



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.

<p>Vision 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.</p>	<p>Strategic themes</p> <ul style="list-style-type: none"> • Accessibility • Access to justice • Capacity • Standards
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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 CYPSCS)
•	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 <i>description of task/ activity/ project</i>	Strategic Theme <i>Select</i>	Type <i>Select</i>	Frequency <i>Select</i>	Start	End	Priority <i>Select</i>	Measure/ KPI/ Reporting	Status <i>Select</i>	Comment/ update <i>E.G.</i> - 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 working days	On target	Q1&2: 100% in 5 days
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 closed/ moved to investigation within 30 working days 95% of cases closed/ moved to investigation within 60 working days	Slippage	Q1: 57% IA cases closed in 30 days, 86% closed in 60 days. Q2: 50% IA cases closed in 30 days, 50% closed in 60 days* Running total for year: 56% cases closed in 30 days, 78% closed in 60 days* *Q2 figures based on draft days open figures, and subject to review.
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 working days	On target	Q2: 100% closed in 260 days
4	Case-handling - Recommendations and post closure engagement (follow up on recs and apply SIP as appropriate)	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	S	95% of recommendations followed up by deadline, and SIP engaged as appropriate	On target	
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.	Completed	
6	Ensure INWO guidance and templates are updated regularly and in line with evolving case handling practices	Standards	BAU	Continuous	01/04/2022	31/03/2023	M	- Improvements identified through casework and QA - Guidance docs updated to reflect practices - LT informed of changes via quarterly reporting	On target	
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	On target	
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	On target	
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	Slippage	This review is drawing on annual reports from boards, which have not been available until September in many instances. Review of this material is now progressing. (4/10/22)
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, recs and details of action taken and planned	On target	
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)	On target	
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	On target	
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	On target	
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	On target	

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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	On target	
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	Completed	
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	Completed	
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	Completed	
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	On target	
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	On target	
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	Slippage	Will require significat input from HR. Progress has been slowed by CR caseload and lack of cases with prospect of site visit. (4/10/22)
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	Slippage	Draft in progress. Timetable including consultation indicates policy finalised in Q4. (4/10/22)
Unallocated items										
No	Activity <i>description of task/ activity/ project</i>	Strategic Theme <i>Select</i>	Type <i>Select</i>	Frequency <i>Select</i>	Start	End	Priority <i>Select</i>	Measure/ KPI/ Reporting	Status <i>Select</i>	Comment <i>brief explanation for why unallocated this might include:</i> - insufficient resources - associated risk of not progressing - requested by another team - relative priority
U1	If case volumes allow: Increase promotion of INWO and work with ISE and boards to develop materials based on needs.	Standards	Project	Project defined	01/04/2022	31/03/2023	L	TBC	On target	Working with ISE on an INWO engagement project for the year.

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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	On target	
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	Slippage	Due to older cases from last year now being progressed and closed. This is likely to continue into Q3-4 of this year.
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	Slippage	Due to older cases from last year now being progressed and closed. This is likely to continue into Q3-4 of this year.
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	On target	
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	On target	Chaired OA FC Interest Group - June 2022. Head of joined OA Casework interest group
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.	On target	Allocation letters regularly updated to ensure correct, up to date information being communicated regarding allocation waiting times
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	On target	Further CR recruitment exercise completed in Q1 - achieved full CR capacity in Q2
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	On target	The SIF have met May, June, and October 2022. Updates on meetings and improvements are given at AS, PSC Managers and QCPM mtgs.
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	On target	Unallocated pool project commenced in Q1 and making good progress working with new CRs
10	Ongoing roll out of workpro training activities 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	On target	Workpro training delivered in Q1
11	Case handling guidance: consideration of developing guidance regarding joint working of difficult cases, including multiple complaints from a single complainant	Capacity	Project	Project defined	01/09/2022	31/03/2023	M	Guidance prepared and introduced	On target	Work commenced in Q2
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	On target	Allocations guidance re-drafted and issued to TU for comments
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.	On target	Form has been developed in conjunction with Health COP. A&G to meet with colleagues who have joined SPSO from PASS for 'user' comments. Form should go live by end of Q3.

