

Management Board Scorecard

Measure	Supporting Measures	IRSP Goal	Charter Service Standard Measures	Type of Measure	Q1 performance	Q2 performance	Q3 performance	Q4 performance	RAG Status	Q3 Comments
Efficient and timely delivery of our services for individuals and organisations	We will assess and respond to 80% of Data Protection concerns within 90 days	Goal 1	Charter Measure	Performance Measure	26.5%	33.4%	39.3%		Red	We continue to strive to achieve this stretch casework target and have seen a small incremental improvement across Q3 as forecasted. We are typically closing cases at 14 weeks, but will need to improve our timeliness by a further 4-6 weeks to be in a position to consistently assess and respond to 80% of data protection concerns within 90 days. We continue to monitor the age profile of our cases closely, and track our progress, as we understand the impact on our customers for having to wait for their cases to be allocated.
	We will assess and respond to 90% of Data Protection concerns within 6 months	Goal 1	Charter Measure	Performance Measure	89.4%	93.6%	94.0%		Green	Since Q2 we have been able to assess and respond to 90% of data protection concerns within 6 months. We are now in a position where this Key Performance Indicator (KPI) is consistently being exceeded and as such we are now focused on improving our timeliness further, as we aspire to deal with 80% of cases within 90 days.
	Less than 1% of our Data Protection complaints caseload will be over 12 months old	Goal 1		Performance Measure	1.24%	1.47%	1.28%		Amber	We continue to monitor our oldest cases and routinely review whether we are in a position to assess and respond to these cases. We keep our customers updated on progress. These cases are usually linked to an ongoing investigation or a developing policy position.
	We will resolve 80% of written enquiries within 7 calendar days <i>(Combined measure of Public and Business Advice enquiries)</i>	Goal 2	Charter Measure	Performance Measure	47.6%	76.7%	79.8%		Amber	Across Q3 we continued to focus on improving our timeliness for written enquiries and just missed achieving this service standard. We are on track to achieve our target for Q4.
	We will resolve 99% of written enquiries within 30 calendar days <i>(Combined measure of Public and Business Advice enquiries)</i>	Goal 2	Charter Measure	Performance Measure	70.9%	94.4%	95.6%		Amber	Further improvement during Q3, where 2,029 of 2,123 cases were resolved within 30 calendar days. Of the remaining 94 cases, only 40 cases took over 90 days to close (1.89%).
	We will answer 80% of calls and live chats within 60 seconds <i>(Combined measure of calls and live chats)</i>	Goal 1	Charter Measure	Performance Measure	New for Q2	61%	78%		Amber	Across Q3 we saw consistent strong performance on live chats answered within 60 seconds during Q3 (87% compared to 85% at Q2), with a significant improvement in helpline calls answered within 60 seconds (76% compared to 58% at Q2). In total 85,091 calls were answered; 74,543 helpline calls and 10,548 live chats.
	In 100% of cases, the Parliamentary and Health Service Ombudsman (PHSO) do not uphold a complaint about the ICO	Goal 4		Performance Measure	100%	88.9%	100%		Green	Where possible, we aim to resolve all service complaints to the customer's satisfaction. This includes putting things right when things have gone wrong, apologising for mistakes we have made and learning from service complaints, so that similar problems do not recur. Where a customer remains dissatisfied with the outcome of a service complaint, the customer (via their MP) can ask the PHSO to look into their complaint. When this happens, in all cases, we welcome any additional learnings and recommendations that PHSO identifies, but overall if we have dealt with the complaint comprehensively, our aim is that PHSO does not identify and uphold any unaddressed ICO failings. Across the first three quarters we have received 34 PHSO complaints (12 in Q1; 9 in Q2; 13 in Q3), of which 1 was upheld in Q2. Therefore the cumulative in-year percentage at the end of Q3 is 97%
	We will investigate and respond to 90% of service complaints within 30 calendar days <i>(Combined measure of service complaints across all teams)</i>	Goal 1	Charter Measure	Performance Measure	64.1%	58.6%	80.4%		Amber	In Q3, we were able to significantly improve on timeliness for service complaints. 78 out of 97 service complaints were investigated and responded to within 30 calendar days; an improvement since Q2. We expect this continued focus to result in over 90% of service complaints being investigated and responded to within 30 days for Q4.
