



Business plan 2022-23

Scottish Public Services Ombudsman

**INDEPENDENT
NATIONAL
WHISTLEBLOWING
OFFICER**

People Centred | Improvement Focused



**SCOTTISH
PUBLIC
SERVICES
OMBUDSMAN**

People Centred | Improvement Focused



SPSO Business Plan Explanatory Notes

Introduction

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

Vision 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.	Strategic themes <ul style="list-style-type: none"> • Accessibility • Access to justice • Capacity • Standards
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------

Values



SPSO Strategic aims 2020-2024

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

Equalities Commitments

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

Resources

Total SPSO budget for 2022-23 is £6,322,000 broken down as follows:
• Staff costs £5,018K
• Running costs £746K
• Bridgeside House costs £638k management of Bridgeside House for SPSO, SHRC, SBC and 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	Completed	Q1&2: 100% in 5 days Q3: 94% in 5 days - 1 case over Full year: 99% closed 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	Missed	Q1: 57% IA cases closed in 30 days, 86% closed in 60 days. Q2: 100% IA cases closed in 30 days, 100% closed in 60 days Q3: 73% IA cases closed in 30 days, 100% closed in 60 days Full year: 67% closed in 30 days, 93% closed in 60 days
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	Missed	Q2: 100% closed in 260 days Q3: 0% closed in 260 days - 1 case closed Full year: 67% 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	Completed	
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	Completed	
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	Completed	11/1/23: Decision made to confirm permanent staffing for team, based on developments in caseload over Q3.
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	Completed	
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	C/F to next year	This review is drawing on annual reports from boards, which have not been available until September in many instances. Review of this material is complete, write up is in progress.
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	Completed	
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)	Completed	
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	Completed	
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	Completed	
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	Completed	
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	Completed	

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
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 targeted 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	Completed	While mechanisms are now in place for gaining feedback, there has been limited engagement from complainants (re advice calls) and limited number of cases (re monitored referrals) in Q3, so feedback has not enabled learning and improvement yet. (11/1/23)
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	Completed	
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	- Engage with team to identify improvements - Liaise with LT re scale of changes suggested - Liaise with ICT to take forward changes	C/F to next year	This project has not been implemented. ICT have been held back by other Workpro changes, so not able to take forward INWO review. Next step: establish appropriate timeline with ICT for taking this forward; possible slippage to 23-24 BP.
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	C/F to next year	Will require significant input from HR. Progress has been slowed by CR caseload and lack of cases with prospect of site visit. (11/1/23)
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	C/F to next year	Q2: Draft in progress. Timetable including consultation indicates policy finalised in Q4. (4/10/22) Q3: Further delays in drafting mean delays to final publication likely, but draft ready for consultation by end March '23.
24	If case volumes allow: Increase promotion of INWO and work with ISE and board	Standards	Project	Project defined	01/04/2022	31/03/2023	L	TBC	Completed	Working with ISE on an INWO engagement project for the year.

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 (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	Completed	
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	Missed	Due to older cases from last year now being progressed and closed.
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	Missed	Due to older cases from last year now being progressed and closed.
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	Completed	Director member if SIHCG for health and care sector, and member of SG oversight (IPPG and DAG) for Scottish Water
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	Completed	Chaired OA FC Interest Group - June & December 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.	Completed	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	Completed	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	Completed	The SIF have met May, June, Oct, Nov, Dec, 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	Completed	Unallocated pool project commenced in Q1 and making good progress working with new CRs
10	Ongoing roll out of Workpro training activates 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	Completed	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	Completed	Final draft of guidance completed.
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	Completed	Allocation process re-drafted. Circulated to TU and comments incorporated. Circulated to staff. No comments requiring amendment. Finalised January 2023
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.	Completed	Form has been developed in conjunction with Health COP. PASS 'user' comments rcd. Form will go live by end of Q4.

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
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	Presentation of business case to LT	C/F to next year	Re-scheduled for 23-24 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	Completed	Revised wording agreed in Q4 and template updated for use in 23-23
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	Completed	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 advocacy 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.	C/F to next year	Meeting to discuss findings with NCPAS members held on 11 August. CSA colleagues to take this work forward. Researching advocacy options in prison establishments completed.
18	Expand A&G use of Workpro - capture data on new closure codes and complaint handling marker - improve the daily movement of cases to/from DCRs for assessment using Workpro	Access to justice	BAU	Continuous	01/04/2022	01/09/2022	M	Enhanced stats reported to QCPM mtg. New system implemented to efficiently transfer cases electronically to/from A&G/DCR.	Completed	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.	Completed	
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	Completed	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	Completed	Reviewed a sample, but replaced by unallocation pool project
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	Completed	on line complaint form reviewed and amended; template letters (proportionality and notification and enquiry letters) amended. Case Assessment form to be
24	Draft SPSO IDEA Framework	Accessibility	Project	Project defined	01/06/2022	01/03/2023	M	Approval by LT	C/F to next year	This paper was part drafted 2020/21 and requires further work by A&G Manager.
25	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			Discontinued	As part of BP discussions for 23-24, agreed of restricted benefit
26	Explore option of creating CR bubbles to provide additional casework support to CRs	Capacity	Project	Project defined	01/10/2022	31/03/2023			C/F to next year	

