dealt with letters/ emails remains unchanged between the two waves with 6 in 10 either very or fairly satisfied



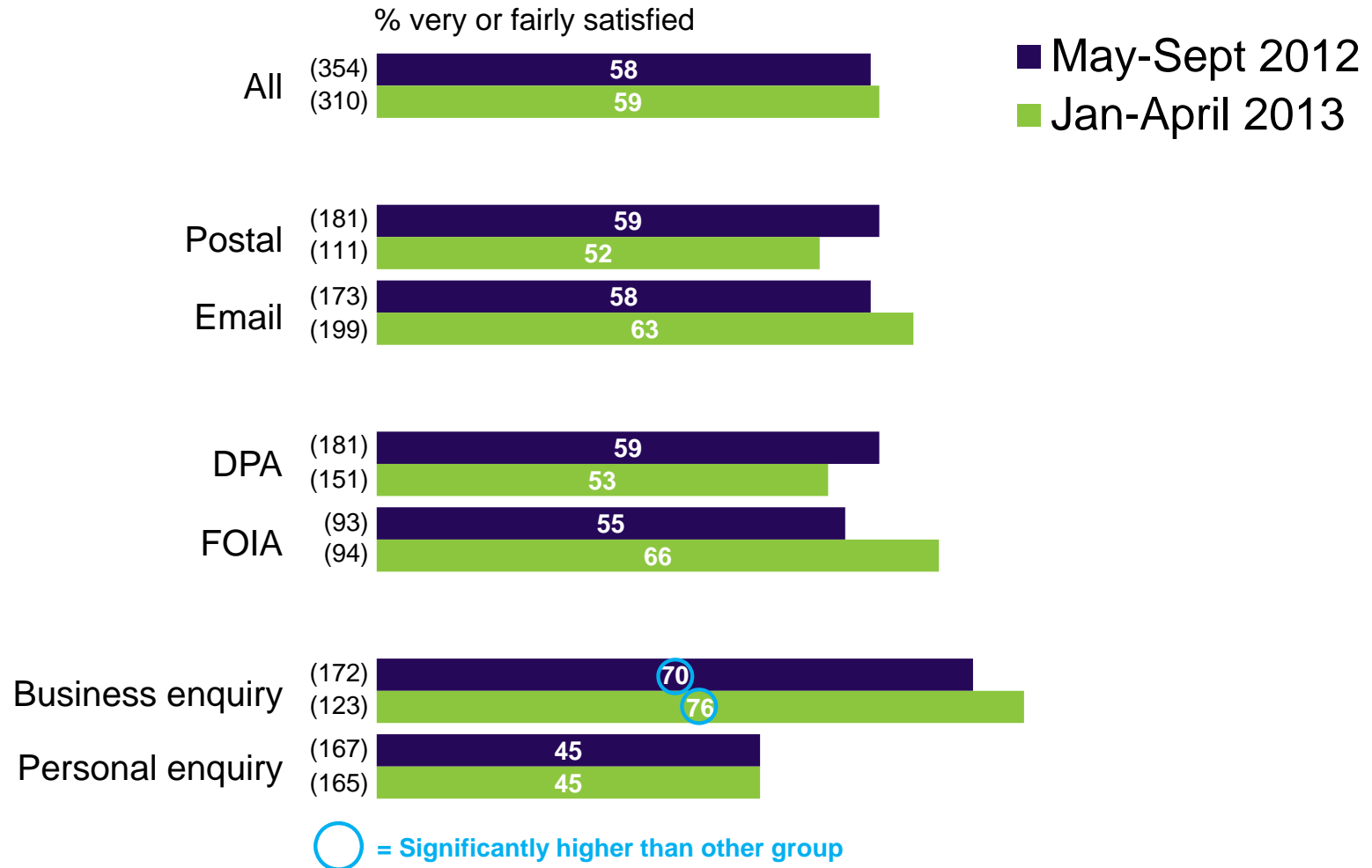
Q15 How satisfied are you overall with the way your letter/ email was handled by the ICO?

Base: All



Overall satisfaction with written advice

Business enquirers are significantly more satisfied overall than personal enquirers in both waves. In wave 2, 76% of business enquirers were very or fairly satisfied compared to only 45% of personal enquirers)



Q15 How satisfied are you overall with the way your letter/ email was handled by the ICO?