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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	Slippage	Re-scheduled for Q3 due to ongoing focus on reducing allocation pool waiting times/size
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	Slippage	Pending outcome of current JR application
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	On target	QA questions developed and agreed with PSC Managers QA exercise to be conducted Q4.
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.	On target	Meeting to discuss findings with NCPAS members held on 11 August. CSA colleagues to take this work forward. Researching advocacy options in prison establishments has not been 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 QCPC mtg. New system implemented to efficiently transfer cases electronically to/from A&G/DCR.	On target	A&G closure codes improved and new workpro reports set up for data capture. Paper approved by LT for workpro development by CAS to improve daily movement of cases to/from DCRs.
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.	Completed	
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	31/03/2023	M	Complete review, agree changes with comms and reprint materials.	On target	This work is on target to be completed by A&G and handed over comms team by 31.10.22.
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	On target	Further training and guidance issued to Inv 1 & 2 staff in Q1
22	Carry out a sample analysis of cases post DCR to identify 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	On target	
23	Review our process and communications 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	On target	
24	Draft SPSO IDEA Framework	Accessibility	Project	Project defined	01/06/2022	01/03/2023	M	Approval by LT	On target	This paper was part drafted 2020/21 and requires further work by A&G Manager.

Unallocated items

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U1	Explore option of issuing telephone decisions at early stages of process including legal and service issues	Capacity	Project	Project defined	01/10/2022	31/03/2023				
U2	Explore option of creating CR bubbles to provide additional casework support to CRs	Capacity	Project	Project defined	01/10/2022	31/03/2023				

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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)	On target	Achieved in 98% of cases in Q2
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)	On target	Achieved in 95% of cases
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)	Slippage	Achieved in 92% of cases from the point we had the information needed to make our decision, although it should be noted that there were delays of several weeks allocating cases due to insufficient resources.
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	Slippage	Internal case handling guidance overdue
5	Reconsiderations	Access to justice	BAU	As required	01/04/2022	31/03/2023	H	95% of decisions are correct, Quarterly reporting to LT	On target	Decision correct in 100% of cases
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	On target	External review of SWF planned December 2021 to December 2022. SPSO invited to be part of advisory group.
7	Produce content for SWF section of annual report	Access to justice	BAU	Annual	01/04/2022	31/03/2023	S	Published Annual Report	Completed	
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	On target	
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	On target	
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.	On target	Sounding board held in September 2022. Training delivered to one LA in August.
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	On target	
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	Scheduled activity for Q3 or Q4
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.	On target	Away from casework afternoon held in September 2022.
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	On target	Customer survey data gathered in Q2
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	Not started	
16	Review our Timesaving Tool and internal template documents to ensure accuracy and maximise efficiency.	Access to justice	Project	Annual	01/04/2022	31/12/1022	M	- Quarterly report to LT as part of business plan update	Slippage	R and D templates revised, small working group formed to review TST. Focus on SISG and leave means that it was not possible to complete this work in Q2 but this will be completed by end of Q3.
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	On target	Leaflet produced and circulated to LAs
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	On target	Discussed at away from casework afternoon and planning of training underway.
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	On target	
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	On target	

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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	On target	
2	BH Handbook: MoJ - 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	Completed	
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	On target	
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	On target	
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	On target	
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	On target	
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	On target	
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	On target	
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	On target	
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	On target	
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	On target	
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)	On target	2021-22 - 2020/21 - 51.2 tCO2e 2019/20 - 45.4 tCO2e 2018/19 - 54.2 tCO2e (3/4 Melville St + 1/4 BH) 2017/18 - 59.9 tCO2e 2016/17 - 71.0 tCO2e
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	On target	Started collecting available figures and drafting report. Report due to be audited early November 2022.
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	On target	Started collecting available figures and writing sections of the report.
156	Decision Review: Review the literature provided to complainants/BUJS about the review process	Access to justice	Project	Project defined	01/10/2022	01/03/2022	M	Project to review review literature that is sent to complainants and BUJS.	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	Slippage	98% in 90 working days, 2% in 50 working days.

