Business plan 2022-23

Scottish Public Services Ombudsman

INDEPENDENT
NATIONAL
WHISTLEBLOWING
OFFICER

People Centred | Improvement Focused

SCOTTISH
PUBLIC
SERVICES
OMBUDSMAN

People Centred | Improvement Focused

SPSO Business Plan Explanatory Notes

Introduction

This document sets out the Scottish Public Services Ombudsman's annual business plan for the period from 1 April 2022 to 31 March 2023. It sets out what we will do this year to deliver our strategic vision and aims. It should be read in conjunction with our Strategic Plan 2020-2024.

Vision	Strategic themes
The Scottish Public Services Ombudsman contributes actively and positively to high performing Scottish public services. Recognised for our innovative world-leading approach, we put people and learning at the heart of all we do.	• Accessibility • Access to justice • Capacity • Standards ☐

Values

SPSO Strategic aims 2020-2024

1	We will make our own services as accessible as they can be.
2	We will push for legislative change to enable us to make our services and those of other Scottish public bodies accessible.
3	We will continue to develop relationships with our stakeholders to both learn from and to contribute to fair, accessible Scottish public services.
4	We will deliver our statutory functions in line with legislative requirements and our published customer services standards and performance targets.
5	We will contribute to the development of the wider access to justice environment through engagement with relevant groups and stakeholders such as the UK Access to Justice Council, the Open Government Partnership, and other commissioners and ombudsman services.
6	We will continue to push for adequate funding for our functions and seek to develop a more sustainable funding model.
7	We will be acknowledged for having well-trained, properly supported people, who have the tools they need to deliver our services.
8	We will build or maintain our capacity, financial, human and infrastructure, to implement and deliver our statutory functions.
9	We will review and develop the support, guidance and training we offer to public bodies, complainers and whistleblowers to enable them to develop their own capacity, in particular the NHS in developing its capacity in respect of whistleblowing.
10	We will monitor Scottish public bodies' complaint, Scottish Welfare Fund and Whistleblowing handling, holding them to account for poor performance and giving credit for good performance.
11	We will develop our capacity to gather and share information to enable us to make informed and beneficial interventions when complaint, whistleblowing and Scottish welfare fund services fall below accepted standards.
12	We will review the Model Complaints Handling and National Whistleblowing standards, to ensure they remain fit for purpose.
13	We will contribute to the development and/ or review of other standards and guidance to ensure they deliver services to the standards required.

Equalities Commitments

1. Take proactive steps to identify and reduce potential barriers to ensure that our service is accessible to all.
2. Identify common equality issues (explicit and implicit) within complaints or reviews brought to our office and feed back learning from such cases to all stakeholders.
3. Ensure that we inform people who are taking forward a complaint or review of their rights and of any available support, and that we encourage public authorities to do the same.
4. Ensure that we play our part in ensuring that service providers understand their duties to promote equality within their complaints handling and review procedures.
5. Monitor the diversity of our workforce and supply chain, and take positive steps where under-representation exists.

Resources

Total SPSO budget for 2022-23 is £6,322,000 broken down as follows:

- Staff costs £5,018K
- Running costs £746K
- Bridgeside House costs £638k management of Bridgeside House for SPSO, SHRC, SBC and CYPCS)
- Less Total estimated SPSO income (£80,000)

Commonly used terms

BAU: Business as usual

C&I: Complaints and investigations

CS/ Corp Serv: Corporate Services

Dir-: Director (followed by main operational area, e.g. Dir-C&I)

HoISE: Head of Improvement, Standards and Engagement

INWO: Independent National Whistleblowing Officer Complaints

ISE: Improvement, Standards and Engagement

LT: Leadership team

Omb / SPSO: the Ombudsman

Priority: strategic and business priority

Statutory: delivers a duty SPSO must meet

S/H: high priority to support or enable a statutory duty

High: high strategic or business priority (have a choice but essential to achievement of strategic aims and business delivery)

M: medium strategic or business high priority (have a choice about whether to do)

L: low business priority (desirable but have a choice about whether to do)

PSC: Public Service Complaints

SWF: Scottish Welfare Fund

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*	Comment/ update *E.G.* *- why not on target/ exceeded* *- actual achieved* *- important milestones achieved* *- if it is a new addition to the plan* *- policy decisions taken* *- why discontinued, or carried forward*
1	Case-handling - **Advice** (provide advice and signposting; and manage Freephone telephone advice service)	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	**95% of cases advice stage completed within 5 days**	Not started	
2	Case-handling - **Initial Assessment** (assess suitability and maturity; take action on premature cases)	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	**80% of cases moved to Investigation within 30 days**	Not started	
3	Case-handling - **Investigations** (including direct investigations and discontinued investigations)	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	**90% of investigations completed within 260 days**	Not started	
4	Case-handling - **Recommendations and post closure engagement** (follow up on recs and apply SIP as appropriate)	Access to justice	BAU	Continuous	01/04/2922	31/03/2023	S	95% of recommendations followed up by deadline, and SIP engaged as apporpriate	Not started	
5	Develop case-handling guidance for recommendations and post closure activity	Standards	Project	Project defined	01/04/2022	31/09/2022	H	Guidance agreed and in place. Templates agreed and in use.	Not started	
6	Ensure INWO guidance and templates are updated regularly and in line with evolving case handling practices	Standards	BAU	Continuous	01/04/2922	31/03/2023	M	- Improvements identified through casework and QA - Guidance docs updated to reflect practices - LT informed of changes via quarterly reporting	Not started	
7	Resourcing: Monitor case volumes and complexity to identify as soon as case numbers indicate the need for additional resourcing; take steps to seek resources and then recruit as appropriate	Capacity	BAU	Monthly	01/04/2022	31/03/2023	S/H	Adequate resources to complete statutory functions to time and quality. Report to LT through other reports	Not started	
8	Maintain and promote professional development of staff and ensure team is appropriately resourced and skilled.	Capacity	BAU	Continuous	01/04/2022	31/03/2023	H	PDPs and team training plan in place	Not started	
9	Conduct a review of first year of INWO Standards and INWO reviews	Standards	Project	Project defined	01/06/2022	31/09/2022	H	- Draw on quarterly reports - Report on evidence of performance from boards - Identify recommendations for improvements to application of Standards and INWO processes	Not started	
10	Performance standards - monitor performance against service standards using internal and stakeholder feedback and CSC, and identify and implement improvements	Standards	BAU	Quarterly	01/04/2022	31/03/2023	H	Quarterly report to LT as part of business plan update, including learning, reccs and details of action taken and planned	Not started	
11	Engage with relevant stakeholders on service improvements to INWO guidance to maximise impact	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	M	Report on activity to LT, including updates to our procedure (with appropriate LT approval)	Not started	
12	Engage with ISE colleagues on intelligence on effective implementation of the Standards, supporting and advocating good practice	Standards	BAU	Continuous	01/04/2022	31/03/2023	H	- See ISE BP - Updates and support for ISE work	Not started	
13	Engage with other regulators on case-work, to ensure effective handling of high risk/ overlapping cases and effective signposting	Standards	BAU	Continuous	01/04/2022	31/03/2023	M	- Quarterly meetings with regulators - Case specific engagement where appropriate - report of activity to LT	Not started	
14	Share casework intelligence with ISE colleagues, feeding into SHICG and gaining feedback as appropriate to our casework	Standards	BAU	Monthly	01/04/2022	31/03/2023	H	- Provide bimonthly casework updates for SHICG - Share relevant intelligence of themes and trends	Not started	
15	Monitor uptake of training modules and amend based on feedback	Capacity	BAU	Quarterly	01/04/2022	31/03/2023	M	- Monthly report to LT - Quarterly report to LT	Not started	
16	Produce content for INWO section of the Annual Report and Accounts	Access to justice	BAU	Annual	01/04/2022	31/06/22	S	AR performance content	Not started	
17	Develop a 'debrief' approach to customer service feedback on closed **investigations** to gain feedback from WB and BUJ	Access to justice	Project	Project defined	01/04/2022	31/06/22	H	- Gain LT sign off on defined approach	Not started	

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18	Develop targetted approach to customer service feedback on **advice and initial assessment**, excluding signposting	Access to justice	Project	Project defined	01/04/2022	31/06/22	M	- Gain LT sign off on defined approach	Not started	
19	Implement customer service feedback processes for investigations, initial assessment and advice	Access to justice	BAU	Continuous	01/07/2022	31/03/2023	M	- Implement customer service feedback system - Analyse feedback to identify service improvements - Report learning and improvements to LT	Not started	
20	Conduct peer review process for internal development of advice service - based on team development needs	Standards	Project	Quarterly	01/04/2022	31/03/2023	M	- Implement peer review process - Analyse feedback to identify service improvements - Report learning and improvements to LT	Not started	
21	Review Workpro functioning, to develop plans for improvements to take forward in 2023-2024	Capacity	Project	Project defined	01/01/2023	31/03/2023	M	- Implement customer service feedback system - Analyse feedback to identify service improvements - Report learning and improvements to LT	Not started	
22	Work with HR to develop safety guidance for INWO site visits	Capacity	Project	Project defined	01/04/2022	31/06/2022	M	- Provide input to HR guidance - Gain LT sign off on guidance	Not started	
23	Work with HR to develop new SPSO whistleblowing policy	Standards	Project	Project defined	01/04/2022	31/09/2022	M	- Provide input to HR guidance - Gain LT sign off on guidance	Not started	