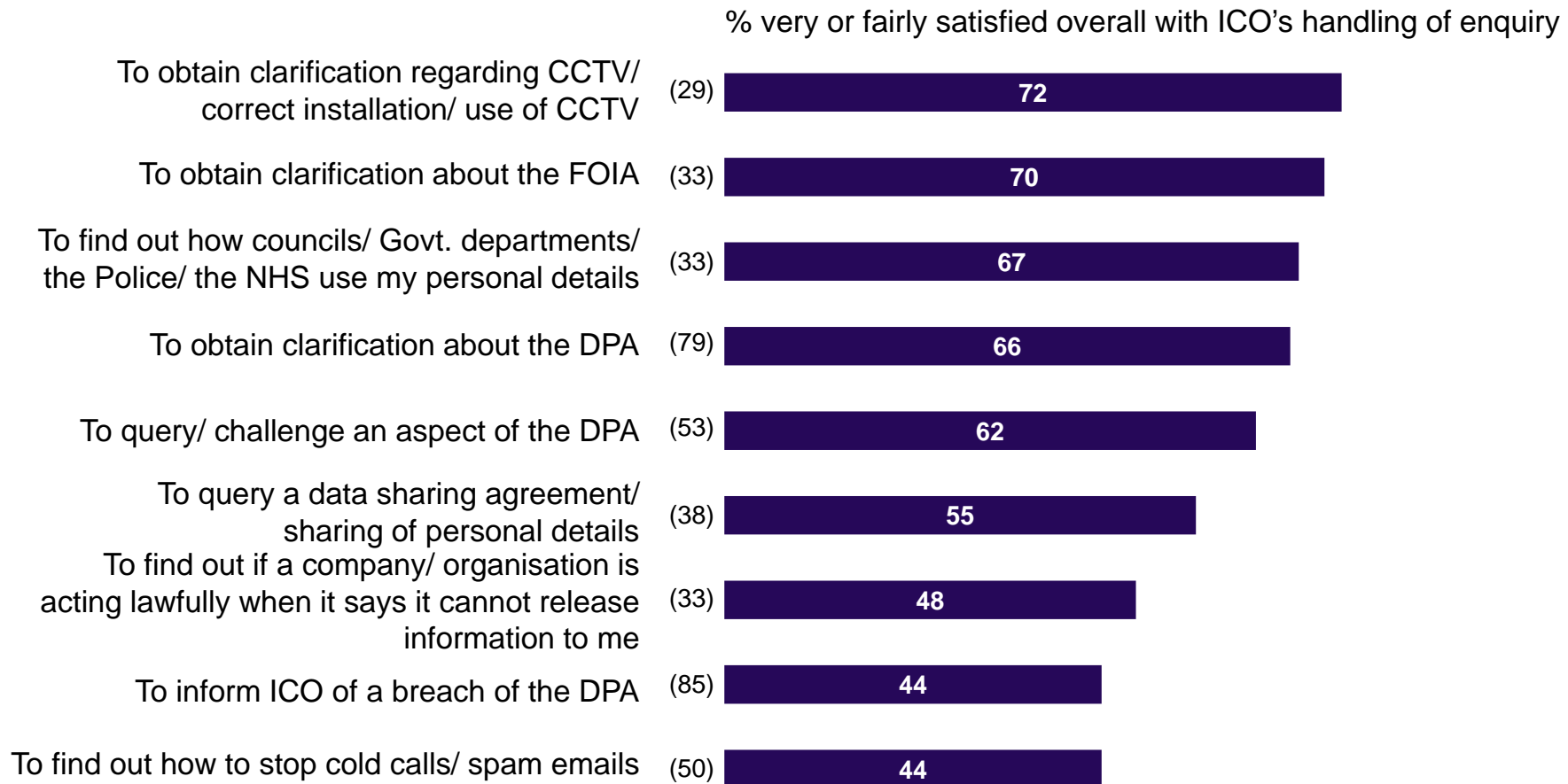
Base: All



Overall satisfaction with written advice

by subject matter of enquiry

Overall satisfaction with enquiry handling changes markedly depending on the nature of the enquiry, with replies to enquiries about the law surrounding CCTV and clarification on aspects of the FOIA receiving the highest ratings and replies to reports of breaches of the DPA or attempts to stop cold calls/ spam emails, receiving the lowest ratings



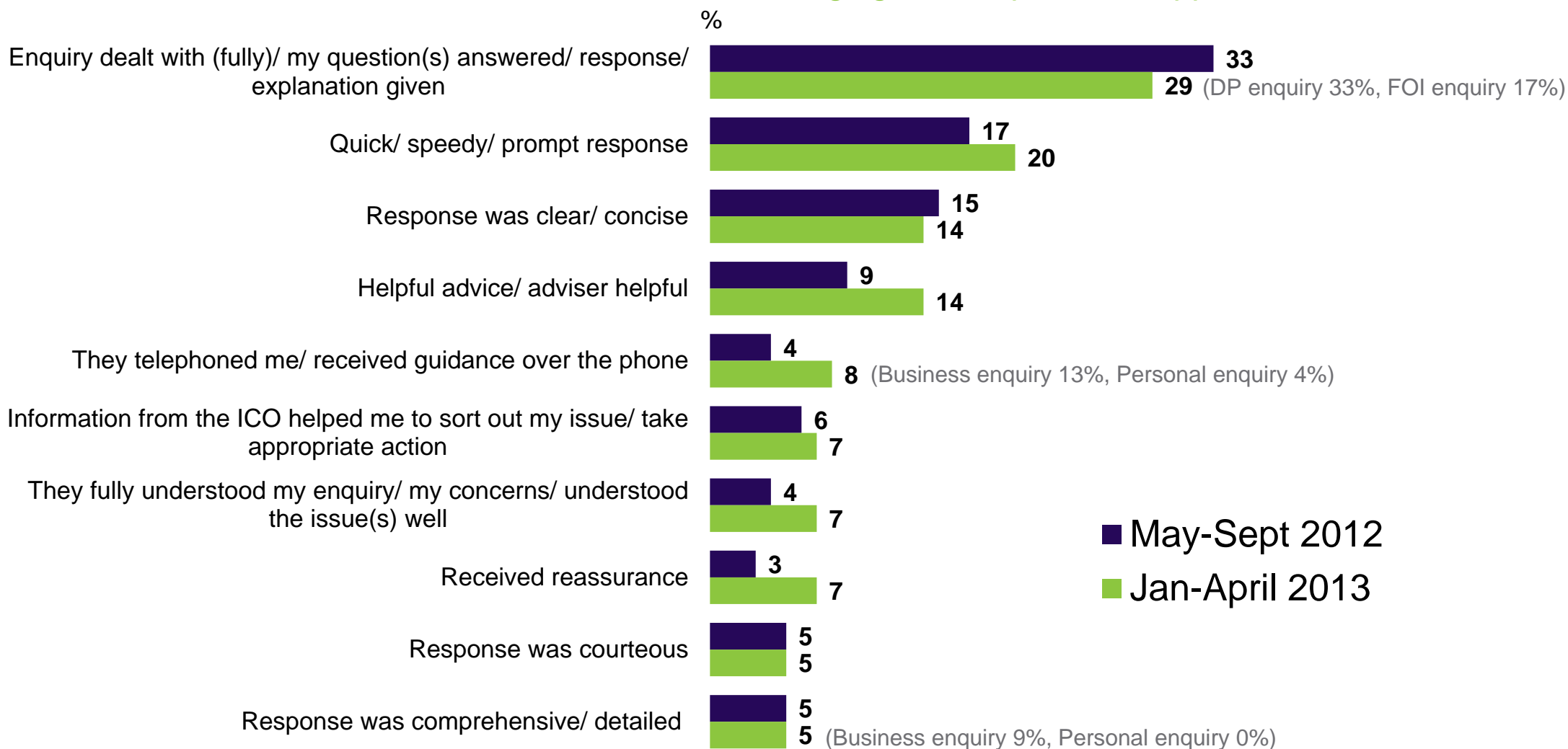
Q15 How satisfied are you overall with the way your letter/ email was handled by the ICO?