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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	On target	
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	01/07/2022	30/09/2022	S	- Annual budget submission, signed off by LT	Completed	
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	01/07/2022	30/09/2022	S	- Annual budget submission, signed off by LT	On target	
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	On target	
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	Completed	Audit data and information supplied in Q1
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	Completed	
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	Completed	Audit data and information supplied in Q1
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	Completed	Delayed by Auditor to Sep fieldwork and Nov sign-off due to resourcing issues
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	Completed	Delayed by Auditor to Sep fieldwork and Nov sign-off due to resourcing issues
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	On target	Delayed by Auditor to Sep fieldwork and Nov sign-off due to resourcing issues
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	On target	
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	On target	
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	On target	10 working days: Q1 - 30 working days: Q1 -
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	On target	10 working days: Q1 - 86% 30 working days: Q1 - 100%
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	On target	

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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	On target	
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	On target	
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	On target	
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.	On target	
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.	On target	
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	On target	
38	Governance: Business plan - coordinate and produce annual plan	Access to justice	BAU	Annual	01/01/2023	31/03/2023	H	- Published business plan	Completed	
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	On target	
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	On target	Started collecting available figures and writing sections of the report.
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	On target	
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	Completed	
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	On target	
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	On target	
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 published	On target	
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	Completed	Annual pay negotiations concluded in Q1 and all salaries are paid at a higher rate than the current Real Living Wage (above £9.90 per hour)
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	On target	Equalities, Diversity and Inclusion report and recommendations completed in Q1. Ongoing monitoring and reviewing of practice
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	Discontinued	Healthy Working Lives accreditaiton programme has ben discontinued by NHS Scotland
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	On target	
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	On target	
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	On target	2 x Spotlight training sessions delivered in this business year with 2 further sessions planned

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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	On target	L&D activites planned up to Q4
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	On target	
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	On target	
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	On target	
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)	On target	
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	On target	
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	On target	
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.	On target	Staff views being analysed and high level feedback given to staff in Q1. Full report to be completed in Q2
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.	On target	
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	On target	
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	On target	Q2 - rolled out PI fixes, fixes for FM and finalised detail for refactoring calculations project.
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	On target	
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	On target	
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	On target	Q2 - agreed process to share automatically generated Connect Workspace reports with IMSOs to ensure Workspaces aren't being left open unnecessarily.
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	On target	Q2 - following lifting of change freeze, developed new report for A&G closures. Also made requested amendments to recommendation report. In Q3, priority will be to develop case ownership tracking reports to support managers and CRs.
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	On target	

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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	On target	Supported first phase of drive management change programme and promotion of security champions network training and meetings.
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	On target	Q2 - Staff involved in BC planning attended ransomware Exercise in a Box session. Arranged 'role of cyber resilience in BC planning' for all staff. Developed training video with ITECS on 'how to report phishing emails at work'.
71	ICT: Security and cyber resilience - Cyber Essentials re-certification	Access to justice	BAU	Annual	01/04/2022	31/03/2023	S	- Cyber Essentials re-certification achieved	Not started	This will be completed in Q3.
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	On target	LT signed off Cyber Incident Response Plan. Reviewed Workpro and eRDM permissions. IGO completed WFH data security checklist.
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	On target	Q2 - trained 5 new starts, arranged ransomware webinar and exercise for IRT. Continued to support staff in reporting phishing emails to SG Cyber Security following guidance change in Q1.
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.	On target	Reviewed and amended Workpro and eRDM permissions.
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	On target	
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	On target	ICT team champions supported their teams through phase 1 of the drive management change programme. In Q3, the group will be taking part in the testing and deployment of the Workpro refactoring calculations project.
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	On target	
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	On target	
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	On target	
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	On target	
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	On target	
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	Completed	Current MoU signed 30/09/21. DPO confirmed does not require to be updated for new DPO in 2022. Will be revisited in 2023. Normally reviewed every 3 years.
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	On target	

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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	On target	100% FOI requests responded to within timescales in Q1
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	On target	96% DP requests responded to within timescales in Q1
87	Information Governance: Information asset register - review and update the asset register, and risk-assess information assets	Standards	BAU	Annual	01/10/2022	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 - signed off by LT	On target	
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		On target	
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	Completed	PUR submitted and final report published.
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	
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	On target	
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	On target	
95	Information Governance: Transparency - review and update privacy information and notices	Standards	BAU	Annual	01/10/2022	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	On target	
97	Ombudsman groups: manage membership	Access to justice	BAU	As required	01/04/2022	31/03/2023	L	- Representatives identified and resource available	On target	
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	On target	
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	On target	
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	On target	Reported quarterly to QCPM
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	On target	
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	On target	