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1	Case-handling - Advice (assess suitability and maturity; provide advice and signposting; manage Freephone telephone advice service; and production of complaint files)	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	**PI1 95% of cases where advice stage was completed within 5 days**	Not started	
2	Case-handling - Early resolution, Investigations Level 1 & 2	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	PI2-30 50% of cases where ER stage was completed within 30 days **PI2 95% of cases where ER stage was completed within 80 days**	Not started	
3	Case-handling - Investigations Levels 1-4	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	PI3-130 20% of cases where Investigation stage was completed within 130 days PI3-195 50% of cases where Investigation stage was completed within 195 days **PI3 85% of cases where Investigation stage was completed within 260 days**	Not started	
4	Information sharing casework related intelligence to relevant sector groups e.g.. Scottish Water Output Monitoring Group, HIS Sharing Intelligence Group, Strategic Scrutiny Group	Access to justice	BAU	As required	01/04/2022	31/03/2023	M	- input information/ papers to LT - attendance at meetings - feedback to LT	Not started	
5	Ombudsman groups: contribute to OA (and other) special interest groups operating in the sector to share good practice and learning and development	Access to justice	BAU	As required	01/04/2022	31/03/2023	M	- feedback for SPSO specific items - OA published minutes - ad hoc reports and recommendations as required	Not started	
6	Service standards - regularly review our communications with complainants about timescales and delays to our service to complainants and bujs through the process to ensure it accurately reflects what is happening in practice	Capacity	BAU	Continuous	01/04/2022	31/03/2023	H	Improved communication with complainants.	Not started	
7	Resourcing: monitor and plan recruitment to maintain appropriate level of staff resources for C&I	Capacity	BAU	Monthly	01/04/2022	31/03/2023	S/H	- Achievement of KPIs - Carry forward of cases at year end in line with target of less than 1000	Not started	
8	Manage, monitor and report on the performance of the Service Improvement Forum	Standards	BAU	Quarterly	01/04/2022	31/03/2023	M	Report of actions to Casework Performance Management Meeting	Not started	
9	Close monitoring of allocation pool management, building on 21-22 project to identify further strategies to reduce timescales	Capacity	BAU	Continuous	01/04/2022	31/03/2023	H	Regular reporting and review through PSC monthly meetings to monitor and ensure quarterly improvements	Not started	
10	Ongoing roll out of workpro training activites to ensure all users are familiar with requirements and functions	Capacity	BAU	Continuous	01/04/2022	31/03/2023	M	Regular training and updates throughout the year	Not started	
11	Case handling guidance: consideration of developing guidance regarding joint working of difficult cases	Capacity	Project	Project defined	01/09/2022	31/03/2023	M	Guidance prepared and introduced	Not started	
12	Review of allocation process from an operational and staff wellbeing perspective	Capacity	Project	Project defined	01/04/2022	01/09/2022	H	Review complete with recommendations as appropriate	B/F from last year	
13	Develop a unique complaint form for NHS complaints – addressing common issues with the generic form (incl. complaints covering more than one health service and advice on Significant Adverse Event Reviews).	Accessibility	Project	Project defined	01/04/2022	01/12/2022	M	Scoping complete and new form developed.	B/F from last year	
14	Case handling guidance: Consideration of developing resolutions approach and guidance to include mediation style approaches	Access to justice	Project	Project defined	01/07/2022	31/03/2023	H	Presentaiton of business case to LT	Not started	
15	Decision making: review the proportionality templates and proportionality wording tool to ensure that we are communicating proportionality decisions with assurance, clarity and empathy.	Access to justice	Project	Project defined	01/04/2022	01/09/2022	H	Templates and wording tool reviewed and impact monitored	Not started	

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16	Service standards - to ensure consistency and quality of telephone contact, develop QA criteria and conduct a QA of implementation of refreshed telephone guidance in Q3	Accessibility	Project	Project defined	01/07/2022	01/12/2022	H	Successful completion of QA report and findings	Not started	
17	Progress recommendations from Prison Health Premature Complaints Study - present findings to NCPAS - improve SPSO stationery to support prisoners in progressing their complaints - research options for advcoacy and support in SPS establishments to improve A&G signposting knowledge	Accessibility	Project	Project defined	01/04/2022	01/09/2022	M	recommendations agreed with NCPAS and implemented. SPSO internal improvements implemented. Info obtained from SPS and list compiled of signposting orgs.	Not started	
18	Expand A&G use of workpro - capture data on new closure codes and complaint handling marker - improve the daily movement of cases to/from DCRs for assessment using workpro	Access to justice	BAU	Continuous	01/04/2022	01/09/2022	M	Enhanced stats reported to QCPM mtg. New system implemented to efficiently transfer cases electronically to/from A&G/DCR.	Not started	
19	Introduce IVR options on 0800 advice line	Capacity	BAU	Continuous	01/07/2022	01/07/2022	M	Manageable number of advice calls received for A&G to respond to within hybrid hours of operation.	Not started	
20	Review paper complaint form and complainant checklist to ensure that those choosing to communicate with SPSO by post are not digitally excluded	Accessibility	Project	Project defined	01/10/2022	01/09/2022	M	Complete review, agree changes with comms and reprint materials.	Not started	
21	Build upon existing mechanisms (such as engagement policy) to support staff to manage, debrief and learn from handling difficult telephone calls	Capacity	Project	Project defined	01/04/2022	01/09/2022	H	Produce tips for managing calls, debriefing guidance, and telephone conversation template. Add in as a standing item to team agendas	Not started	
22	Carry out a sample analysis of cases post DCR to identifiy whether there are quick resolution or proportionality cases that could be triaged and worked outwith the unallocated pool	Capacity	Project	Project defined	01/04/2022	31/03/2023	H	Increased identification of resolution and send back cases for quick closure	Not started	
23	Review the current proportionality tests to ensure they adequately reflect a resolutions based approach to our work	Capacity	Project	Project defined	01/07/2022	31/03/2023	M	Increased use of resolution v proportionality closures	Not started	
24	Draft SPSO IDEA Framework	Accessibility	Project	Project defined	01/06/2022	01/12/2022	M	Approval by LT	B/F from last year	

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1	Case-handling times - SWF Reviews of Crisis Grants	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	95% of cases closed or progressed in **1** working day or fewer (from receiving all information)	Not started	
2	Case-handling times - SWF Reviews of Community Care Grants	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	95% of cases closed or progressed in **21** working days or fewer (from receiving all information)	Not started	
3	Case-handling times - SWF Reviews of Self-Isolation Support Grants	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	95% of cases closed or progressed in 1 working day or fewer (from receiving all information)	Not started	
4	Case-handling process SWF - monitor practice, review and update case handling guidance, and disseminate through updates and training	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S/H	Report to LT quarterly confirming learning captured and action taken and planned	Not started	
5	Reconsiderations	Access to justice	BAU	As required	01/04/2022	31/03/2023	H	95% of decisions are correct, Quarterly reporting to LT	Not started	
6	Monitor SG SWF Guidance, provide feedback and engage in review	Standards	BAU	As required	01/04/2022	31/03/2023	S/H	Ad hoc updates and annual report to LT	Not started	
7	Produce content for SWF section of annual report	Access to justice	BAU	Annual	01/04/2022	31/03/2023	S	Published Annual Report	Not started	
8	Resourcing: monitor, plan and arrange recruitment to maintain appropriate level of staff resources for SWF	Capacity	BAU	Monthly	01/04/2022	31/03/2023	H	Achievement of KPIs	Not started	
9	Performance reporting: Service standards - monitor performance against service standards using internal and stakeholder feedback and identify and implement improvements	Access to justice	BAU	Quarterly	01/04/2022	31/03/2023	M	- Quarterly report to LT as part of business plan update	Not started	
10	Maintain effective engagement with stakeholders via appropriate channels, working with ISE	Access to justice	BAU	As required	01/04/2022	31/03/2023	M	- Quarterly report to LT as part of business plan update - Consider as part of C&E strategy once available.	Not started	
11	Produce SWF text for monthly commentary as well as additional comms materials as and when required.	Access to justice	BAU	Monthly	01/04/2022	31/03/2023	M	- monthly content to ISE	Not started	
12	Review QA results (casework and telephone) and implement learning/ amend process as required.	Access to justice	BAU	Quarterly	01/04/2022	31/03/2023	M	- report of findings and recommendations to LT	Not started	
13	Maintain and promote professional development of staff and ensure team is appropriately resourced and skilled.	Capacity	BAU	Continuous	01/04/2022	31/03/2023	M	Achievement of SWF function and business plan objectives	Not started	
14	Assess customer experience of SPSO SWF quality of service delivery	Accessibility	BAU	Continuous	01/04/2022	31/03/2023	M	- report of findings and recommendations to LT	Not started	
15	Review the decision letter to remove repetition and unnecessary content	Accessibility	Project	Project defined	01/04/2022	30/09/2022	M	- Report and recommendations to LT	B/F from last year	
16	Review our Timesaving Tool and internal template documents to ensure accuracy and maximise efficiency.	Access to justice	Project	Annual	01/04/2022	30/09/2022	M	- Quarterly report to LT as part of business plan update	Not started	
17	Further develop our knowledge and application of SIP to handle recurring issues where councils do not amend their practice following our feedback. Leaflet to be produced by collaborating with comms outlining process for councils.	Standards	Project	Continuous	01/04/2022	31/03/2023	M	- Quarterly report to LT as part of business plan update	B/F from last year	
18	Taking into account results of LA survey, consider what realistic actions we can take to support councils to improve their practice.	Standards	Project	Project defined	01/04/2022	31/03/2023	M	- Quarterly report to LT as part of business plan update	Not started	
19	Review documents and file plan within eRDM to make them more accessible to staff	Access to justice	Project	Project defined	01/04/2022	31/03/2023	M	- Quarterly report to LT as part of business plan update	Not started	
20	Develop a shared space where process and policy updates can be collated for ease of reference for case reviewers	Access to justice	Project	Project defined	01/04/2022	31/03/2023	m	- Quarterly report to LT as part of business plan update	Not started	