Base: Waves 1 and 2 combined



Reasons for satisfaction with written advice

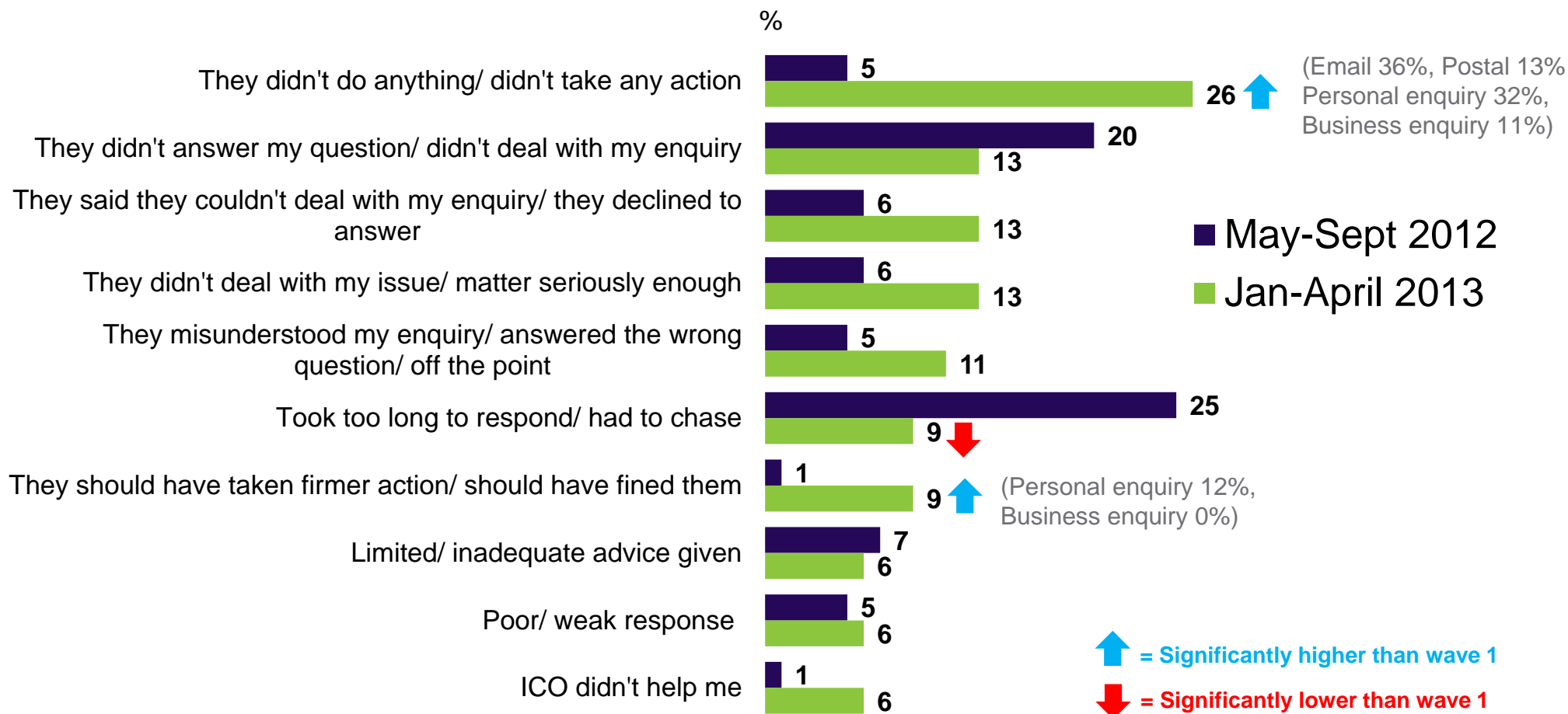
Asked why they were satisfied with ICO's handling of their enquiry, the highest proportions mentioned fulfilment, speed, clarity and helpfulness this wave (also the most important reasons for satisfaction in wave 1). The proportion mentioning receiving a call from the ICO to help them has doubled in wave 2 to 8%, acknowledging a more proactive approach from the ICO



Q16a Why are you satisfied with the way your letter/ email was handled by the ICO?
Base: All very or fairly satisfied overall (May-Sept 2012 – 206/ Jan-April 2013 - 184)

→ Reasons for dissatisfaction with written advice

Dissatisfied enquirers mainly complained about the ICO not doing anything, not answering questions, being unable or declining to deal with enquiries or not taking enquiries seriously enough. The proportion mentioning inaction/ ICO not doing anything as a reason for their dissatisfaction has risen dramatically in wave 2. On the positive side, faster reply times has meant that the proportion saying ICO took too long to reply has fallen significantly



Q16b Why are you not satisfied with the way your letter/ email was handled by the ICO?
 Base: All not very or not at all satisfied overall (May-Sept 2012 – 106/ Jan-April 2013 - 90)



Reasons for dissatisfaction (verbatim)

Below are some typical comments from dissatisfied enquirers (there were plenty of positive comments too but we focus on dissatisfied people to help ICO improve its service)

Did not answer the questions posed, was bureaucratic and treated me as an ignorant fool. I would sack the staff responsible or at least send them off for proper training and also ensure there was proper supervision (including quality control, of course).

Because I was told by the ICO that I had to ask the website owner if they are registered, even though the website owner appears nowhere on the ICO register as I checked. Surely the job of the ICO is to investigate matters arising, and not expect people who raise concerns to do the work for them. It strikes me that the ICO is there just to satisfy some "tick boxes" in law and they are not interested in taking complaints seriously.

I have made many such complaints that have included the sender or caller's UK telephone number, yet the final response is always the same:
"Unfortunately on this occasion we have been unable to identify the organisation that has contacted you."

I took a LOT of time gathering evidence to support my complaint, yet the ICO does absolutely nothing with that information, in order to stop companies harassing people in their homes.

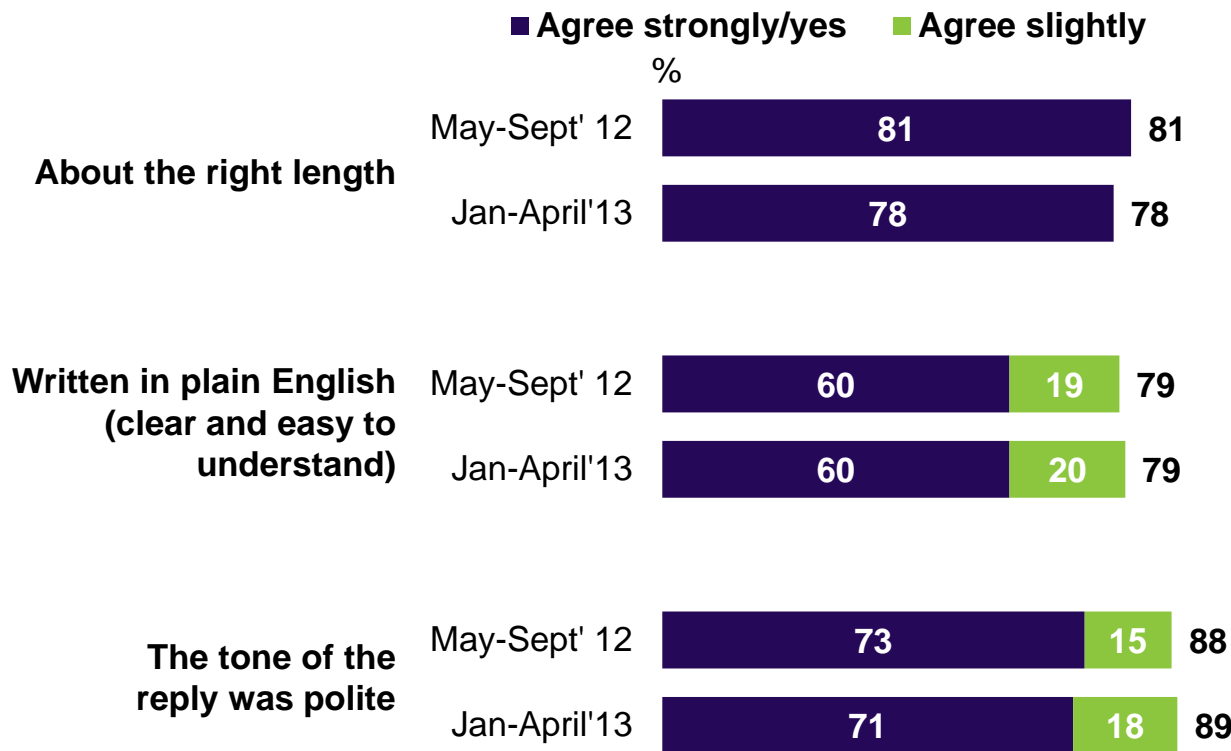
The ICO has persistently ignored the core of my complaint and has put all its efforts into trying to dismiss the matter so it does not have to address it. The ICO seems totally disinterested in doing its job.