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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	Slippage	Awaiting Omb suggestion for any changes to Risk section.
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	Slippage	HR initial review completed Q2, policies currently with the TU reps for review and comment
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	Slippage	HR initial review completed Q2, policies currently with the TU reps for review and comment
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	On target	
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%)	On target	70% of advices returned within 20 working days in Q1 75% of advices returned within 20 working days in Q2
110	Quality assurance: annual quality assurance plan proposal	Access to justice	BAU	Annual	01/04/2022	31/03/2023	H	Proposal paper to QCPM.	On target	
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	Slippage	To be carried out in Q3 and Q4 due to resourcing.
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	Completed	Advice QA completed subject to Leadership Team sign off
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	Slippage	Risk based proportionality guidance QA planned in Q2. QAs to be carried out in Q3 and Q4 due to resourcing including proportionality QA and generic SWF, PSC and INWO QAs.
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	Slippage	To be carried out in Q4 (Guidance updated 22.09.22 to reflect changes that are to be looked at in QA)
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 - Results provided on time	Slippage	Q1 report completed, surveying suspended to review option of external contractor to conduct survey work
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	Support provided on request	Discontinued	LT decision to research external provider for major survey requirements.
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	On target	
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	Not started	
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	Slippage	moved to be complete in Q3
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	Slippage	moved to be complete in Q3

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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	On target	
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	On target	
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	Slippage	moved to be complete in Q3
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	On target	
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	Not started	
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	On target	Links to 106 above, HR review complete, policies currently with the TU reps for review and comment
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	To begin in Q3
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	On target	SPSO's Learning Hub launched in Q2. Soft launch includes off-the-shelf materials and focus in Q3 will be to develop and share SPSO-specific content
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	Slippage	Links to 130 above, exploring mechanisms through the Learning Hub for sharing and promoting L&D opportunities
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	Not started	
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	Not started	
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	Not started	
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	To begin in Q3
136	HR: Strategy - Develop and implement people strategy	Capacity	Project	Project defined	01/04/2022	30/06/2022	M	- People strategy to LT	Not started	
137	HR: Strategy - Develop Inclusion Diversity Equality and Accessibility Strategy	Capacity	Project	Project defined	01/04/2022	31/03/2023	H	- Inclusion and diversity strategy to LT	Not started	

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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	On target	Future Working Group meets every other month, gaining informal feedback from team representatives which is fed back to LT to be incorporated into guidance. Currently desiging a formal survey of the trial planned for launch in October, January and June.
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	Not started	
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	On target	Recommendation to improve landing page and refactor calculations will be implemented in Q3 as part of performance reporting project.
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	On target	Publicised iTECS arranged training sessions on Teams (e.g. breakout rooms) and OneDrive
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	On target	All staff on long-term leave have been added to protected account list (so their H drive won't be deleted). For all other staff, phase one of the project has been completed with no issues reported. Currently awaiting update from iTECS for timeline of phase 2 (removing Outlook public folders).
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	On target	Issue with accessing Workpro documents on Office 365 identified and resolved in Q3. The Workpro add-in currently doesn't work on 365 - CAS and iTECS are working together to resolve. Staff have been advised not to complete upgrade in the meantime.
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	On target	LT approved specification and quote in Q2. Work is scheduled to be tested and deployed in Q3. SPSO ICT currently preparing for testing phase.
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	Discontinued	Overtaken by formal community of practice / Groups structure.
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	31/03/2023	M	Review submitted	On target	Fin/ICT TA investigating options for document scanning with Advice Officer.
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	On target	Approved by LT in Q2 with a suggested change to be discussed with IRT.
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	C/F to next year	Dependent on external provider - iTECS are concentrating on Drive Management and migration to Office 365 so this project has been delayed to 2023
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.	Completed	This was provided in Q4 2021/22
151	Quality Assurance: develop process and carry out QA of INWO cases	Standards	Project	Project defined	01/04/2022		M	QA report	Slippage	Due to delays in setting up call recording
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.	Slippage	Brought forward from last year. Dependent on call recording being set up.
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	Discontinued	LT decision to research external provider for major survey requirements.
154	ICT: Cyber Security - contribute to iTECS Cyber Security Awareness Leads group	Access to justice	BAU	Continuous	31/08/2022	31/03/2023	M	Attend meetings, report to LT as required	On target	ISA attended first meeting in August 2022. Received useful information about upcoming awareness events and developed new 'how to report phishing emails at work' video with support from this group. This will be rolled out in Q3.
155	Training Unit ISE - training officer administrative support. Booking forms, invoices, handouts and updating of materials	Access to justice	BAU	As required	01/04/2022	31/03/2023	M		Completed	Under review, may transfer to ISE team with new plans for TU under discussion.