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1	BH Handbook: Health, safety, security - review and update with Hybrid working, disseminate through updates and training, and monitor practice.	Access to justice	BAU	Annual	01/01/2023	31/03/2023	S	- LAW review report to LT	Not started	
2	BH Handbook: MoU - review and update, disseminate through updates and training, and monitor practice.	Access to justice	BAU	Annual	01/01/2023	31/03/2023	S	- Review undertaken and signed off by BHMG	Not started	
3	BH: Facilities - ongoing management of maintenance plans including statutory, and preventative, resolve day to day maintenance issues, prioritise & fixed efficiency, liaise with landlord, trade engineers and contractors. Ensure good carbon management practices maintained, supplies and equipment maintained,	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	- Bridgeside House facilities maintained - prioritised preventative maintenance actioned	Not started	
4	BH: Health, Safety and Security (H&S service) - promoting health, safety & security with on-going management in Bridgeside House working environment. Provide ongoing effective health and safety service and advice to staff in office, WFH and hybrid.	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	H	-Provide quarterly update -H&S group meeting deliver on actions -Deliver H&S aspects of work from home policy	Not started	
5	BH: Health, Safety and Security (Hybrid Working) - review first aider requirements in building consider and review fire warden requirements for a hybrid working building with shared option considerations.	Access to justice	BAU	Quarterly	01/04/2022	01/10/2022	S	New Building First Aid arrangements and Fire Warden management arrangements in place	Not started	
6	BH: Health, Safety and Security (management) - Ensuring statutory regulations are complied with records maintained for legal duties including - fire safety training, fire tests, fire drills, qualified first aiders, legionella risks controlled, emergency lighting, electrical appliance testing. Office and Home Risk Assessment are reviewed inline with workplace audits including security management. External audit outcomes, actions and other reports/inspections. Testing business continuity plans (BCP) in line with health and safety	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	- Annual H&S Assurance Statement to SPSO - Training and updates disseminated to all staff - Low residual risk in operational risk register - 2 fire drills annually evacuate in 3 minutes - Pass annual H&S audit	Not started	
7	BH: Health, Safety and Security (staff training) - new staff H&S inductions; annual H&S+ S staff questionnaire, Annual Display Screen Equipment Assessment (DSE) for Working from Home (WFH), Ongoing Awareness training for staff and managers for home, Hybrid & office work environments	Access to justice	BAU	Annual	01/04/2022	31/03/2023	S	- All new staff completed H&S+S Induction - Annual H&S + S training - Annual DSE training	Not started	
8	BH: Mail & delivery management - provide efficient service for pick-up of all mail & deliveries, update and maintain courier procedures in hybrid working.	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	H	- secure & timely mail support services	Not started	
9	BH: Managed Contracts - ongoing management of contracts and contractors of Bridgeside House including acting as first point of contact for suppliers, manage lease, cleaning, waste, security while working with procurement and finance to achieve best value money (BVM) and meets sustainable procurement practices.	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	H	- contracts delivering on service expectations	Not started	
10	BH: Shared Area Management - providing a well-coordinated Bridgeside House shared facility service for three office holders, ensuring the shared areas meet the requirements of the users including shared meeting rooms, booking system, AV & Hybrid technology, supporting events, monitoring costs and billing, Health and Safety security coordination.	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	H	- shared space, AV & equipment requirements managed fairly and rooms fit-for-purpose	Not started	
11	Climate change duties: CCAT actions - Implement actions from plan; working towards 2030 target of Net Zero.	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	- Action plan implemented and reported in Climate Change Duties report	Not started	
12	Climate change duties: monitor primary energy usage and waste management	Access to justice	BAU	Monthly	01/04/2022	31/03/2023	S	- Continued reduction in our Baseline carbon footprint (2015/16 72 tCO2e)	Not started	
13	Climate change duties: produce and publish Climate Change Annual Report (including discharging duties under section 32 (1)(a) of the PSR Scotland Act 2010)	Access to justice	BAU	Annual	01/04/2022	30/09/2022	S	- Published annual report	Not started	
14	Climate change duties: produce and publish Environment, Sustainability and Biodiversity Annual Report	Access to justice	BAU	Annual	01/04/2022	30/09/2022	S	- Published annual report	Not started	
15	Decision Review: carry out decision reviews in a timely manner	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	H	40% in 50 working days, 95% in 90 working days	Not started	
16	Decision Review: review the feedback provided in Review Requests to CRS	Access to Justice	BAU	Continuous	01/04/2022	31/03/2023	M	To be discussed how this is recorded as part of the review.	Not started	
17	Finance: Annual publications - Statements of Expenditure and Contract Register - SBC shared service - draft the statements of expenditure and register for the SBC to publish	Access to justice	BAU	Annual	01/04/2022	01/10/2022	S	draft issued to SBC	Not started	
18	Finance: Annual Budget BH - plan and prepare submission for SPCB, including resource planning, staff and non-staff; profile approved budget	Access to justice	BAU	Annual	01/04/2022	30/09/2022	S	- Annual budget submission, signed off by LT	Not started	

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*	Comment/ update *E.G.* *- why not on target/ exceeded* *- actual achieved* *- important milestones achieved* *- if it is a new addition to the plan* *- policy decisions taken* *- why discontinued, or carried forward*
19	Finance: Annual Budget SPSO - plan and prepare submission for SPCB, including resource planning, staff and non-staff; profile approved budget	Access to justice	BAU	Annual	01/04/2022	30/09/2022	S	- Annual budget submission, signed off by LT	Not started	
20	Finance: Annual publications - Statements of Expenditure and Contract Register - SPSO (including BH shared service) - produce and publish under Section 31 of the PSR (Scotland) Act 2010, and details of contractors	Access to justice	BAU	Annual	01/04/2022	01/10/2022	S	- Published annual report	Not started	
21	Finance: Audit, External - SBC shared service - Prepare and provide payroll, pension, staff and contractor information - provide evidence to External Auditor in good time	Access to justice	BAU	Annual	01/04/2022	01/07/2022	S	Provide HR information in line with agreed dates	Not started	
22	Finance: Audit, External - SBC shared service - prepare and provide all SBC financial statements to External Auditors;	Access to justice	BAU	Annual	01/04/2022	01/07/2022	S	Provide financial statements and supporting evidence in line with agreed dates - External Audit Report	Not started	
23	Finance: Audit, External - SPSO Annual report and Financial Statements (including BH shared service) - Prepare and provide payroll, pension, staff and contractor information - provide evidence to External Auditor in good time	Access to justice	BAU	Annual	01/04/2022	01/07/2022	S	Provide HR information in line with agreed dates	Not started	
24	Finance: Audit, External - SPSO Annual report and Financial Statements (including BH shared service) - prepare contributors, review requirements, coordinate contributions and timelines for the three sections - Coordinate the provision of information and evidence to support the performance reporting	Access to justice	BAU	Annual	01/04/2022	01/07/2022	S	Draft Annual Report and Accounts provided to Auditor and Ombudsman in good time	Not started	
25	Finance: Audit, External - SPSO Annual report and Financial Statements (including BH shared service) - agree annual external audit plan with auditors; - provide information and access to External Auditors; - prepare fully audited Financial and Governance Statements for SPSO Annual Report and Accounts ((including discharging duties under section 32 (1)(b) of the PSR (Scotland) Act 2010) - including Trade Union Publication of Facility Time Data Regulations Reporting	Access to justice	BAU	Annual	01/04/2022	01/07/2022	S	- Agreed External Audit annual plan - External Audit Report	Not started	
26	Finance: Audit, External - SPSO Annual report and Financial Statements (including BH shared service) - review the requirements in relation to Climate Change Financial Disclosures that will be mandatory by 2022	Access to justice	BAU	Annual	01/04/2022	01/07/2022	S	- Agreed External Audit annual plan - External Audit Report	Not started	
27	Finance: Audit, Internal - produce, coordinate activities and deliver Internal Audit Plan	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	M	- Internal Audit Plan, signed off by LT - Internal Audit reports to LT and AAB, accompanied by Dir-CS responses to any recommendations	Not started	
28	Finance: Expenditure - SBC shared service - monitor and manage expenditure against budget plan and report to SBC	Capacity	BAU	Continuous	01/04/2022	31/03/2023	H	Performance report to SBC on service provided	Not started	
29	Finance: Expenditure - SBC shared service - pay invoices against approved orders and process payment of creditors	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	100% of undisputed invoices paid within 30 working days Reported in quarterly to LT	Not started	
30	Finance: Expenditure - SPSO (including BH shared service) - pay invoices against approved orders and process payment of creditors	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	100% of undisputed invoices paid within 30 working days Reported in quarterly to LT	Not started	
31	Finance: Expenditure - SPSO (including BH shared service) - monitor and manage expenditure against budget plan	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	- 5% variance: budget to actual spend at year end - monthly spend against budget statement to LT with recommendations - Reported in Annual Report and Accounts	Not started	
32	Finance: Income - SPSO (including BH shared service) - issue and monitor receipt of payment for all Training Unit and ad hoc income	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	M	- all income received in year	Not started	
33	Finance: Procurement - consumables - SBC shared service - procure and manage office stock, travel, accommodation arrangements and support tender processes, ensuring SPSO procurement policy is followed.	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	- Published current contract list	Not started	
34	Finance: Procurement - consumables - SPSO (including BH shared service) - procure and manage office stock, travel, accommodation arrangements and support tender processes, ensuring SPSO procurement policy is followed.	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	- Published current contract list	Not started	