They did not understand my complaint the first time and it was rejected and the second time, it was misunderstood. As a result, nothing was done!



Rating of the reply – length, clarity, tone

Enquirers are largely happy with the length of the reply, clarity/ ease of comprehension and the tone of the reply in both waves



Business (172/123) %	Personal (167/165) %	DP (181/151) %	FOI (93/94) %	Postal (181/111) %	Email (173/199) %
85	75	81	84	82	79
82	75	77	78	75	80
83	75	80	80	81	77
80	79	75	79	78	80
95	81	89	86	87	89
92	86	85	89	84	91

○ = Significantly higher than other group

Q11 Did you feel the reply you received from the ICO was too long and detailed, about the right length or too short?

Q10a How much do you agree or disagree that the reply was written in plain English (i.e. it was clear and easy to understand)?

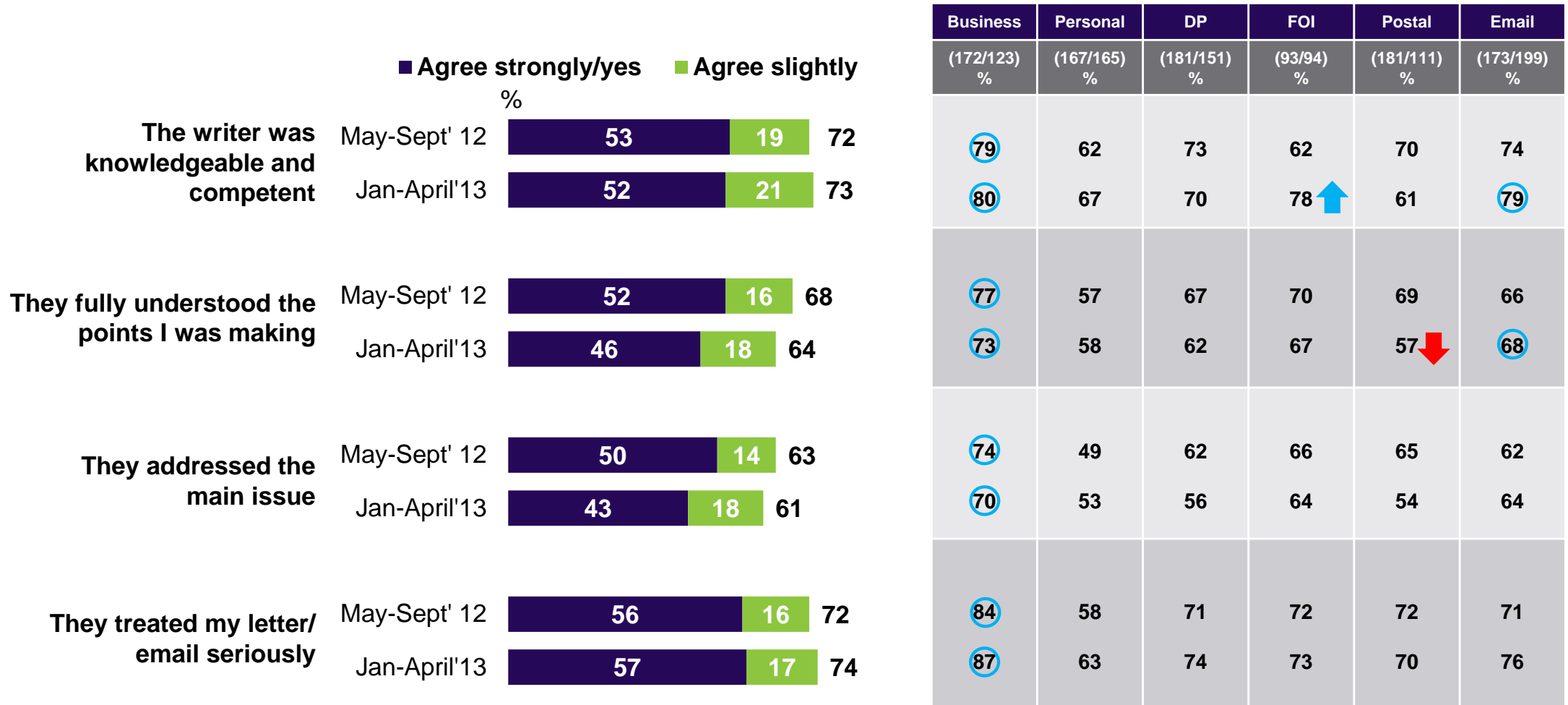
Q10b How much do you agree or disagree that the tone of the reply was polite?

Base: All



Rating of the reply – competence

Three-quarters felt their matter was taken seriously and that the author of the reply was knowledgeable/competent and six in ten that ICO fully understood the points being raised and addressed the main issue. Results are fairly similar between the two waves except that postal enquirers in wave 2 are significantly less likely to agree that ICO fully understood the points being raised



Q10c How much do you agree or disagree that the writer was knowledgeable and competent?

Q10d How much do you agree or disagree that they fully understood the points you were making?

Q10e How much do you agree or disagree that they addressed the main issue?

Q10f How much do you agree or disagree that they treated your letter/ email seriously?