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156	Corporate Services: Shared Services Project - set-up and provide finance services to the Scottish Human Rights Commissioner	Access to justice	Project	As required	01/10/2022	31/03/2023	M	New finance processes and procedures implemented	On target	New activity from Q3.
157	HR: Shared Services Project - set-up and provide HR services to the Scottish Human Rights Commissioner	Access to justice	Project	As required	01/10/2022	31/03/2023	M	New HR services implemented	On target	New activity from Q3.

Uncated items

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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 accreditation 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

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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? 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.	On target	Q1: We have developed a plan for engagement and comms centered around the promotion of Speak Up Week in October. Plans for continual engagement with stakeholders will be put in place after Speak Up Week as we expect to learn from this activity which channels of engagement work best. Ongoing general comms, first investigation report yet to be published. Q2: INWO engagement and comms plan approved by LT. INWO engagement is now being tracked as part of the wider ISE engagement tracking for analysis at a later date
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.	Completed	Engagement and Comms manager to scope out project. Q1: Policy referred to in the activity description will be the new Engagement and Communications Strategy which will outline the principles, aims and objectives of SPSO engagement and communications activity. Alongside this strategy, we will also develop an integrated Engagement & Comms plan for 22/23, bringing together all the activity across ISE for more effective planning. Q2: E&C strategy approved and shared with team and wider SPSO. Workj has started setting up for tackling some of the objectives in the Strategy, starting with a new approach to social media. ISE Engagement tracker launched.
3	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	On target	Q1: Ongoing chase ups to ensure all TORs are in place, teams channel updated. Focus on approach for review for Q3/Q4.
4	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.	On target	Q1: online research period, comms with external contacts from data summit, draft VVA document. Q2 comms with SG re cohort, potential for August start date. 23/08 - Confirmed place on DMPP. Sept workshop and one to one took place Q3: Workshop 2 taking place and working towards setting our ambition for DMPP. DMP project plan sent to LT for approval.
5	Review and improve SPSO prisoner communications products - need to ensure accessibility for prisoners to SPSO. Pilot project to be developed through the prisons 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	On target	ISE officer to collaboarte with prisons collaborative once up and running - likely to be Q4
6	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	On target	Q1: Quarterly report will be issued to LT in July 22. Q2: Quarterly report will be issued to LT in early Oct 22.

7	Compile and Publish monthly compendium.	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)	On target	Q1: Compendium published on time. Q2: Compendiums published on time.
8	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	On target	to be publish by 31/10/22 this is the statutory date Q1: initial draft complete Q2: performance report ready for publication - accessible digital version in production - on track for publication end of October.
9	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.	On target	Q1: Support HR with launch of new online training platform Q2: Ongoing support for other business areas including website and leaflet updates. Comms have launched new service request tracker.
10	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	On target	Q1:Development of online complaints webform in testing stage with A&G. Development of info leaflet 3 with SIF. Q2: Creation of SWF SIP leaflet complete. Met with rep from health COP to discuss development of health specific complaint form. Working with A&G to develop satisfaction survey project.
11	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.	On target	Q1: ISEROs continue to engage as outlined in description Q2: ISEROs continue to engage as outlined in description
12	Standards support advice and awareness for internal business areas	Standards	BAU	As required	4/1/2022	3/31/2023	S/H	Support provided as required subject to resource availability and other priorities.	On target	This is a reactive BAU that can evolve into projects which can impact on resources Q1: ISEROs continue to engage as outlined in description Q2: ISEROs continue to engage as outlined in description
13	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.	On target	Q2 update: New TA role will triage, respond and allocate all mailbox queries. DL /SOD contacted ICSCR to advise him to use the ICSCR mailbox going forward so both can pick up any queries.
14	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	On target	This is a blend of planned and reactive BAU that can evolve into projects which can impact on resources. Q1: HoISE, ISERO and ISERO(CF) attended LACHN meeting in April; ISERO and ISERO(CF) attended LACHN in June. ISERO facilitated WB Pract Forum in April; and, attended NCPAS in May, and NCPAS Debrief and Housing Network in June. Q2: ISERO and ISERO(CF) attended HE Complaints Forum in August.
15	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.	On target	This is a reactive BAU that can evolve into projects which can impact on resources. Q1: as noted elsewhere, Standards BAU continues as normal, which includes informal training in the form of engagement with orgs on complaints standards/MCHP issues. Learning & Improvement work pending progress on SIP training for ISE staff. Q2 Update: ISE team day set out VVA, mission statemtn and job role descriptors these are being finalised. 12/24 month goals will be used at ISE team meetings and BP planning to inform.