No	Activity description of task/ activity/ project	Strategic Theme Select	Type Select	Frequency Select	Start	End	Priority Select	Measure/ KPI/ Reporting	Status Select	Comment/ update E.G. - why not on target/ exceeded - actual achieved - important milestones achieved - if it is a new addition to the plan - policy decisions taken - why discontinued, or carried forward
35	Finance: Procurement - ICT - SBC shared service - procure and manage ICT hardware requirements, including tracking and future planning for replacement equipment.	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	- staff have suitable equipment to carry out their roles.	Not started	
36	Finance: Procurement - ICT - SPSO (including BH shared service) - procure and manage ICT hardware requirements, including tracking and future planning for replacement equipment.	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	- staff have suitable equipment to carry out their roles.	Not started	
37	Finance: Procurement - SPSO professional advice - procure and manage contracts for services and professional advice ensuring best value for money	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	- Published current contract list	Not started	
38	Governance: Business plan - coordinate and produce annual plan	Access to justice	BAU	Annual	01/01/2023	31/03/2023	H	- Published business plan	Not started	
39	Governance: Business plan - coordinate quarterly update and publication	Access to justice	BAU	Quarterly	01/04/2022	31/03/2023	H	- Updated plan republished quarterly	Not started	
40	Governance: Incident register - record and report all ICT incidents in line with the Risk and Incident policy and data breach procedures	Access to justice	BAU	As required	01/04/2022	31/03/2023	S	- Effective incident management - quarterly updates to Leadership Team	Not started	
41	Governance: Risk - Business Continuity Plan - review and update annually, undertake tests with IRT	Capacity	BAU	Annual	01/01/2023	31/03/2023	H	- Effective risk management	Not started	
42	Governance: Risk - strategic and operations registers - prepare annually in line with business planning process	Capacity	BAU	Annual	01/04/2022	31/03/2023	H	- Effective risk management	Not started	
43	Governance: Risk - strategic and operations risk registers - coordinate regular reviews, update, and publish strategic risk register.	Access to justice	BAU	Quarterly	01/04/2022	31/03/2023	H	- Effective risk management	Not started	
44	Governance: SBC Shared Service: Provide a service performance report to SBC for HR, ICT, Governance activities provided	Capacity	BAU	Continuous	01/04/2022	31/03/2023	H	Performance report to SBC on service provided	Not started	
45	Governance: Secretariat - provide secretariat to Advisory Audit Board and Leadership Team	Access to justice	BAU	Quarterly	01/04/2022	31/03/2023	H	- Annual meeting schedule planned and issued - Papers prepared and issued at least one week prior to meeting - Declarations of interest	Not started	
46	HR: Corporate Social Responsibility - Maintain Living Wage status	Access to justice	BAU	Annual	01/04/2022	31/03/2023	H	- Annual accreditation with Living Wage Foundation - Annual pay negotiations with trade union	Not started	
47	HR: Equalities and Human Rights - monitor, report and review practice	Access to justice	BAU	Annual	01/04/2022	31/03/2023	S	Include in annual HR report	Not started	
48	HR: Equalities and Human Rights - Organise a celebration of International Woman's Day	Access to justice	BAU	Annual	01/04/2022	31/03/2023	L	- Annual events planned for All Staff attendance	Not started	
49	HR: Health and wellbeing - Health and Wellbeing accreditation	Capacity	BAU	Continuous	01/04/2022	31/03/2023	M	Achieve and maintain Healthy Working Lives Accreditation	Not started	
50	HR: Health and wellbeing - Implement well-being strategy and plan	Capacity	BAU	Annual	01/04/2022	31/03/2023	H	- Up to date wellbeing action plan - Quarterly HR reporting - % lost days due to sickness to not exceed PS average	Not started	
51	HR: Health and wellbeing - Monitor and report on the activities and achievements of the Wellbeing Action Group.	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	H	- Continue to encourage support from colleagues and deliver objectives of group. - Report summary of activities in the quarterly HR report	Not started	
52	HR: Learning and Development - Annual learning and professional development plan - annual manager training	Capacity	BAU	Annual	01/04/2022	31/03/2023	M	Plan and deliver annual manager training sessions	Not started	
53	HR: Learning and development - Annual learning and professional development plan - prepare and fully resource plan, including specialist technical training for different staff groups as requested	Capacity	BAU	Annual	01/04/2022	31/03/2023	M	- PDPs completed with analysis, survey and IIP action plan incorporated - Plan shared with all staff	Not started	
54	HR: Learning and development - Annual learning and professional development plan - monitor progress against plan, particularly resources.	Capacity	BAU	Quarterly	01/04/2022	31/03/2023	M	- Well skilled workforce - Quarterly report to LT	Not started	
55	HR: Payroll SBC - manage and maintain payroll	Access to justice	BAU	Monthly	01/04/2022	31/03/2023	S	- Staff paid promptly and correctly - Successfully audited accounts	Not started	
56	HR: Payroll SPSO - manage and maintain payroll	Access to justice	BAU	Monthly	01/04/2022	31/03/2023	S	- Staff paid promptly and correctly - Successfully audited accounts	Not started	

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57	HR: provide the organisation with an effective HR service	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	- Quarterly and annual HR stats report to LT of the HR service, including workforce composition, absence management, staff performance management (summary level not personal information)	Not started	
58	HR: Resourcing - monitor, plan and recruit to maintain appropriate level of staff resource	Capacity	BAU	Monthly	01/04/2022	31/03/2023	H	- Delivery of CS statutory duties - Achievement of KPIs	Not started	
59	HR: SBC - provide the organisation with an effective HR service	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	- Enquiries and time recording log - Service complaints performance	Not started	
60	HR: Strategy - Annual staff survey and accompanying action plan	Access to justice	BAU	Annual	01/04/2022	31/03/2023	H	- Analysis of survey and action plan produced for business planning.	Not started	
61	HR: Strategy - Implement annual IIP assessment and agree actions	Access to justice	BAU	Annual	01/04/2022	31/03/2023	H	- IIP mid-cycle reviews and reports completed and action plan produced for business planning.	Not started	
62	ICT: Applications - Ad hoc - ensure appropriate software applications are available and fit for purpose	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	H	- Appropriate applications available for staff to complete their roles and responsibilities	Not started	
63	ICT: Applications - Case-handling system (Workpro) - manage the maintenance and enhancement of application and casework EDMS	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	H	- Case-handling application up-to-date and meeting business and information management requirements	Not started	
64	ICT: Applications - Communication tools, including video conferencing - ensure appropriate software applications are available and fit for purpose	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	H	- Appropriate communication channels available for staff to complete their roles and responsibilities	Not started	
65	ICT: Applications - Document management (eRDM) - manage the maintenance and enhancement of non-casework electronic document file system	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	H	- EDMS meeting information management requirements	Not started	
66	ICT: Applications - Document sharing (Connect) - ensure application is fully embedded and fit for purpose	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	H	- Appropriate document sharing applications available for staff to complete their roles and responsibilities	Not started	
67	ICT: Applications - Performance reporting - support the development of statistical reports from case-handling system, providing liaison with contractor.	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	M	- SQL Report builder and data bases are correct and working, all issues reported to Contractor on time	Not started	
68	ICT: Hardware - monitoring and management of IT hardware	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	H	- Functioning, fit for purpose hardware - exception reporting - Annual statement to LT	Not started	
69	ICT: SBC Shared Service - provide a full ICT support service across all disciplines to the SBC	Capacity	BAU	Continuous	01/04/2022	31/03/2023	H	Performance report to SBC on service provided	Not started	
70	ICT: Security and cyber resilience - Annual refresher training for all staff on Cyber Security and IT Code of Conduct	Access to justice	BAU	Annual	01/04/2022	31/03/2023	S	- Appropriate use of ICT systems	Not started	
71	ICT: Security and cyber resilience - Cyber Essentials re-certification	Access to justice	BAU	Annual	01/04/2022	31/03/2023		- Cyber Essentials re-certification achieved	Not started	
72	ICT: Security and cyber resilience - implement Public Sector Action Plan for Cyber Resilience, monitor actions and report	Access to justice	BAU	Quarterly	01/04/2022	31/03/2023	H	- Acceptable level of residual risk - Exception reporting to LT - Up-to-date Information and Data related Policies and Procedures	Not started	
73	ICT: Security and cyber resilience - Induction, training and user support	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	M	- Users operating all systems effectively	Not started	
74	ICT: Security and cyber resilience - IS installation (network) - monitor the maintenance of security and cyber resilience standards by contractor	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	H	- Regular meetings with business partner and annual service report.	Not started	