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. - 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</i>
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)	Completed	Achieved in 100% of cases in Q4
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)	Completed	Achieved in 97% of cases in Q4
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)	Completed	Achieved in 100% of cases in Q4
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	Completed	Updated version published in January 2023
5	Reconsiderations	Access to justice	BAU	As required	01/04/2022	31/03/2023	H	95% of decisions are correct, Quarterly reporting to LT	Completed	Decision correct in 99.6% of cases in Q4 (decision changed in one case).
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	Completed	Continuing to track sections of the guidance which may benefit from review.
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	Completed	
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	Completed	
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.	Completed	Sounding board held in March 2023 together with 5 training sessions for individual LAs during Q4.
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	Completed	
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	C/F to next year	No QA results available for review
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.	Completed	
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	C/F to next year	On hold while review of SPSO's surveying across organisation carried out.
15	Review the decision letter to remove repetition and unnecessary content	Accessibility	Project	Project defined	01/04/2022	31/03/2022	M	- Report and recommendations to LT	Completed	New templates implemented in Q4

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>
16	Review our Timesaving Tool and internal template documents to ensure accuracy and maximise efficiency.	Access to justice	Project	Annual	01/04/2022	31/01/2023	M	- Quarterly report to LT as part of business plan update	Completed	Refreshed version of timesaving tool and findings tool finalised in Q4.
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	Completed	Liaised with ISE over review of practice note and leaflet.
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	Completed	Five training sessions delivered to individual councils in Q4 including one in person 'train the trainer' session.
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	Completed	
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	Completed	Tracker document produced and circulated as a record of key updates issued for ease of reference.
21	Represent SPSO views and perspective as part of the advisory group for the ongoing SWF Review	Access to justice	BAU	Project defined	01/04/022	31/03/2023	S	Ad hoc updates and annual report to LT	Completed	Wrote to SG with comments on report published in March 2023.