Base: All

↑ = Significantly higher than wave 1

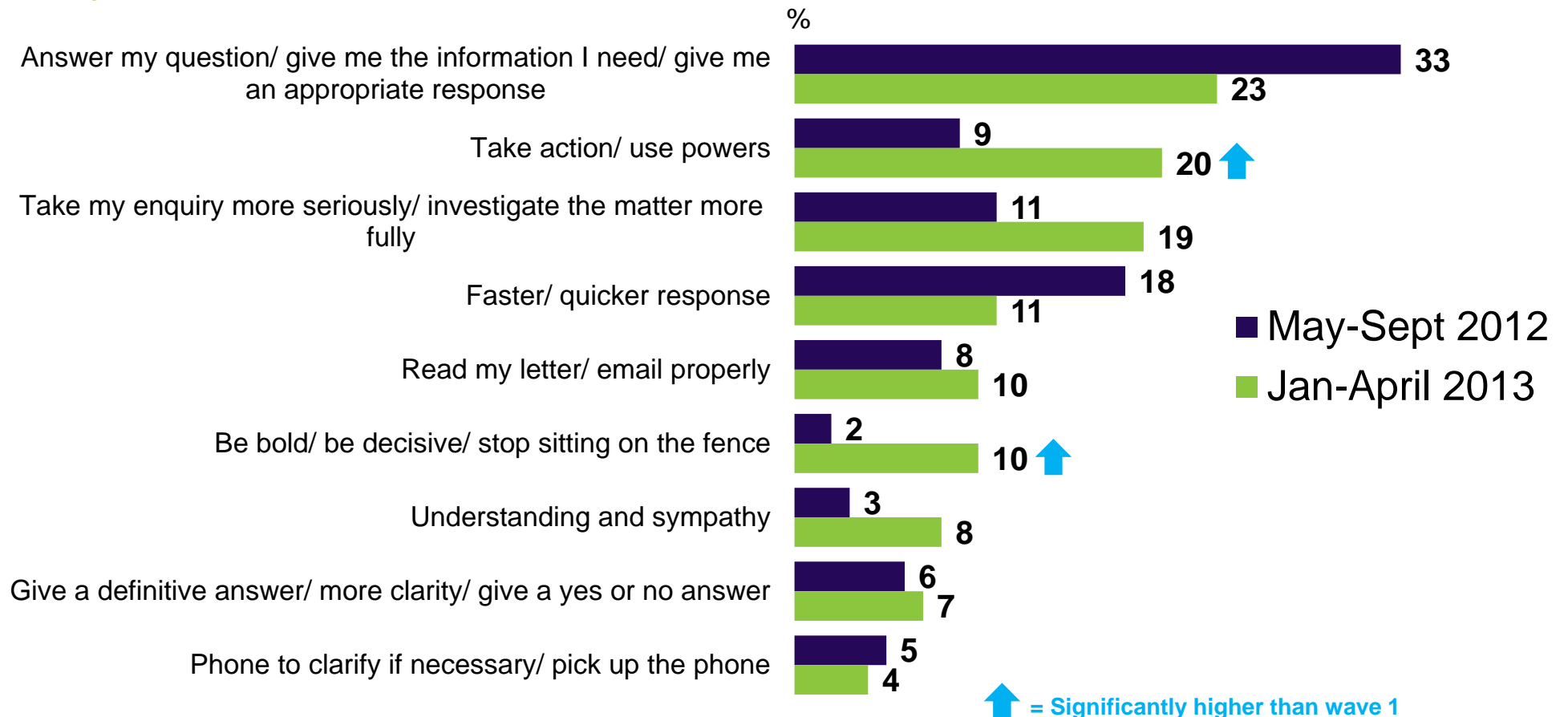
↓ = Significantly lower than wave 1

○ = Significantly higher than other group



Suggestions for improvement

There were a variety of suggestions for improvement among dissatisfied enquirers. In wave 2, those mentioned most often are - just answer my question/ give me the information I need!, take action/ use powers and take the enquiry more seriously/ investigate the matter fully. Compared to wave 1, fewer are suggesting a faster response this time in wave 2 (as a result of ICO's speeding up of response times) but more are suggesting that the ICO take action/ use powers and be bold/ more decisive



Q17 How could they have handled your letter/ email better?

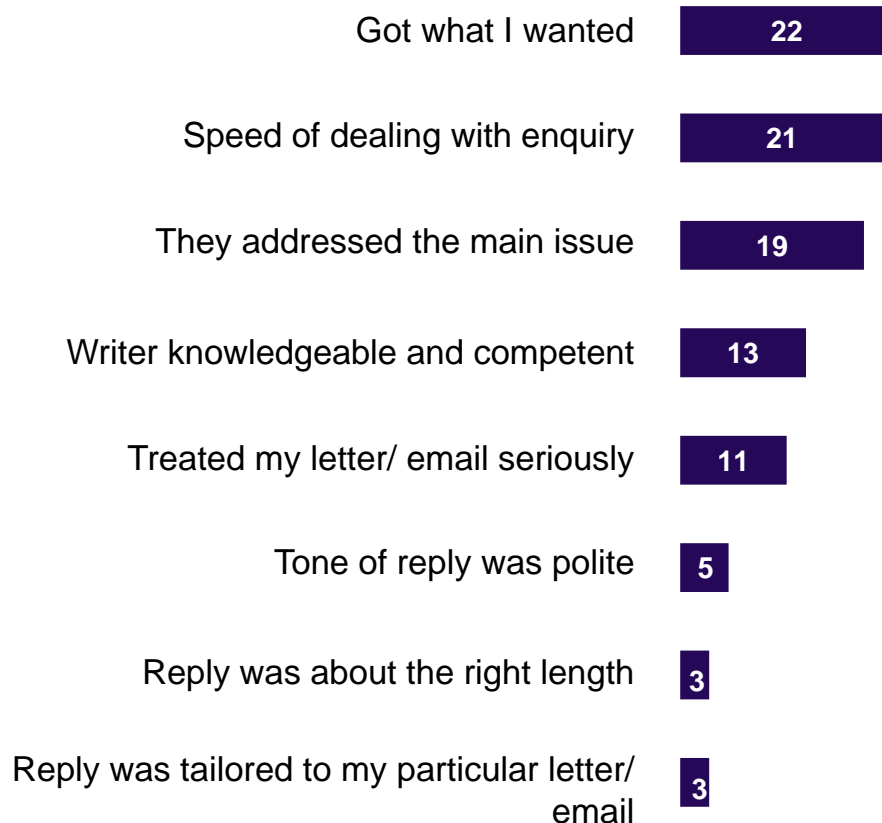
Base: All not very or not at all satisfied overall (May-Sept 2012 – 106/ Jan-April 2013 - 90)