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75	ICT: Technical Support - Level 1 ICT support - provided to ICT champs and staff, monitoring of ICT mail box, logging and tracking escalated calls with external contractors where required, providing IMSO support for eRDM system	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	H	- Appropriate response times for level 1 ICT requests - Escalated calls logged with external contractors in good time	Not started	
76	ICT: Technical Support - Team ICT Champions - manage and support the network of Level 1 ICT support in teams.	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	M	- ICT Champs informed and confident, providing support effectively to team members	Not started	
77	ICT: Technical Support - Video conferencing tools - provide support and administration for executive level on-line meetings	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	H	- Appropriate communication channels available for LT/Management to complete their roles and responsibilities	Not started	
78	ICT: Telephony - monitoring and management of telephony network and hardware, including mobile communications and connectivity; providing technical support where required.	Accessibility	BAU	Continuous	01/04/2022	31/03/2023	H	- telephony functionality available for staff to complete their roles and responsibilities	Not started	
79	Information Governance: Breach response and monitoring - manage, record, review and monitor data security incidents and personal data breaches	Standards	BAU	As required	01/04/2022	31/03/2023	S	- effective incident management - quarterly updates to Leadership Team	Not started	
80	Information Governance: Compliance - monitor data protection and information governance compliance (e.g. security and records management, risks, data processors etc.) and test the effectiveness of measures, and adherence to policies and procedures (and contracts)	Standards	BAU	Continuous	01/04/2022	31/03/2023	s	- quarterly assurance reporting to LT - data protection and information governance audits and compliance checks reported to LT	Not started	
81	Information Governance: Data protection fee - review and update details and pay annual fee to the Information Commissioner (ICO)	Standards	BAU	Annual	01/11/2022	28/11/2022	S	- fee paid	Not started	
82	Information Governance: Data Protection Impact Assessments - carry out screening checklists and DPIAs of new and high risk processing, and review existing DPIAs	Standards	BAU	As required	01/04/2022	31/03/2023	s	- signed off by LT	Not started	
83	Information Governance: Data Protection Officer - review and update DPO service Memorandum of Understanding	Standards	BAU	Annual	01/04/2022	31/06/2022	S	- MoU signed	Not started	
84	Information Governance: FOI and EIR statistics - submit data to Scottish Information Commissioner about our requests to see how FOI is used in Scotland, for publication.	Standards	BAU	Quarterly	01/04/2022	31/03/2023	H	- stats submitted to SIC	Not started	
85	Information Governance: Freedom of Information - log, track, monitor, and deal with FOI/EIR requests and reviews within statutory timescales	Standards	BAU	Continuous	01/04/2022	31/03/2023	S	- reporting performance against statutory target of 20 days	Not started	
86	Information Governance: Individual rights - log, track, monitor, and deal with data protection requests and complaints within statutory timescales	Standards	BAU	Continuous	01/04/2022	31/03/2023	S	- reporting performance against statutory target of one month	Not started	
87	Information Governance: Information asset register - review and update the asset register, and risk-assess information assets	Standards	BAU	Annual	01/10/2023	31/12/2022	S	- up-to-date register - report to LT in line with governance arrangements	Not started	
88	Information Governance: Leadership and oversight - data protection and information governance assurance reporting	Standards	BAU	Quarterly	01/04/2022	31/03/2023	h	- quarterly assurance paper - DPO assurance statements - reporting to AAC - Annual report and accounts	Not started	
89	Information Governance: Policies and procedures - review and update data protection and information governance policies and procedures (for e.g. FOI/EIR, rights, records management and security, breach management, business continuity, risks and DPIAs, data sharing, restricted transfers, purpose limitation, transparency, DP by design and default etc.) and supporting measures	Standards	BAU	Annual	01/01/2023	31/03/2023	S	- signed off by LT	Not started	
90	Information Governance: Publishing information - review and update SPSO Publication Scheme (incl. Re-use, and Open data)	Standards	BAU	Annual	01/10/2022	31/12/2022	S	- publication scheme compliance reported to LT	Not started	
91	Information Governance: Records Management Plan - Review and update our RMP	Standards	BAU	Annual	01/04/2022	30/06/2022	s	- progress update review submitted to Keeper of Records Scotland	Not started	
92	Information Governance: Register of processing activities and lawful basis - carry out information audits (or data mapping exercises), and review and update the ROPA	Standards	BAU	Annual	01/10/2022	31/12/2022	S	- report to LT	Not started	

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93	Information Governance: Retention and disposal - ensure retention and disposal of casework documents in line with policy (non-casework automated in eRDM)	Standards	BAU	Quarterly	01/04/2022	31/03/2023	S	- annual assurance statement to LT - annual file location audit - 100% of hard copy case files located securely and correctly recorded on CMS - ad hoc updating as required	Not started	
94	Information Governance: Training and awareness - review and update data protection and information governance training programme, provide induction and refresher training, and additional training for specialised roles, verify and monitor understanding, review and update guidance, and raise awareness of data protection, information governance and associated policies and procedures	Standards	BAU	As required	01/04/2022	31/03/2023	S	- evidence ALL staff receive induction/ update/ refresher training - annual declarations - training program signed off by LT	Not started	
95	Information Governance: Transparency - review and update privacy information and notices	Standards	BAU	Annual	01/10/2023	31/12/2022	S	- report to LT	Not started	
96	Ombudsman groups: contribute to OA (and other) special interest groups	Access to justice	BAU	As required	01/04/2022	31/03/2023	L	- As required	Not started	
97	Ombudsman groups: manage membership	Access to justice	BAU	As required	01/04/2022	31/03/2023	L	- Representatives identified and resource available	Not started	
98	Performance Reporting: Information governance - collation of quarterly statistics and year-to-date performance (FOI/EIR and DP rights requests e.g. SARs)	Standards	BAU	Quarterly	01/04/2022	31/03/2023	H	- quarterly analysis report to LT	Not started	
99	Performance reporting: Professional advice - collation of statistics and year-to-date performance	Access to justice	BAU	Monthly	01/04/2022	31/03/2023	H	- quarterly analysis report to LT	Not started	
100	Performance Reporting: UAP - monitor application and effectiveness	Access to justice	BAU	Monthly	01/04/2022	31/03/2023	H	- 6-monthly report to LT of effectiveness, including summary of who is being managed under policy, when it was applied, when review is due and who has been removed	Not started	
101	Policy Handbook: all volumes - ensure reviewed and updated by owners, issued to LT for approval and published in line with policy review cycle and ensure effective dissemination	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	- Up-to-date, legally and standards compliant, policies and procedures - Annual self-certification by all staff	Not started	
102	Policy Handbook: Complaints and investigations guidance and processes - review and update, disseminate through updates and training, and monitor practice.	Access to justice	BAU	Quarterly	01/04/2022	31/03/2023	H	Report to LT quarterly confirming learning captured and action taken and planned	Not started	
103	Policy Handbook: Finance- review, update and ensure implementation of good governance arrangements.	Access to justice	BAU	Annual	01/11/2022	31/03/2023	S	- Internal audit report to LT	Not started	
104	Policy Handbook: Governance, risk and incident management policy - review annually in line with business planning process	Access to justice	BAU	Annual	01/01/2023	31/03/2023	S	- Internal audit report to LT	Not started	
105	Policy Handbook: HR SBC volumes - review and update, disseminate through updates and training, and monitor practice. (3-yr. rolling review of volumes)	Access to justice	BAU	Annual	01/04/2022	31/08/2022	H	- Review undertaken, consultation with trade union and signed off by LT	Not started	
106	Policy Handbook: HR SPSO volumes - review and update, disseminate through updates and training, and monitor practice. (3-yr. rolling review of volumes)	Access to justice	BAU	Annual	01/04/2022	31/08/2022	H	- Review undertaken, consultation with trade union and signed off by LT	Not started	
107	Policy Handbook: Information and Communication Technology (ICT): review, maintain and update ICT and digital Strategy and supporting guidance, particularly focussing on cyber security and resilience; disseminate through updates and training, and monitor practice.	Access to justice	BAU	Continuous	01/10/2022	31/03/2023	H	- Annual review undertaken and signed off by LT	Not started	
108	Professional Advice Service: Annual Report on advice service	Access to justice	BAU	Annual	01/04/2022	30/06/2022	M	Report on service	Not started	
109	Professional Advice Service: deliver a well-resourced professional advice service	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	Continued reduction in the % of advice responses received in excess of 20 working days. (2016-17 Baseline 64.1%)	Not started	
110	Quality assurance: annual quality assurance plan proposal	Access to justice	BAU	Annual	01/04/2022	31/03/2023	H	Proposal paper to QCPM.	Not started	
111	Quality assurance: Casework	Access to justice	BAU	Annual	01/04/2022	31/03/2023	H	- 95% of decisions correct - annual N77 report to LT of learning and action taken and recommendations for wider improvement initiatives	Not started	