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 content frozen?
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.	Completed	Q1: 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. The first INWO report was published and publicised. 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. The first INWO report was published and publicised. Q3: Speak Up Week was successfully delivered with a range of stakeholder engagement activities. Initial outcomes and impact have been shared on the website, in LT papers and communicated to INWO stakeholders. The second INWO report was published alongside the December compendium. Q4: Comms team supported on production and launch of INWO resources. Working with INWO to embed decision summary and case reports into BAU working process. INWO support to become BAU in 23/24.
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. Work 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. Q3/4: We continue to make progress on the objectives set out in the strategy. Q4 will focus on the planning and development of new approaches to our digital communications (e-newsletters and social media). Planning will also be underway for projects to be taken on in 23/24. The first review of the E&C strategy objectives and progress scheduled for February 2023. Q4: The first 6 month review of the strategy was approved by LT. Learnings have been taken forward into BAU/project work and the next strategy review is set for Q2 23/24.
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 sector 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	C/F to next year	Q1: Ongoing chase ups to ensure all TORs are in place, teams channel updated. Focus on approach for review for Q4. Q4: Review of CoPAs has slipped due to competing priorities. We aim to review the focus and objectives of this project in 23/24 projects.
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.	Completed	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. Data maturity assessment w/c 21/11. Workshops taking place late November/Dec. Q4: Research phase of the DMPP is complete and we will now focus on analysis of results from the workshops an DMA. We will then progress with the drafting of recommendations for the Data Strategy/Action Plan. Data strategy report and recs submitted to LT at the end of Q4. This concludes this part of the project for 22/23.
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	C/F to next year	ISE officer to collaborate with prisons collaborative once up and running - likely to be Q4 Q4: Prisoner collaborative launched in January 2023. EO will sit on this collaborative and work with ECM to review the objectives of this project for 23/24.
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	Completed	Q1: Quarterly report will be issued to LT in July 22. Q2: Quarterly report will be issued to LT in early Oct 22. Q4: E&C team are launching a new working process for social media which includes a new reporting process. This monthly report is for team learning and there will be a monthly overview presented to LT on a quarterly basis. Over time this will develop to include e-newsletter, website and media analytics. ECM is developing plans for a new proactive approach to media relations (inc. monitoring/reporting) to implement in 23/24.
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)	Completed	Q1: Compendium published on time. Q2: Compendiums published on time. Q3: Compendiums published on time. Q4: 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	Completed	to be published 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. Q3: Annual report published and presented to Committee by LT. Q4: ECM and CO reviewed AR style and preparing for contributors content meeting in April. Dates set for draft copy to AAB.
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.	Completed	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. Q3/4: New service tracker working well and all request for support picked up and dealt with in a timely fashion. Q4: All requests responded to on time
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	Completed	Q1: Development of online complaints webform in testing stage with A&G. Q2: Development of info leaflet 3 with SIF. Q3: Creation of SWF SIF 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. Q3/4: Ongoing support. Q4: Ongoing support
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.	Completed	Q1: ISEROs continue to engage as outlined in description Q2: ISEROs continue to engage as outlined in description Q3: ISEROs continue to engage as outlined in description Q4: 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.	Completed	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 Q3: ISEROs continue to engage as outlined in description Q4: 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.	Completed	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. Q3: New TA in post and training on ISE mailboxes. Q4: Continue to develop TA knowledge for mailbox triage.
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	Completed	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 x 2 attended NCPAS network in August; ISERO and ISERO(CF) attended HE Complaints Forum in August; ISERO attended Housing & FE networks in September; ISERO(CF) attended LACHN in September Q3: ISERO x 2 attended NCPAS de-brief; ISERO x 2 attended NCPAS network in October; ISERO attended Ombuds UK & Ireland Standards network in October Q4: ISERO(CF) attended LACHN in January; ISERO attended Ombuds UK & Ireland Standards network
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.	Completed	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 up VVA, mission statement 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 Complainants, Stakeholder Engagement and CSC	Completed	Ongoing data intel and collation in support of reporting. Q1: ISEROs continue to engage as outlined in description 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.	Completed	
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 fulfilment of reports.	Completed	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.	Completed	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. Q1: Discussions with INWO ISE staff.
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	C/F to next year	Q2/3/4: See updates in BP24
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	C/F to next year	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)	C/F to next year	Officers link with INWO and Eng Manager. Q1 project defines 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 they did - used to inform our own paper and look for shared learning. Next stage - develop a resource pack for boards to use with staff training and induction. Interest from 4 Boards to work with - a mixture of special boards and territorial boards. Plan is for these resources to be co-created. 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. CIS spaces nearly full - ten places left. GCH in testing phase. Q4: GCH and CIS Training launched with online registration. Monitor and develop following ongoing user feedback.
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	Completed	