	Customer satisfaction score	Goal 4		Performance Measure	Annual measure	Annual measure	69.4		Not Applicable	The overall ICO Customer Satisfaction Index (CSI) is 69.4, with satisfaction at 60.4 for our Public Services and 80.7 for Business Services. Aim is to increase Public Advice satisfaction by +3.6 by Q4 2022/23 contributing to overall CSI ambition for 2022/23 of 72.4

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	We will refer or close 80% of personal data breach reports within 30 days	Goal 5	Charter Measure	Performance Measure	54%	29%	65%		Red	Positive direction of travel in line with recovery plan (from 29% at Q2 to 65% at Q3).
	Less than 1% personal data breach reports will be over 12 months old	Goal 5		Performance Measure	<1%	<1%	0%		Green	0 personal data breach reports over 12 months old at 31 December 2021.
	Less than 1% of our Freedom of Information caseload will be over 12 months old	Goal 1		Performance Measure	4.22%	3.28%	5.16%		Red	We have made good progress as pandemic restrictions have eased on progressing cases where physical restrictions were limiting our ability to review information (as a result of its nature or classification). As a result of our wider queue, however, we are now at the point where a larger number of cases are hitting the KPI threshold due to the age profile of cases in the queue. We are however allocating all cases from summer 2021 now and as new capacity comes on stream the queue level and thereafter the age profile will be addressed over the next 12 months.
	We will reach a decision and respond to 80% of Freedom of Information concerns within 6 months	Goal 1	Charter Measure	Performance Measure	73.79%	72.67%	73.33%		Amber	Our output is now consistently keeping pace with the number of cases we are receiving and our efficiency has returned to pre-pandemic levels. We continue, however, to struggle to make significant headway into our queue, which is affecting our timeliness and age-related KPI performance. The additional casework resource, as well as change towards more upstream activity to support public authorities and share learning as well as more targeted enforcement for the next financial year will help us tackle this via a recovery plan. The recovery plan detail will come to a future informal Management Board discussion session once approved by the Regulatory Delivery Board.
	66% of Freedom of Information tribunal hearings in our favour	Goal 4		Performance Measure	84%	70%	70%		Green	Total First-Tier Tribunal cases closed in Q3 were 40, of which 28 were successfully defended*. Cumulative performance for the first three quarters of 2021/22 stands at 73% (101 successfully defended out of 138 cases closed). (* 'Successfully defended' is outcomes other than 'Allowed', 'Part-Allowed' and 'Consent Order'.)
	90% of our audit recommendations will be accepted in full or in part	Goal 2		Performance Measure	99%	99%	98%		Green	Year to date: 1,209 recommendations issued (up from 1,042 in 2020/21) with an average of 98.6% accepted, consistently performing ahead of target in 2021/22.
	Positive feedback from Sandbox participants	Goal 4		Performance Measure	N/A (Annual)	N/A (Annual)	N/A (Annual)		Not Applicable	This is an annual measure. Two exit reports have been published in Q3. There are currently nine participants in the Sandbox with two exit reports anticipated for publication in Q4.
	We will respond to 92% of Information Access Requests within statutory deadlines	Goal 4	Charter Measure	Performance Measure	83%	79.7%	59.9%		Red	An Information Access recovery plan is in place. The drop in Q3 performance was expected as we complete a number of overdue, complex late cases which has an inverse effect of the cases completed on time rate. Recruitment of permanent staff has taken place, and additional staff are now in post and training. An additional 10 secondees from across the business are now also in post for 12 weeks. We have set a target of reaching compliance (92%) by the end of Q1 2022/23. Our Recovery Plan is available to view online.