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112	Quality assurance: Professional advice	Access to justice	BAU	6 monthly	01/04/2022	31/03/2023	H	- Six monthly report to LT of learning and action taken, and recommendations for wider improvement initiatives	Not started	
113	Quality assurance: SWF decisions	Access to justice	BAU	6 monthly	01/04/2022	31/03/2023	H	- 95% of decisions correct - Annual report to LT of learning and action taken and recommendations for wider improvement initiatives	Not started	
114	Quality assurance: Telephone	Access to justice	BAU	Annual	01/04/2022	31/03/2023	H	- Annual report to LT - assessment of quality of telephone calls against customer service standards. Actions taken and recommendations for wider improvement initiatives made	Not started	
115	Service standards - monitor performance against service standards using internal and stakeholder feedback, and benchmarking against other ombudsmen services as far possible, and identify and implement improvements, feeding back to ISE for public reporting purposes and	Standards	BAU	As required	01/04/2022	31/03/2023	M	- Qtrly reports containing performance against service standards data to Dir(Corp Serv) for inclusion in Casework Management Performance Group: learning captured, recommendations and details of action taken and planned	Not started	
116	Survey management: administration and advice on all electronic surveys issued, including Customer, BUJ, SWF, Staff, etc.	Access to justice	BAU	As required	01/04/2022	31/03/2023	M	- Results provided on time	Not started	
117	Survey management: support the general use of MS forms for internal feedback surveys that don't require complicated analysis.	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	L	Support provided on request	Not started	
118	Climate change duties: CCAT actions - Develop a carbon emergency strategy and organisational changes	Access to justice	Project	Annual	01/04/2022	30/06/2022	S	Climate Change Strategy complete and approved	B/F from last year	
119	Climate change duties: CCAT actions - include Carbon Management as part of responsibilities on Job Descriptions	Standards	Project	Project defined	01/04/2022	30/06/2022	M	All staff job descriptions updated to support climate change	B/F from last year	
120	Climate change duties: CCAT Actions - Manage Climate Risk Assessment	Capacity	Project	Quarterly	01/04/2022	30/06/2022	H	Climate Risk Assessment and approved by LT to be reviewed quarterly	B/F from last year	
121	Climate change duties: Sustainable Procurement - Identify a Sustainable Procurement Champion to lead sustainable procurement with objectives, job description and stays updated	Capacity	Project	Continuous	01/04/2022	30/09/2022	M	Updated on Job Description published on intranet. Key sustainable goals. Champion keeps Updated on sustainability	B/F from last year	
122	Climate change duties: Sustainable Procurement - Identify training to ensure procurement staff receive basic awareness training. Key Sustainable procurement staff receive advanced sustainability training to be qualified.	Standards	Project	Project defined	01/04/2022	30/12/2022	M	Staff receive basic sustainability training at induction. Key Procurement staff receive advanced sustainability training	B/F from last year	
123	Climate change duties: Sustainable Procurement - Update the Procurement policy to include sustainability objectives and considerations; communicate the sustainable procurement objectives to relevant staff; and include sustainability requirements in contract considerations and update tender documents to include sustainability criteria when undertaking procurement exercises.	Standards	Project	Annual	01/04/2022	30/06/2022	M	Create and update sustainable Procurement strategy and policy. High level objectives. Staff briefings and updates. Engage with suppliers on sustainability and tenders	B/F from last year	
124	Governance: Corporate Social Responsibility policy - draft policy document in conjunction with the COP, incorporating Fair Work Practice.	Access to justice	Project	Project defined	01/04/2022	31/03/2023	L	Draft policy issued to LT	Not started	
125	Governance: SBC Shared Service - Provide information, support and resources to assist SBC establish and robust public service organisation	Capacity	Project	Project defined	01/04/2022	31/03/2023	H	Performance report to SBC on service provided	Not started	
126	HR: Equalities and Human Rights - benchmarking	Access to justice	Project	Project defined	01/04/2022	01/05/2022	H	- Carry out TIDE benchmarking process (through ENEI membership) - Identify improvements and include in Annual HR report - Include improvement actions in HR plan, linked to survey and IIP actions	Not started	
127	HR: Equalities and Human Rights - Review our commitments outlined in SPSO BSL Plan to ensure best practice	Capacity	Project	Project defined	01/04/2022		M	- Report to LT with recommendations	B/F from last year	

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*	Comment/ update *E.G.* *- why not on target/ exceeded* *- actual achieved* *- important milestones achieved* *- if it is a new addition to the plan* *- policy decisions taken* *- why discontinued, or carried forward*
128	HR: Health and Wellbeing - develop Health and Wellbeing handbook with staff and manager guidance	Access to justice	Project	Project defined	01/04/2022	30/06/2022	H	Complete alongside wider HR policy review	Not started	
129	HR: Health and Wellbeing - Review mental health first aid provision	Access to justice	Project	Project defined	01/04/2022	30/06/2022	H	Report to LT with recommendations	Not started	
130	HR: Learning and development - Development of an Interactive Online Skills Refresher Programme for staff training purposes giving priority for management development skills - scoping and testing	Capacity	Project	Project defined	01/04/2022	30/06/2022	M	- Report and recommendations to LT - Implemented training programme	B/F from last year	
131	HR: Learning and development - Explore best practice mechanisms for further raising awareness of and access to learning and development opportunities, including external opportunities.	Capacity	Project	Project defined	01/04/2022	30/06/2022	M	Report to LT and include any recommendation within the IIP/staff survey action plan recommendations	B/F from last year	
132	HR: Learning and Development - Review of competency framework and associated HR activities	Access to justice	Project	Project defined	01/04/2022	31/03/2023	M	- Updated and approved values-based competency framework - Update recruitment, performance management, learning and development processes and documents in line with outcomes	B/F from last year	
133	HR: Learning and development - review offering, giving consideration to setting a minimum offering/CPD requirement, and access to external development opportunities	Capacity	Project	Project defined	01/04/2022	31/10/2022	M	Project findings and recommendations	B/F from last year	
134	HR: Resources - Workforce Planning: develop a formalised Workforce Plan template outlining the current workforce, the future workforce and how the organisation can achieve its required future	Capacity	Project	Project defined	01/04/2022	30/06/2022	M	Template provided to LT for approval	B/F from last year	
135	HR: Reward - review of staff benefits and reward mechanisms and raising awareness	Access to justice	Project	Project defined	01/10/2022	31/03/2023	H	Scoping and report to LT with findings and recommendations	Not started	
136	HR: Strategy - Develop and implement people strategy	Capacity	Project	Project defined	01/04/2022	30/06/2022	M	- People strategy to LT	B/F from last year	
137	HR: Strategy - Develop Inclusion Diversity Equality and Accessibility Strategy	Capacity	Project	Project defined	01/04/2022		H	- Inclusion and diversity strategy to LT	B/F from last year	
138	HR: Strategy - Hybrid working trial and policy development	Capacity	Project	Project defined	01/04/2022	31/03/2023	H	- Monitoring of trial and feedback to LT - Development of policy as agreed in consultation with LT, staff, managers and trade union	Not started	
139	HR: Strategy - Organisational succession planning	Capacity	Project	Project defined	01/04/2022	30/06/2022	M	- Scoping, and report to LT with recommended plan	B/F from last year	
140	ICT: Applications - Case-handling system (Workpro) - Complete ICT user needs analysis to assess areas for additional training and support	Access to justice	Project	Project defined	01/04/2022	31/03/2023	M	Review submitted to LT	Not started	
141	ICT: Applications - Case-handling system (Workpro) - using the report and findings from CAS Anonymous Product Usage Tracking report and User Experience project, plan and implement agreed recommendations and training requirements for users.	Capacity	Project	Project defined	01/04/2022	31/03/2023	M	Recommendations and training implemented	B/F from last year	
142	ICT: Applications - Communication tools - training and support to embed MS teams and functions into the working environment for all staff.	Access to justice	Project	Project defined	01/04/2022	31/03/232	H	MS Teams training and guidance materials provided to staff on aspects to support roles and responsibilities	B/F from last year	
143	ICT: Applications - Drive Management Change Project - manage the removal of local drives and Outlook public folders	Access to justice	Project	Project defined	01/04/2022	31/03/2023	H	All staff confirmed to have empty H drives Public folders transferred successfully to Shared email folders	Not started	
144	ICT: Applications - Office 365 project - support the migration from Microsoft Office applications to Office 365	Access to justice	Project	Project defined	01/04/2022	30/06/2022	H	All staff able to access Office 365 applications to complete their roles and responsibilities	Not started	
145	ICT: Applications - Performance reporting Project - Develop tasks in case-handling system to be used in performance reporting calculations	Access to justice	Project	Project defined	01/04/2022	31/03/2023	H	Performance reporting meeting requirements - end of project notice submitted to LT	Not started	
146	ICT: Internal Support - review and evaluate effectiveness of ICT champion structure	Capacity	Project	Project defined	01/04/2022	30/06/2022	M	Project findings and recommendations	B/F from last year	
147	ICT: Review arrangements and processes for working electronically to ensure these are efficient and fit for purpose including document scanning, editing, formatting and systematising formats SPSO accepts as submission	Capacity	Project	Project defined	01/04/2022		M	Review submitted	B/F from last year	

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*	Comment/ update *E.G.* *- why not on target/ exceeded* *- actual achieved* *- important milestones achieved* *- if it is a new addition to the plan* *- policy decisions taken* *- why discontinued, or carried forward*
148	ICT: Security and cyber resilience - develop cyber incident playbooks to be used in cyber incident response item	Access to justice	Project	Project defined	01/04/2022	31/03/2023	M	Cyber incident playbooks approved by LT and published internally	Not started	
149	ICT: Telephony project - explore using MS Teams for telephony for areas of organisation with low volume of calls	Accessibility	Project	Project defined	01/04/2022	31/03/2023	M	End of project notice submitted to LT	Not started	
150	Professional Advice Service: Review the impact of moving to remote working and electronic processes on advice services through surveying of advisers	Access to justice	Project	Project defined	01/04/2022	30/06/2022	H	Report of findings and recommendations to LT.	B/F from last year	
151	Quality Assurance: develop process and carry out QA of INWO cases	Standards	Project	Project defined	01/04/2022		M	QA report	B/F from last year	
152	Quality assurance: Telephone - develop new telephone QA system making best use of new telephone technology and encouraging staff self reflection and coaching conversations.	Access to justice	Project	Project defined	01/04/2022		M	Report of findings and recommendations to LT.	B/F from last year	
153	Survey management: move formal organisation surveys to Smart Survey platform	Access to justice	Project	Project defined	01/04/2022	31/12/2022	L	Survey system moved to new platform	Not started	