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	C/F to next year	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.	C/F to next year	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. Q3: delay due to in-year projects taking priority Q4: delay due to in-year projects taking priority, off to next year
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.	C/F to next year	Q1: On track for Q2 competition, 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.	Discontinued	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 Q3: TA to proceed with catalogue for information, but change control process project discontinued due to lack of resource and internal expertise. 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
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.	C/F to next year	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. 2021-22 Annual stat reports prepared and passed to Comms for checking and publication. Annual stats published May 2022
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.	Completed	Workpro upgrade needed, this is on Corp Services BP before reports can be updated with task function. Q2 update: DL assisted with creation of new A&G advice codes report.
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	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.
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	Completed	Project plan completed and approved by LT. Details of key stages collected into sub projects below
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.	Completed	Research report and stakeholder matrix completed and approved by LT.
34	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	Idea generation workshops complete. Testing workshops ongoing
35	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	Phase not yet begun, co-design ongoing
36	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.	C/F to next year	Phase not yet begun, co-design ongoing
37	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	C/F to next year	Phase not yet begun, co-design ongoing
38	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	C/F to next year	Phase not yet begun, co-design ongoing
39	Communications work stream recommendations and finalising last years project.	Standards	Project	Project defined	01/03/2022	31/03/2023	M	Individual Project driven, outcomes from LT paper	C/F to next year	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.
40	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	Completed	Ongoing development of calendar, reviewed quarterly, monitored and updated accordingly.
41	ISE overview document	Accessibility	BAU	Annual	01/04/2022	31/03/2023	L	Update and maintain ISE overview document.	Completed	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.
42	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	Completed	Casework Intel Group meeting held, initial projects still to be determined. Q2 update: recent meeting held, no projects determined.
43	ICSCR engagement and efficiency of data and intel transfer	Standards	BAU Plus	Monthly	01/04/2022	31/03/2023	M	3 weekly meetings with HoISE and ICSCR, new shared workspace for data transfer to be implemented. Updated CSC reports to reflect intel.	Completed	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 DUS/OD to access any requests, the shared workspace will be trialled for the next Stage 3 CSC received. DUS/OD currently drafting CSC Admin process note.
44	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.	Completed	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.
45	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 resulting 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.
46	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	C/F to next year	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. Q3: Project plan and scope approved by LT. Q4: Focus on delivery of project plan with aim to launch new brand and style hub in May 2023. Launch originally planned for end of Q4 delayed due to competing priorities.
47	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.
48	Refresh SIP & SIP refresh training	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.	Completed	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 Q3: begin initial review phase and submit paper for approval of recs for next steps. Q4: initial review phase complete with sign off on recs for next steps in the project; amendments made to SIP policy, internal guidance and BUJ-facing information and approved by LT - ISERO to update at ASM 4/4/23. Narrated slides for staff inductions and external-facing documents with Comms for design and publication due in Q1 23/24.
49	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.	C/F to next year	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 Q3: unable to progress due to other priorities, will carry forward to 23/24.
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.	Completed	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, Q3: completed. Distributed to all NHS Boards (and primary care leads via SG) together with reminder of statutory duty to comply with NHS Scotland MCHP Q2: Comms officer preparing draft tender document for review by LT. ECM researching InDesign training courses for officers to bring basic functions in house.
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	Completed	Q3: Tender document reviewed and approved by LT. Tender to take place in 23/24. Q4: tender has gone live
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	In-year addition: on target	Q3: Paper to LT completed and actions moving forward
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).	Completed	Q2: HoISE request to produce scoping paper, will go to LT later in Q2/early in Q3 Q3: unable to progress due to other priorities, will carry forward to 23/24
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)	C/F to next year	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
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	In-year addition: on target	Q2: Tracking Recommendations to CSC Received and Closed report for manually tracking cases, draft report to AS for comment - new CSC case type will track this
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	In-year addition: on target	
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		In-year addition: unallocated	SWF to lead need to link with our training plan development
U2	Create complaints handlers forum for water providers	Standards	Project	Project defined	31/04/2022	3/31/2023	L	Consider creating a good practice forum (not a network) run by ISE with support from PSC for water providers.	C/F to next year	Forum will meet infrequently, to emphasise and supplement good practice materials. Project not allocated in-year, will carry forward for allocation in 23/24.
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	4/1/2022	3/31/2023	L	Project scope will need to be signed off by LT. Network chairs will need to be consulted and terms of network identified and agreed.	Discontinued	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 Q4: no ment in carrying forward this low-priority project at this time, therefore discontinued. Might be revisited in future years should resources and positive engagement with BUJs allow.
U4	Review Case assessment form	Standards	Project	Project defined	4/1/2022	3/31/2023	M	Revised case assessment form to direct consideration at the start to identify if there is a possibility of good or poor complaints handling.	C/F to next year	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. Q4: possible project for Legal Group.
U5	Development of digital profile	Accessibility	Project	Project defined	4/1/2023	3/31/2024	H		In-year addition: unallocated	Brainstorming session to be put in before end of year
U6	Review Customer Service Standards	Standards	Project	Project defined	4/1/2022	3/31/2023	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.	C/F to next year	Template letters can be incorporated into BP item above. Not allocated in 22/23, will be carried forward for possible allocation in 23/24.
U7	SPS Residential First Line Manager CH Practitioners Network	Standards	Project	Project defined	10/1/2021	3/31/2022	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.	C/F to next year	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). Q4: project carried forward to 23/24 after interest in an RFLM network from the Prisons Collaborative.
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	In-year addition: 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	3/1/2022	3/31/2023	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. Q4: project carried forward to 23/24 pending confirmation from SG of funding and timescale/start date.
U10	Revisit Quarterly basic data set?	Standards	BAU Plus	Project defined	4/1/2023	3/31/2024	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 trends and then put in support	In-year addition: unallocated	
U11	Develop guidance around delays	Access to justice	Project	Project defined				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.	Completed	Write out later in the year with this guidance / take through the networks. Focus on cause and effect of delays. Q3: Discussion with networks on delays, in particular Nov 2022 NCPAS.