Key drivers of overall satisfaction

Regression analysis on both waves of data reveals that giving enquirers what they want, speed of response, addressing the main issue, being knowledgeable and competent and treating correspondence seriously are the key drivers of overall satisfaction with complaint handling. ICO should focus on getting these aspects right as the surest way of improving overall satisfaction

% of variance in overall satisfaction accounted for

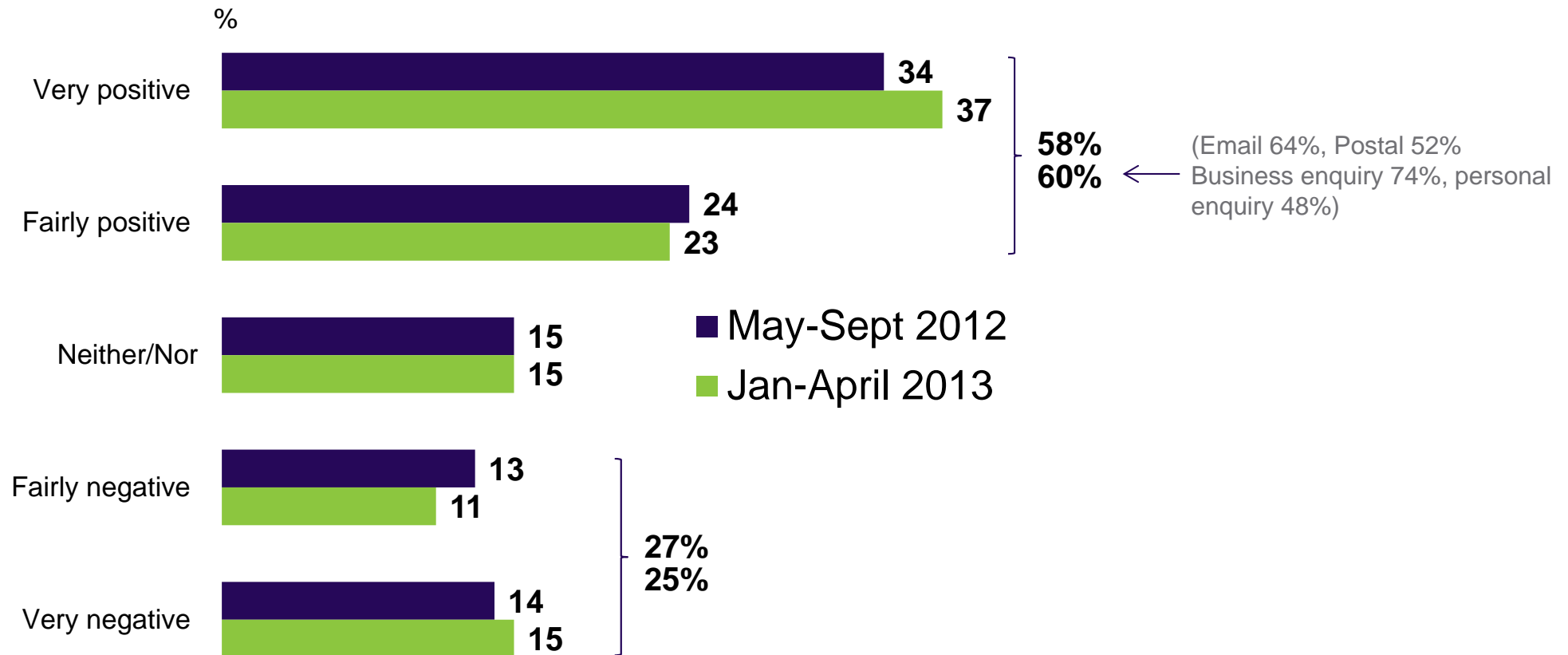


Base: Waves 1 and 2 combined



Impression of ICO

On balance more written enquirers formed a positive impression of the ICO after contacting (60%) than a negative one (25%). Business enquirers and e-mailers were more likely to form a positive impression of the ICO

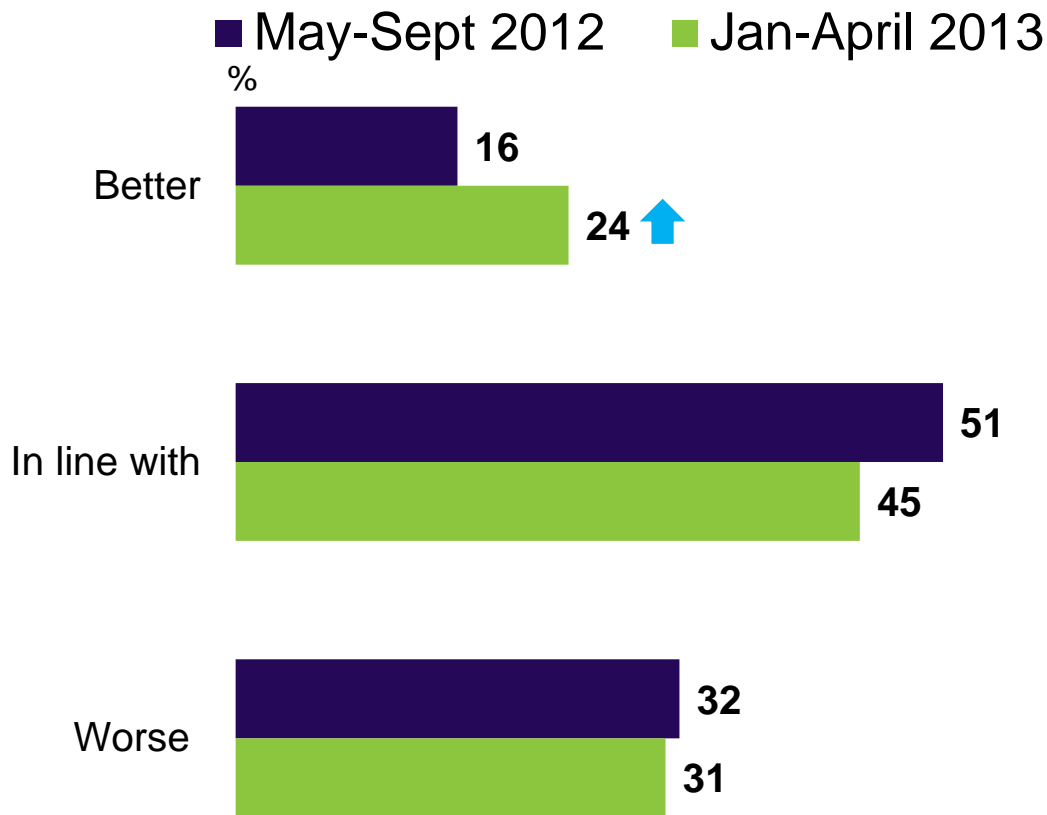


Q18 Thinking of how they dealt with your letter/ email, what sort of impression did this give you of the ICO?
Base: All May-Sept 2012 (354) / Jan-April 2013 (310)