	Number of organisations working with the Innovation Hub	Goal 4		Performance Measure	43	19	43		Not Applicable	The Hub engages with businesses and public sector organisations (including regulators) innovating with personal data to help them build data protection by design and default into their products. Activities and outputs are tailored to each individual project and can include guidance, mentoring advice in person or in writing, and participation in techsprints, which may result in changes to proposals or products, where appropriate.
	70% of external DPIA requests for advice to be responded to in 8 weeks	Goal 6	Charter Measure	Performance Measure	100%	100%	100%		Green	8 cases in total in Q1; 1 case in Q2; 3 cases in Q3

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	We will respond to 100% of prior consultation submissions within statutory timeframes	Goal 6	Charter Measure	Performance Measure	100%	100%	N/A (0 cases)		Not Applicable	2 cases in total in Q1, 1 extended due to complexity. 2 cases in Q2; 0 cases in Q3. No requests for Prior Consultation relating to law enforcement processing during the first three quarters of 2021/22.
	100% of regulatory outcome fines have a recovery action plan within 2 working days of the debt becoming due	Goal 5		Performance Measure	100%	100%	100%		Green	This KPI has been met for each quarter, with 4 cases in Q1, 11 cases in Q2 and 8 cases in Q3. Of the 5 cases received in Q4 to date, the KPI has been met in each case.
	95% of investigations close within 12 months of starting.	Goal 5		Performance Measure	90.9%	72.4%	71.8%		Red	89 out of 124 investigations were completed within 12 months of starting, comprising 44 Civil, 17 Cyber, 4 Criminal Investigations and 24 Privacy and Digital Marketing Investigations. Current KPI performance across the teams is between 67% and 85%, with the Criminal Investigation Team's performance of 40% having a significant impact on overall compliance; this is due to a number of factors including court backlogs and the ongoing impact of the pandemic on witness interviews and warrant executions. More broadly capacity issues in Regulatory Legal and external counsel are also having a negative effect with difficult decisions to be made around prioritisation of files. Recruitments underway, secondment programme, as well as fine retention proposals will all allow greater progress to be made over the coming 6-9 months. We have nevertheless completed more enforcements this year than in any other year.
	We will deliver ICO role in UK adequacy process to agreed timetables to enable support delivery of adequacy findings	Goal 3		Performance Measure	On target	On target	On target		Green	All timelines currently being met.
Outcome and effectiveness of our work with individuals and organisations.	Do we deliver for individuals?	Goal 1		Outcome Measure						Our Outcome Measures are under development, following implementation of a research project. Questions underpinning this measure will encompass a range of supporting questions, to cover areas such as the extent to which the ICO is perceived to be helpful, whether our advice can be trusted, and whether individuals would recommend the ICO to others.
	Do we deliver for organisations?	Goal 4		Outcome Measure						Our Outcome Measures are under development, following implementation of a research project. Questions underpinning this measure will encompass a range of supporting questions, to cover areas such as whether organisations would recommend the ICO, whether our involvement improves organisational compliance, whether our guidance is helpful, practical and proportionate, and whether our recommendations are implemented.
Impact and influence of the work of the ICO.	Does the ICO uphold data rights for individuals?	Goal 1		Sentiment Measure						Our Sentiment Measures are under development, following implementation of a research project. Questions underpinning this measure will encompass a range of supporting questions, to cover areas such as whether individuals know where to get information on how to keep their information safe, perceptions around risks to their data, and what organisations should be doing to keep their data safe.
	Does the ICO encourage trustworthy and responsible data use by organisations?	Goal 1		Sentiment Measure						Our Sentiment Measures are under development, following implementation of a research project. Questions underpinning this measure will encompass a range of supporting questions, to cover areas such as whether the ICO gives confidence in the way data is used by organisations, whether organisations know how to - and are trusted to - keep information safe.
	Does the ICO support and promote economic growth, competition and innovation?	Goal 1		Sentiment Measure						Our Sentiment Measures are under development, following implementation of a research project. Questions underpinning this measure will encompass a range of supporting questions, to cover areas such as confidence in using digital services, whether the work of the ICO supports in building customer confidence and how data is looked after, as well as the ICO's support, innovation, international influence, and how effectively we work with others to reduce burdens on business.