16	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 Intelligence, 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	On target	Ongoing data intel and collation in support of reporting. Q2 update: Report templates to be rolled forward ready for Q2 data input. Feedback / suggested changes from Q1 reports to be included in Q2.
17	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.	On target	
18	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.	On target	Comms to publish following sign off. New format CSC quarterly report to be replicated for Q1, further development expected for Q2. SIP - new Workpro drop down launched which should improve reporting. Q2 Update: DL has taken on CSC reporting.
19	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.	On target	Q1: TA supporting collation of data on CSCs including time spent for TA and ICSCR. TA developing shared workspace to cut down on time. Q2 Update: Connect workspace in place for ICSCR to use to access files. Random file read will take place in Oct / Nov.
20	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	Q1: Discussions with INWO ISE staff.
21	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	Completed	Materials updated to April 2022. New training programme for line managers developed and delivered. Project can now run as BAU.
22	Refine INWO related training materials based on feedback	Capacity	BAU	Monthly	31/04/2022	3/31/2023	L	Refinement of TURAS modules	On target	User surveys analysed monthly. Changes made as necessary. Q2: feedback analysed. No updates required.
23	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)	On target	Officers link with INWO and Eng Manager. Q1 project defined as: 1. Developing a resource toolkit for BUJs to use to publicise the Standards more effectively in their organisations (supported by training if necessary). 2. Developing a speak up week for October 22 - in line with NGOs work on speak up month. SUW agreed by LT and comms/engagement plan developed with Eng Manager. Engagement with BUJs started. Development of logo/poster designs started. Q2: SUW resources in development in collaboration with external partners, INWO and comms. INWO leading on stakeholder engagement for SUW. Engagement with Boards through emailed comms, webinars, information sessions and meetings with network chairs. Plans for INWO celebrations for the week in development - organising speakers for webinars, drafting daily quotes and blog posts. 17/10 - Speak Up Week was a great success, initial analysis of social media from Comms shows a significant increase in engagement compared to our normal social media stats. Interaction with most (if not all health boards). Follow up meetings with boards in early November to gather feedback and reflections on the week and asked boards to report on what

24	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	On target	Short project options paper has went to LT, this is being further refined and will be resubmitted. Q1: Training plan submission to LT 080622 Q2: Refined LT training paper 31/08. Development of online GCH training - prototype run through with Dan 30/08 - CIS condensed and ready for review by AS, JG, CSA team etc. Q3: AS ran information workshop 3/10 - SOD to finalise CIS content ahead of one to one practice sessions. GCH on course for launch in early November.
25	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	INWO officers and ISE officers to collaborate Q2: delay due to in-year projects taking priority. Meetings scheduled with INWO and ISE to collaborate.
26	Develop methodology for monitoring standards	Standards	Project	Project defined	01/04/2022	31/03/2023	S/H	Sampling BUJ annual report data, based on MCHP KPIs.	Not started	Refreshed MCHP KPIs from 1 April 2022 published - first report date is October 2023. INWO KPIs already published as part of National WB Standards. To be determined if/when SWF incorporated into ISE monitoring, subject to resources. Q1: Agreed with HoISE that ISEROs to scope out method for using publicly accessible complaints data from orgs, in line with MCHP Part 4; aiming for initial outline scoping document to HoISE by end Q2. Q2: delay due to in-year projects taking priority, also allowing time for assessment of BUJ annual reports in October, aiming for scoping document in Q3.
27	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.	On target	Q1: On track for Q2 completion, to contribute to development of letter/paper for LG,H&P Cttee. Q1: Draft summary of SPSO compliance with VPs sent to Omb & LPO. Q2: ISERO work completed in Q1, LPO supporting work on paper to Scot Parl Cttee
28	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.	C/F to next year	This project is on our want to do list, pending full team strength it may be taken forward mid year. Q1: given organisation-wide operational significance of this project, agreed with HoISE to c/f to next year pending available dedicated ISERO resource to be used as a project officer to carry forward full time for a limited period. Q2: LT request for catalogue of products this business year, ISEROs to draft work plan for incoming TA
29	INWO - lead on introduction of whistleblowing 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.	On target	Once chair is found from NHS, this item will be completed and move to BAU along with existing BUJ networks (see line 16). Q1: ISERO facilitated April meeting of WB Pract Forum; next meeting tentatively scheduled for mid-Q2, ISERO will facilitate pro tem. Q2: next meeting to take place towards end of Q2 to allow for staff leave
30	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.	On target	Q1: ISE team will be at strength by end Q2, JB&ML started, AF return from mat leave. Q2 Update: ISEROs are now above the previous level of grade 3 officers. TA has resigned and JD is being developed to be advertised. Options being explored to increase TA support capacity.
31	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	Completed	2021-22 Annual stat reports prepared and passed to Comms for checking and publication. Annual stats published May 2022
32	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	On target	Workpro upgrade needed, this is on Copr Services BP before reports can be updated with task function. Q2 update: DL assisted with creation of new A&G advice codes report.