Unallocated items

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*	Comment/ update *E.G.* *- why not on target/ exceeded* *- actual achieved* *- important milestones achieved* *- if it is a new addition to the plan* *- policy decisions taken* *- why discontinued, or carried forward*
U1	HR: Accreditation - Achieve Carer First Accreditation	Access to justice	Project	Project defined			M	Accredited		Less immediate benefit to achieving this and perhaps more thorough research into other types of acreditaion that could be progressed ahead of this
U2	HR: Business Continuity Planning - Scoping for moving to fully electronic HR service	Access to justice	Project	Project defined			M	Report to LT with recommendations		Add as BP objective for next year if capacity allows
U3	Training Unit ISE - training officer administrative support. Booking forms, invoices, handouts and updating of materials	Access to justice	BAU	As required						ISE team objective

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*	Comment/ update *E.G.* *- why not on target/ exceeded* *- actual achieved* *- important milestones achieved* *- if it is a new addition to the plan* *- policy decisions taken* *- why discontinued, or carried forward*
1	Develop communications plan for INWO function: to include engaging with external stakeholders, publicising outcomes and sharing learning/good practice. Implement (and monitor) the introduction of the Communications Strategy .	Accessibility	BAU	6 monthly	01/04/2022	31/03/2023	H	Project scope signed off by LT. Comms strategy for INWO to identify types, methods and frequency of communications. Were communication(s) received by target audience? When/how did they access information? Are target needs being met?	Not started	
2	Develop and refresh Engagement policy including a focus on external and internal engagement to support better service delivery, data gathering and analysis.	Accessibility	Project	Annual	6/1/2022	3/31/2023	H	Refreshed policy, guidance and training. Data gathered.	Not started	
3	Implement INWO Comms plan.	Accessibility	BAU	Monthly	01/04/2022	31/03/2023	S/H	Preparation and publication of monthly compendium updates and as appropriate quarterly reports of other Comms/Inwo engagements. All appropriate stakeholders notified. Monitoring of feedback and Comms activity undertaken & reported.	Not started	
4	Evaluation and Ongoing reflection of collaboratives (CoP). Monitored input from ISE and coordination of projects to working groups (governance input) ISE attend CoP meeting(s)/CoP rep attends sector network meeting. Data to be extracted to support secotr analysis.	Capacity	BAU	Monthly	01/04/2022	31/03/2023	H	2022 Project completed. Sector reports. Meetings attended. Monitor governance of Collaboratives. Six and twelve month review - reflective collection on terms of references, how the approach is going, contacting all collaboratives for input	Not started	
5	Data Plan & Strategy for ISE - workshop for managers on Data / Intel / Scrutiny	Capacity	Project	Project defined	31/04/2022	31/03/2023	H	Data Strategy will set out how, why and what we do with our data making recommendations and analysis from this.	Not started	
6	Training support & advice for other internal business areas' projects	Capacity	Project	As required	01/04/2022	31/03/2023	M	Support provided as required for training development to support value added / new guidance or policies across SPSO and external	Not started	
7	Review and improve SPSO prisoner communications products - need to ensure accessibility for prisoners to SPSO. **Pilot project to be developed through the prisions collaborative**	Accessibility	Project	Project defined	01/04/2022	31/03/2023	L	Review of Prisons communications refresh and pilot project scoped out and developed through to implementation of recommendations where possible within remit	Not started	
8	Monitor and manage SPSO' s public profile.	Accessibility	BAU	As required	01/04/2022	31/03/2023	H	Media monitoring – number of media mentions, media types,planning to introduce better/more regular reporting on Comms activity / ROI - Engagement with SPSO newsletter, social media - Web traffic	Not started	
9	Compile and Publish monthly compendium. Additional commentary - NEW - ISE CSA Circulars - to update bodies on what we are being asked and the advice we are giving NEW - prepare a SPSO Good practice Guide - subject matter to be agreed - vulnerabilities/RA's, Heads of Complaint, etc.	Accessibility	BAU	Monthly	01/04/2022	31/03/2023	S	Compendium prepared to time and quality standard. Compendium published on time. planning to introduce better/more regular reporting on Comms activity / ROI (including standards)	Not started	
10	Compile, draft, coordinate and Publish Annual Report and Accounts 2021-22	Capacity	BAU	As required	01/04/2022	31/10/2022	S	Publish Annual Report and Accounts: Draft report by June 2021 Final report prepared for September 2021, Annual Report and Accounts 2021-22 laid before Parliament October (and published) 2022	Not started	
11	A. Communications support for other internal business areas' BAU	Capacity	BAU	As required	01/04/2022	31/03/2023	M	Support provided as required subject to resource availability and other priorities.	Not started	
12	B. Communications support for other internal business areas' projects and improvement development	Capacity	Project	Monthly	01/04/2022	31/03/2023	M	Support of at least 1 day per month for the development of improvement plans and projects led or initiated by other team - dependant on priorities, available resources and LT approval of project proposals	Not started	

No	Description	Category	Type	Frequency	Start	End	Priority	Notes	Status	
13	Complaints handling: engage with public bodies to provide advice, guidance and support on all aspects of good complaint handling and a positive complaints culture.	Standards	BAU	As required	01/04/2022	31/03/2023	S/H	Will mostly be done through responses to BUJ enquiries (see line 14). Will also be done via good practice updates on SPSO website and at network meetings. Reported in SPSO Annual Report.	Not started	
14	Monitor and respond in a timely manner to all ISE mailboxes	Accessibility	BAU	Continuous	31/04/2022	3/31/2023	H	Inboxes will be monitored. Responses will be actioned and high levels of communication and customer satisfaction.	Not started	
15	Support/play an active role in sector wide complaints networks.	Standards	BAU	As required	01/04/2022	31/03/2023	H	SPSO (ISE) presence at each of the sector network events held through the year	Not started	
16	Support an integrated approach to Standards advice, Learning and Improvement and informal training including sharing best practice. Ensure awareness for internal business areas in addition to external engagement.	Standards	BAU	As required	01/04/2022	31/03/2023	H	Support provided as required subject to resource availability and other priorities. Development of integrated model.	Not started	
17	Conduct data analysis to monitor performance and gather intelligence to support findings. Quarterly meetings with Heads of/Managers prior to Casework Performance Meetings for oversight understanding of quarterly performance results. Performance reporting: Internal and external reporting of complaints and investigations data - collation of statistics and year-to-date performance.	Capacity	BAU Plus	Continuous	01/04/2022	31/03/2023	S/H	**Monthly** : Recommendations & Feedback Database **Quarterly** : Dashboard, BUJ Themes & Trends, ISE Report, Covid-19 tracker, Sharing Ingelligence, SIP reporting, CSC Dashboard and CSC Report, CSC audit tracker (new) **Annual** : Dashboard, Annual Statistics catalogue, Top Level PSC Stats, SIHCG master tables, Annual Report input for Learning from Complaints, Stakeholder Engagement and CSC.	Not started	
18	Policy and legal support for other internal business areas	Capacity	BAU	As required	01/04/2022	31/03/2023	M	Support provided as required subject to resource availability and other priorities.	Not started	
19	Customer Service Complaints, monitor and report on performance in service complaints handling. SIP reporting to be included in BUJ themes and trends on a separate tab for all levels showing actions taken. Linked to LT issue log	Accessibility	BAU	Quarterly	01/04/2022	31/03/2023	S/H	Preparation of quarterly customer service complaints reports presented to Leadership Team. Data TA and TA supporting development and fulfillment of reports.	Not started	
20	Customer Service Complaints, liaise with the Independent Customer Service Complaints Reviewer **ICSCR**	Accessibility	BAU	Continuous	01/04/2022	31/03/2023	H	Respond to ICSCR requests in a timely manner as required of ICSCR. 3 weekly catch up with ICSCR.	Not started	
21	Training plan: Refresh, research and development of formal training materials and courses. **Including INWO training plan and delivery**.	Accessibility	Project	As required	01/04/2022	31/03/2023	H	Develop and refresh training plan for external open courses and integrated training approach. Investigations training to be reviewed in line with developing INWO training. Scope out demand & best delivery. Development of internally supported model	Not started	
22	If case volumes allow work with NHS boards to develop INWO related training materials based on needs.	Capacity	Project	Project defined	31/04/2022	3/31/2023	L	Training development and refinement of TURAS modules	Not started	
23	Refine INWO related training materials based on feedback	Capacity	BAU	Monthly	31/04/2022	3/31/2023	L	Refinement of TURAS modules	Not started	
24	INWO stakeholder Engagement	Access to justice	Project	Project defined	31/04/2022	31/03/2023	H	Focus on areas of priority, link officers to Eng Manager Activities to include: Launch of speak up week (Oct 22) Launch of toolkit (early 23) Launch of student materials (end of the year)	Not started	
25	Deliver SPSO training products / Training PLAN	Capacity	BAU Plus	As required	01/04/2022	31/03/2023	H	Developed from training plan. Provide quarterly updates on training delivery and as a result, cost recovery of booked training to support ISE team functions	Not started	
26	INWO monitoring of standards & application of SIP	Standards	Project	Project defined	31/04/2022	31/03/2023	H	Develop monitoring of standards for INWO. Allocation and overview of tasks.	Not started	
27	Develop methodology for monitoring standards (CHP, INWO, SWF)	Standards	BAU	Project defined	01/04/2022	31/03/2023	S/H	Sampling BUJ annual report data, based on MCHP KPIs.	Not started	
28	20/21 REVISED Seek extension to SPSO powers - revise Wider review of SPSO powers - (e.g. incorporating Venice Principles work)	Accessibility	Project	Project defined	01/04/2021	31/06/2023	S/H	Specifically in short term PSRO (Public Service Reform Order) as appropriate. Potentially, a report to be laid before parliament.	Not started	
29	Project: SPSO Change Control process. Two main work streams: 1. review identify and catalogue all SPSO products produced on same format as public authority publication scheme; 2. Develop product change control policy/procedure.	Capacity	Project	Project defined	01/04/2022	31/03/2023	M	Project scope prepared and signed off, change control process developed for LT sign off.	Not started	
30	INWO - lead on introduction of INWO practitioners network	Standards	BAU Plus	Project defined	01/04/2022	31/03/2023	M	Support WB Forum until a chair can be found to take over running.	Not started	
31	Review ISE resource requirement, plan, prepare and run ISE recruitment as required.	Capacity	BAU	Quarterly	01/04/2022	31/03/2023	H	Recruitment needs agreed by LT.	Not started	