Expectation versus reality

The proportion of those saying that the experience of dealing with the ICO was better than expected has risen significantly between the two waves (from 16% to 24%) driven by the improved experiences of business enquirers and e-mailers



	Business (172/123) %	Personal (167/165) %	DP (181/151) %	FOI (93/94) %	Postal (181/111) %	Email (173/199) %
Better	15 31 ↑	15 19	15 22	19 24	14 16	18 28 ↑
In line with	61 50	43 38	54 42	47 48	57 48	45 43
Worse	23 19	42 42	30 36	32 27	27 34	37 30

= Significantly higher than wave 1
 = Significantly lower than wave 1

= Significantly higher than other group

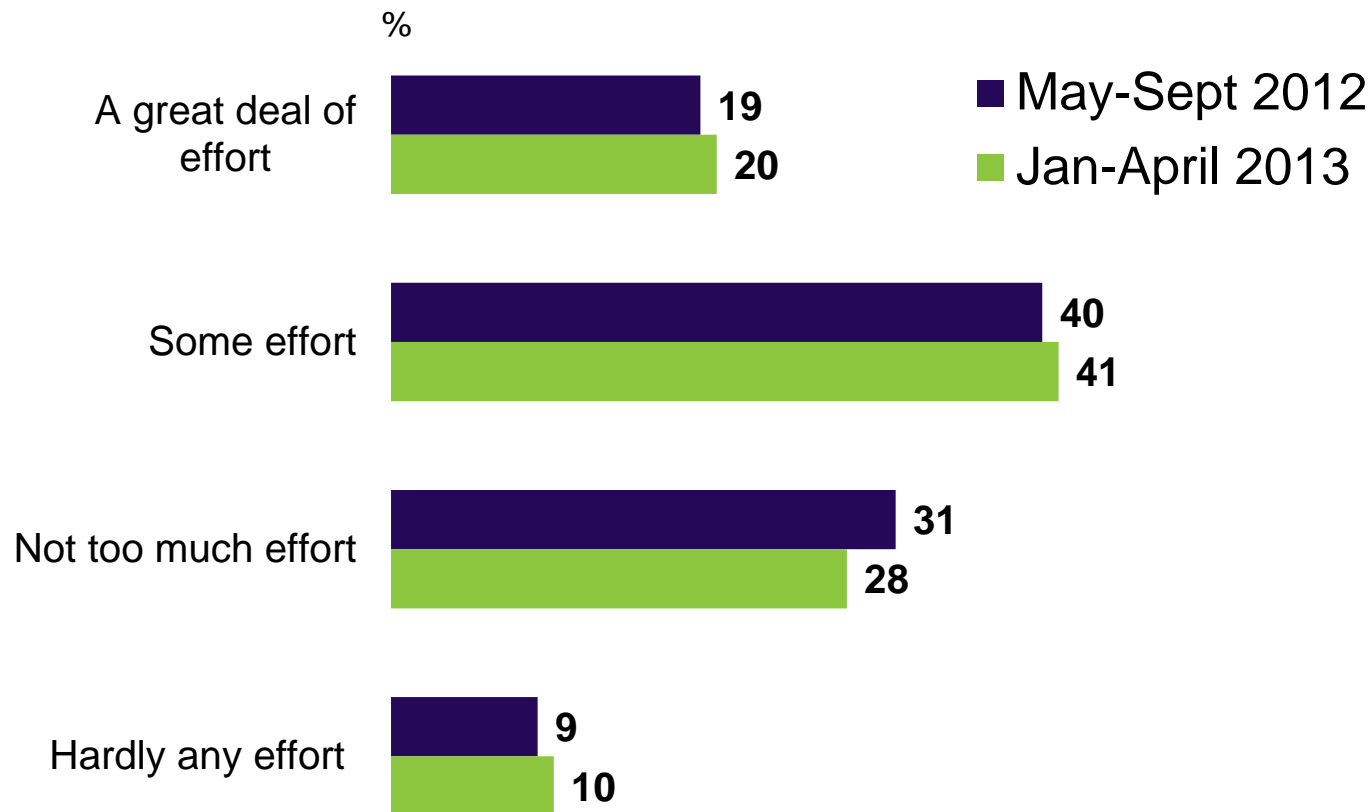
Q19 Thinking back to what you were expecting at the outset when you first sent a letter to/ emailed the ICO, has the experience of dealing with them been better than, in line with or worse than you expected?

Base: All May-Sept 2012 (354) / Jan-April 2013 (310)



Effort

A fifth claimed they had to put a great deal of effort into making their enquiry, but four in ten found the exercise relatively effortless. These results remain largely unchanged between the two waves



No significant differences by business versus personal, DP versus FOI or postal versus email

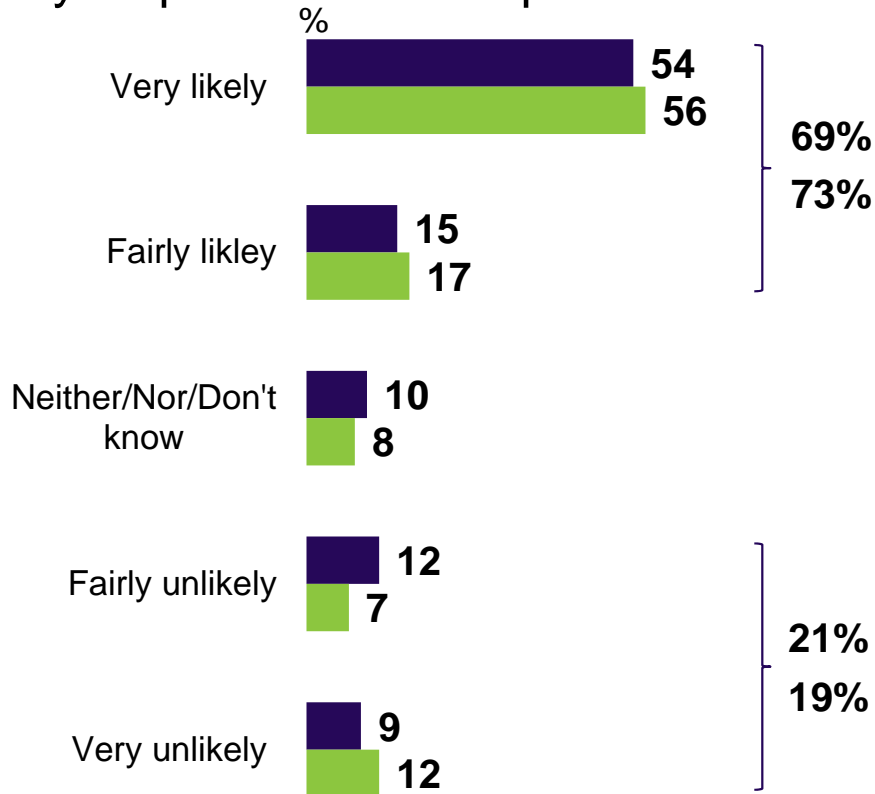
Q20 How much effort have you personally had to put into getting the information you needed from the ICO?
Base: All May-Sept 2012 (354) / Jan-April 2013 (310)