33	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.	On target	Ch F officer started end April 2022. Project plan currently in development. Q2 updates Project planning and Research phases complete. Engagement work ongoing throughout Q2.
33a	Develop project plan for child friendly complaints project	Access to justice	Project	Project defined	25/04/2022	31/05/2022	S/H	Approval by LT. Key deliverables.	Completed	Project plan completed and approved by LT. Details of key stages collected into sub projects below
33b	Carry out research to inform child friendly complaints project	Access to justice	Project	Project defined	01/06/2022	31/07/2022	S/H	Approval by LT of research report, stakeholder matrix.	Completed	Research report and stakeholder matrix completed and approved by LT.
33c	Carry out stakeholder engagement to co-design new child friendly complaints process	Access to justice	Project	Project defined	01/08/2022	31/10/2022	S/H	Approval by LT of plans and reports, as well as final guidance for consultation. Testing phase to ensure new process is robust.	On target	Idea generation workshops complete. Testing workshops ongoing
33d	Carry out formal consultation on new child friendly complaints MCHP	Access to justice	Project	Project defined	01/11/2022	31/12/2022	S/H	Consultation findings analysed and presented to LT, along with any required amendments to proposed MCHP	On target	Phase not yet begun, co-design ongoing
33e	Publish and implement new child friendly complaints MCHP	Access to justice	Project	Project defined	01/01/2023	01/04/2023	S/H	Suite of monitoring KPIs to be produced for new process ahead of launch	On target	Phase not yet begun, co-design ongoing
34	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	On target	Comms workstream - paper signed off by LT. Some recs completed, others to be taken forward by new comms manager. Q1: Some aspects will be picked up in the development of a new Engagement and Communications Strategy. Specific activities to be developed later in the year. Q2: Recs made in E&C strategy includes a focus on the future of the intranet and migration to Teams. Will be mapped out before end of year.
35	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	On target	Ongoing development of calendar, reviewed quarterly, monitored and updated accordingly.
36	ISE overview document	Accessibility	BAU	Annual	01/04/2022	31/03/2023	L	Update and maintain ISE overview document.	On target	When staffing complement is back to full strength paper will be refreshed. Q2 Update: ISE team day has set the baseline for this, VVA, Mission statements and job role descriptors being finalised.
37	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	On target	Casework Intel Group meeting held, initial projects still to be determined. Q2 update: recent meeting held, no projects determined.
38	ICSCR engagement and efficiency of data and intel transfer	Standards	BAU Plus	Monthly	01/04/2022	31/03/2023	M	3 weekly meetings with HoffISE and ICSCR, new shared workspace for data transfer to be implemented. Updated CSC reports to reflect intel.	On target	TA has taken forward project to look at shared workspace and implementation of ICSCR mailbox. New audit tracker to developed. Q2 update: ICSCR now using mailbox for DL/SOD to access any requests, the shared workspace will be trialled for the next Stage 3 CSC received. DL/SOD currently drafting CSC Admin process note.
39	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.	On target	Planning meetings with Stats Group to understand their stats usage in other areas of SPSO, meetings to be held Q1/Q2. 15/06 PSC meeting - set up subscription for weekly reports and use graphs in reporting. Q2 update: pre-QCPM meetings held with Heads Of to review Dashboard and develop understanding / build knowledge.
40	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.	Completed	Q1: wording for website drafted, with Inv Mgr for comment, will be passed to Comms for uploading once wording confirmed; aiming for completion by end Q2. Remainder of resoluton support work covered in BP lines 13, 16 and 26. Q2: wording for website agreed with Inv Mgr, wording uploaded to SPSO website by Comms. Updated approach to resolution now included in SPSO training for BUJs. All actions now completed.