No	Activity	Strategic Theme	Type	Frequency	Start	End	Priority	Measure/ KPI/ Reporting	Status	Comment/ update
32	Performance Reporting: Annual stats - preparation and data cleansing Stats production and checking	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	Published on website	Not started	
33	Information Management - build and maintain statistical reports from case-handling system (Workpro)	Capacity	BAU	Continuous	01/04/2022	31/03/2023	S/H	Scheduled reports accurate and issued on time	Not started	
34	Develop & Support Child Friendly complaints.	Access to justice	Project	Project defined	01/05/2022	31/03/2024	S/H	Project scope to be refreshed by ChF officer. Project plan to be developed. Stakeholder engagement. Ch F complaints procedures and guidance developed.	Not started	
35	Communications work stream recommendadtions and finalising last years project.	Standards	Project	Project defined	01/03/2022	31/03/2023	M	Individual Project driven, outcomes from LT paper	Not started	
36	Calendar deadlines for all ISE team to be checked and updated quarterly	Standards	BAU	Quarterly	01/04/2022	31/03/2023	H	All Calendars within ISE show clearly dates for publication	Not started	
37	Data Science Project	Standards	Project	Project defined	01/04/2022	30/06/2023	M	DataLab student proposal to be agreed. Develop Insight officer role, data use and intelligence.	Not started	
38	LA overview and support	Standards	BAU Plus	Continuous	01/04/2022	31/03/2023	M	Need to capture and confirm purpose of LACHN and SPSO in relation to it.	Not started	
39	ISE overview document	Accessibility	BAU	Annual	01/04/2022	31/03/2023	L	Update and maintain ISE overview document.	Not started	
40	Sharing Casework Intelligence COP information/learning with Reviewing Officers to ensure learning improvement or SIP work is effective	Standards	BAU	Continuous	31/03/2022	31/03/2023	M	Ensure casework intel feeds into learning and improvement work	Not started	
41	ICSCR engagement and efficiency of data and intel transfer	Standards	BAU Plus	Monthly	01/04/2022	31/03/2023	M	3 weekly meetings with HofISE and ICSCR, new shared workspace for data transfer to be implemented. Updated CSC reports to reflect intel.	Not started	
42	Build capacity throughout office in knowledge sharing, and monitoring performance through information from SPSO casework management system	Standards	BAU	Project defined	01/04/2022	31/03/2023	S/H	Identifying opportunities and supporting initiatives to build confidence and skills within office to run statistical reports and/or draw down information from casework management system.	Not started	
43	Resolutions Project WG development	Standards	BAU Plus	Project defined	01/04/2022	31/03/2023	H	Continue to support BUJs on resolution, ensure focussed engagement of this language. This could then be used as the basis for SPSO making formal recommendations involving mediated approaches going forwards.	Not started	
44	Style Guide and accessable infomration for all	Accessibility	Project	Project defined	01/04/2022	31/03/2023	H	Develop a style guide for internal use and external communications. Develop accessible webpages including- BSL / signing to videos. Ensure that SPSO content is accessable to all	Not started	
45	Process notes to be developed for all reports	Standards	Project	Annual	31/04/2022	01/06/2022	H	Process notes will be available to produce all ISE reports. Reviewed and updated annually	Not started	
46	SIP Refresh training & Refresh SIP	Standards	Project	Project defined	31/04/2022	01/09/2022	H	All ISE staff and Heads Of to be included in refresh training. SIP to be refreshed in light of resolution work.	Not started	
47	Develop/refresh protocol for dealing with new BUJs	Standards	Project	Project defined	31/04/2022	01/09/2022	M	Either create new protocol, or refresh existing protocol, for introducing new BUJs (and possibly OBOs) to SPSO and their complaints handling responsibilities.	Not started	
In year Projects										
Y1	SPS Engagement re their 5 year strategic plan	Accessibility	BAU Plus	Project defined	20/04/2022	30/06/2022	M	Draft cover paper for LT with top three suggestions from SPSO for SPSO stragegic plan. SPS also wish access to SPSO complaints data.	Not started	
Unallocated items										
No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*	Comment/ update *E.G. - why not on target/ exceeded - actual achieved - important milestones achieved - if it is a new addition to the plan - policy decisions taken - why discontinued, or carried forward*
U1	Work with SWF to develop web tools, resources and training materials for LAs, to improve practice and promote learning	Capacity	Project	Project defined	31/04/2022	3/31/2023	L		Not started	
U2	Create complaints handlers forum for water proviers	Standards	Project	Project defined	31/04/2022	31/03/2023	L	Consider creating a good practice forum (not a network) run by ISE with support from PSC for water providers.	Not started	Forum will meet infrquently, to emphasise and supplement good practice materials

38	LA overview and support	Standards	BAU Plus	Continuous	01/04/2022	31/03/2023	M	Need to capture and confirm purpose of LACHN and SPSO in relation to it.	Not started	
U3	Introduce Network of network chairs to share good practice across sectors and act as a sector Sounding Board in the way that SPSO interfaces with public bodies	Standards	Project	Project defined	01/04/2022	31/03/2023	L	Project scope signed off by LT. Network chairs consulted and terms of network identified and agreed.	Not started	C/F to 2022/23. Need project rationale devised and agreed principles around this (possibly in with review of CoP). Confirm with ISE Officer that Collaboratives have picked this up
U4	Review Case assessment form	Standards	Project	Project defined	01/04/2022	31/03/2023	M	Revised case assessment form to direct consideration at the start to identify if there is a possiblity of good or poor complaints handling.	Not started	Based on feedback and analysis this would add value and enhance data collection. Would allow CRs to pick this up in addition when assessing cases.
U5	Develop guidance around delays	Access to justice	Project	Project defined	01/04/2022	31/03/2023	H	Guidance to aid in assessing delays (for surgery 1st but potentially can be used for all sectors) around; General CV delays, specific circumstances to waitlists etc, different circumstances mostly in relation to poor or lack of communication.	Not started	Write out later in the year with this guidance / take through the networks. Focus on cause and effect of delays.
U6	Review Customer Service Standards	Standards	Project	Project defined	01/04/2022	31/03/2023	M	Review wording to simplify and streamline and allow better data collection / application of the standards. Ensure that template letters at stage 2 link directly in wording to the standard being referenced.	Not started	Template letters can be incoprorated into BP item above.
U7	SPS Residential First Line Manager CH Pactitioners Network	Standards	Project	Project defined	01/10/2021	31/03/2022	L	Collaborative approach agreed with SPSO LT (for CR involvement) and with the SPS. Working jointly with 'expert CR' Terms of reference for network identified and agreed. Network introduced as BUA with support from ISE/Standards staff.	Not started	C/F to 2022/23. Will need existing networks functioning properly first. Also, SG network is higher priority (SSSC are interested in setting up SG network).
U8	Training - annual review of the emails/ slides/ handouts by trainers Training - partial duplication of content in GCH and CIS training courses	Standards	Project	Project defined			L	Emails/ slides/ handouts remain up-to-date and relevant Attendees not attending both GCH/CIS courses in one year	On target	The plan to share information with Bodies Within Jurisdiction (BWJ) should include this information. **Q1:** Plan with LT for initial agreement then full scoping and development can take pllace.
U9	Write text for document, website and/or presentation on the importance of learning from complaints.	Standards	Project	Project defined	TBC	TBC	M	Draft text and share with ISE, then wider within SPSO, and finally to Omb/LT for approval.	Not started	Project to start later in year once 2nd ISERO returns and intergation understood and underway.
U10	NHS MCHP review and revision	Standards	Project	Project defined	01/03/2022	31/03/2023	S/H	Project to follow similar scope to previous revisions of MCHPs, but with key involvement of SG given their ownership of NHS CHP. Will need additional focus on Primary Care and Prison Healthcare.	C/F to next year	Update from 220512 NCPAS - SG comment that review cannot begin until Patient Safety Commissioner Bill is passed and it is clear what role the Commissioner will have in relation to patient dissatisfaction.