Likelihood of approaching ICO again

In wave 2, nearly three-quarters (nine in ten business enquirers) would approach the ICO again if they had another enquiry. One in five are not likely to approach the ICO again. Significant differences in likelihood to approach ICO again between letter writers and e-mailers observed in wave 1 are no longer apparent in wave 2

■ May-Sept 2012 ■ Jan-April 2013



	Business (172/123) %	Personal (167/165) %	DP (181/151) %	FOI (93/94) %	Postal (181/111) %	Email (173/199) %
Very likely	76	60	70	68	75	64
Fairly likely	88	60	72	74	67	76
Neither/Nor/Don't know						
Fairly unlikely	13	31	22	19	15	26
Very unlikely	10	28	21	17	21	18

○ = Significantly higher than other group

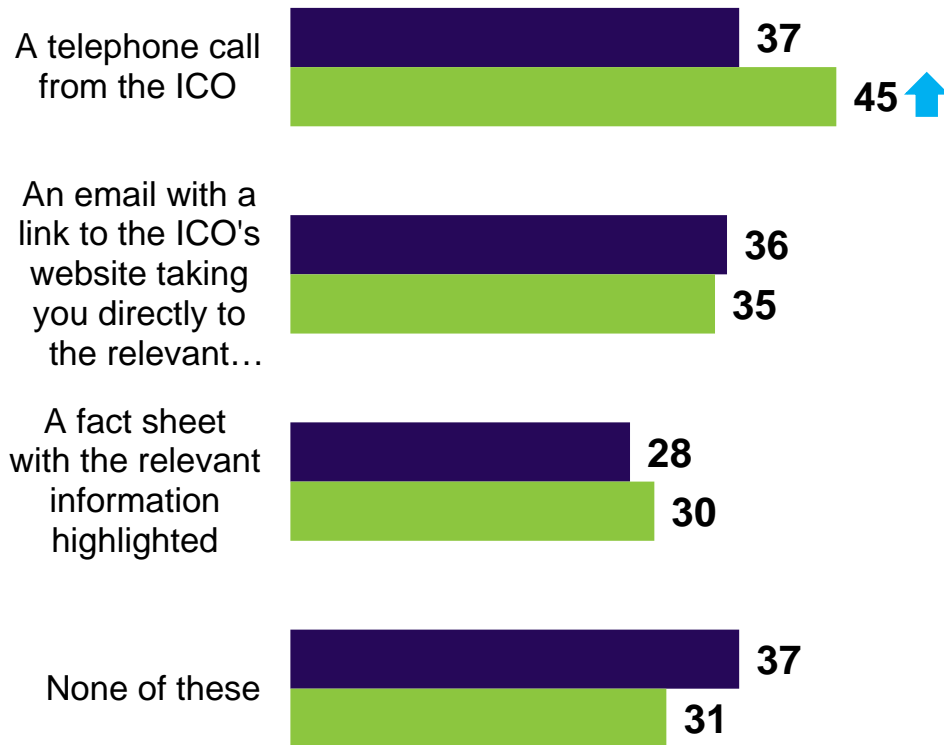
Q21 How likely are you to approach the ICO again if you had another enquiry?
Base: All May-Sept 2012 (354) / Jan-April 2013 (310)



Alternative approaches

45% would be happy to have written enquiries answered by a telephone call. This proportion has risen significantly from 37% in wave 1. 35% would be happy to receive an email with a link to the relevant information on ICO's website. Over half of businesses are now amenable to these alternative approaches. Four in ten personal enquirers, however, would not contemplate any of these alternative approaches

% happy to have had enquiry dealt with by alternative approach



Business	Personal	DP	FOI	Postal	Email
(172/123) %	(167/165) %	(181/151) %	(93/94) %	(181/111) %	(173/199) %
44	30	34	37	34	41
59	36	46	47	38	49
45	26	29	47	30	41
54	22	34	33	22	43
31	25	25	34	27	29
44	19	28	27	25	33
30	44	41	32	39	35
18	41	34	28	34	30

= Significantly higher than wave 1
 = Significantly lower than wave 1

= Significantly higher than other group

Q22 You received a written response to your enquiry. Would you have been happy to have had your enquiry answered in any of the following ways instead?
 Base: All May-Sept 2012 (354) / Jan-April 2013 (310)



Recommendations

- ICO have done extremely well to improve the response times for replies to letters and emails asking for written advice with significant improvements in satisfaction with speed of reply and should continue to deliver prompt replies
 - However care should be taken to ensure that in the drive to improve response times, quality of response does not suffer. We have detected some deterioration in quality in wave 2 which should be addressed e.g. a rise in the proportion saying they are still seeking additional information or need to ask ICO for more information, fewer personal enquirers saying that the matter is now closed, more dissatisfied enquirers saying that ICO didn't do anything/ that ICO should have taken firmer action, fewer postal enquirers feeling that their enquiry was fully understood, more people calling for ICO to take action/ use powers and be bold/ be decisive/ stop sitting on the fence

- As identified in the wave 1 report, the focus to improving satisfaction with written advice should be on personal enquiries as satisfaction levels are lower here than with business enquiries. The demographic profile of personal enquirers is a hard group to satisfy (male, 55+, AB). Many personal enquiries can be seen as complaints (e.g. informing the ICO of a (suspected) breach of the DPA or advice on how to stop unwanted calls/ mail). Dissatisfaction arises as a result of frustration that nothing is or can be done. This group needs reassurance that whatever can be done, is being done and rational explanations as to why for example companies are not forced to stop making unsolicited approaches or why they do not always have action taken against them

- ICO should use other channels of replying to enquirers fully e.g. outbound telephone, emails with links to information on your website and fact sheets with information highlighted, especially with businesses who are becoming more accepting of these approaches. Personal enquirers who are complaining need more careful handling but this doesn't exclude calling them. It could facilitate understanding exactly what they want and being able to respond accordingly or at least to manage their expectations. You should ask them if they want a follow up letter after the phone call