41	Style Guide and accessible information 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 accessible to all	On target	Q1: Comms Officer to start research in Q2. Q2: Initial brainstorming started to review our guides, templates and how they are implemented across SPSO. Next step to work on project plan for delivering a refreshed brand/style hub for greater consistency across SPSO. Comms officer taking forward and developing project plan early in Q3.
42	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	Completed	On target to be completed in Q2 2022/23. Q2 update: process notes were reviewed and updated as part of Q1 reporting and new CSC Reports process notes added. Process notes for all reports are now available and will be reviewed and updated each quarter.
43	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	Identify best placed officer to lead training. SIP to be refreshed by officers / data Q1: HoISE confirmed SIP update mainly relates to INWO (see line 27) as well as in relation to resolution work; awaiting confirmation of best placed officer to lead SIP training before delivering SIP-related L&I tasks. Q2: no progress to date in Q2 due to lack of resource, will revisit with INWO CRs in Q3 after Speak Up week
44	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	Although new BUJs are not common, there is a risk in not getting it right first time in our interactions with new BUJs. Q1: ISEROs discussed with HoISE - now ISERO resource has increased, aim to share draft outline protocol with HoISE by end Q2. Q2: aiming for outline draft by end Q2/early Q3
In year Projects										
Y1	NHS Good Complaints Handling Guidance	Standards	BAU Plus	Project defined	01/07/2022	31/03/2023	M	Develop GCH materials for NHS Boards that take account of key points in the updated MCHPs for other sectors, with a view to: updating Boards on developments in good practice in complaints handling since the NHS CHP went live in 2017; and, preparing them for the updated NHS CHP in the coming years.	On target	ISEROs to analyse key difference between NHS CHP and updated MCHPs to identify key points of good practice. ISEROs to work with Comms to develop GCH materials for Boards. Q2: initial work started as above, to be progressed in more detail during remainder of Q2 and into Q3
Y2	Tender scoping document for design services	Accessibility	Project	Project defined	01/07/2022	31/10/2022	H	Develop and scope out a tender for new design services	On target	Q2: Comms officer preparing draft tender document for review by LT. ECM researching InDesign training courses for officers to bring basic functions in house.
Y3	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	On target	
Y4	Impact analysis review	Accessibility	Project	Project defined	01/08/2022	31/03/2022	M	LT noted there is a wider piece of work to review the various Impact Analyses with a view to simplifying them, making them more consistent and easier to use (e.g. using Forms).	On target	Val can you add some text please
Y5	Update CSC to align with MCHP	Standards	Project	Project defined	01/08/2022	31/03/2022	H	CSC, as out procedure for dealing with service complaints, must align with published MCHP (SG etc model)	On target	Q2: HoISE request to produce scoping paper, will go to LT later in Q2/early in Q3
Y6	Review of non-data protection impact assessments	Accessibility	Project	Project defined	01/09/2022	31/03/2022	M	Revised and refreshed documents shared with staff	On target	
Y7	Tracking CSC recommendations / actions	Standards	Project	Project defined	05/09/2022	30/09/2022	M	Fortnightly report for LT to track CSC recommendations and findings	On target	Q2: added Recommendations to CSC Received and Closed report for manually tracking cases, draft report to AS for comment - new CSC case type will track this
Y8	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.	On target	Write out later in the year with this guidance / take through the networks. Focus on cause and effect of delays.
Unallocated items										

No	Activity <i>description of task/ activity/ project</i>	Strategic Theme <i>Select</i>	Type <i>Select</i>	Frequency <i>Select</i>	Start	End	Priority <i>Select</i>	Measure/ KPI/ Reporting	Status <i>Select</i>	Comment/ update <i>E.G.</i> - <i>why not on target/ exceeded</i> - <i>actual achieved</i> - <i>important milestones achieved</i> - <i>if it is a new addition to the plan</i> - <i>policy decisions taken</i> - <i>why discontinued, or carried forward</i>
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	SWF to lead need to link with our training plan development
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
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	Development of digital profile	Accessibility	Project	Project defined	01/04/2023	31/03/2024	H		C/F to next year	Brainstorming session to be put in before end of year
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 incorporated into BP item above.
U7	SPS Residential First Line Manager CH Practitioners 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 place.
U9	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.
U10	Revisit Quarterly basic data set?	Standards	BAU Plus	Project defined	01/04/2023	31/03/2024	H	Can we have a pilot with a sector to upload basic MCHP data that will generate the opportunity for us to look for themes and trands and then put in support	C/F to next year	