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 - whv discontinued. or carried forward
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	C/F to next year	Final update after Hybrid working confirmed after July '23
2	BH Handbook: MoU - review and update, disseminate through updates and training, and monitor practice.	Access to justice	BAU	Annual	01/01/2023	31/03/2023	S	- Review undertaken and signed off by BHMG	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	Completed	*All Statutory maintenance achieved. *All carbon management practices maintained.
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	Completed	*ensured a good environment for the office safe and secure, with appropriate temperature and ventilation *provided assistance and assessment for WFH, Hybrid and office working
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	Completed	*First aiders been updated * self nominated fire marshals updated
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	Completed	*fire evacuation and self nominated fire marshal training complete * complete emergency lighting, EICR, * achieved HS audit achieved 98% and 99% for fire risk assessment plus documentation and office risk assessment review *successful fire drill complete with everyone evacuated in 3:21 * low risk for health and safety *medium/low risk for fire
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	Completed	*all training and staff Health, safety and security inductions completed * building inductions complete
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	Completed	Organised new mail collection times, completed training on franking for new staff to remove issues
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	Completed	*completed cleaning, windows and HS contracts with BVM * cleaning contract achieved 92%
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	Completed	*Improved and trained staff in AV resolved issues *Assisted with external meetings and interviews
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	Completed	Finalised in Q4
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)	Completed	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	Completed	Submitted November 2022 and published on the SPSO website. Audited by internal auditor - result: STRONG.
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	Completed	Published on SPSO website in November 2022. Figures checked by internal auditor.
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 literature that is sent to complainants and BUJS.	Completed	
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	Completed	Met 90 day target, but not 50 day target.

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
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. draft issued to SBC	C/F to next year	C/f as specific project in Q1 23-24
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		C/F to next year	
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	Completed	
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	Completed	
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	
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	
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	30/11/2022	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	30/11/2022	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	30/11/2022	S	- Agreed External Audit annual plan - External Audit Report	Completed	
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	Completed	
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	Completed	
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	Completed	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	Completed	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	Completed	
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	C/F to next year	

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. - 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</i>
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	Completed	
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	Completed	
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.	C/F to next year	
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.	Completed	
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	Completed	
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	Completed	
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	Completed	All incidents logged and reported.
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	Completed	Review completed in April 2022
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	Completed	
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	Completed	
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	Completed	
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	
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	Completed	
48	Service Standards: 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	Completed	Presentation delivered by SPSO's Director and successful charity collection of women's workwear for Smart Works.
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 accreditation programme has been 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	Completed	
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	Completed	
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	Completed	
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	Completed	
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	Completed	

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 - whv discontinued. or carried forward
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	Completed	
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	Completed	
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)	Completed	
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	Completed	
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	Completed	
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.	Completed	
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.	Completed	
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	Completed	
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	Completed	Workpro Refactoring Calculations project rolled out in Q4 with minimal issues.
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	Completed	
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	Completed	Upgrade to eRDM rolled out in Q3.
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	Completed	
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	Completed	Q4 - following deployment of the Workpro Refactoring Calculations project, report development items that had been on hold were implemented by the ISA and ISE Reporting Officer. Further development will take place in Q1 of 2023-24.
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	Completed	
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	Completed	Q4 - supported SBC to achieve Cyber Essentials accreditation
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	Completed	Q4 - staff took part in another iTECS simulated phishing email campaign. Issued results from previous phishing campaign and reminder of phishing reporting policy and tips to spot them.

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
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	Completed	Achieved re-certification in December 2022.
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	Completed	Q4 - submitted annual Public Sector Cyber Assurance survey to SG CRU. Began preparation work for project to be completed in 2023-24 to enable MFA for all users in Workpro
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	Completed	Q4 - trained 2 new starts and 1 staff returning from long-term leave.
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.	Completed	
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	Completed	
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	Completed	Q4 - the group supported the final testing phase and the deployment of the Workpro refactoring calculations project. Also supported the rollout of Teams recording and an eRDM update to fix the issues with the previous rollout.
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	Completed	
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	Completed	
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	Completed	
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	Completed	
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	Completed	
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	Completed	Review included in next BP
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	Completed	
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	Completed	100% FOI requests responded to within timescales in Q1; 100% in Q2; 97% in Q3
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	Completed	96% DP requests responded to within timescales in Q1; 96% in Q2; 100% in Q3
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	C/F to next year	Postponed due to potential overlap with data maturity project (see also ROPA activity CS92).

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 - whv discontinued. or carried forward
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	Completed	
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		Completed	
90	Information Governance: Publishing information - review and update SPSO Publication Scheme (incl. Re-use, and Open data)	Standards	BAU	Annual	01/10/2022	31/03/2023	S	- publication scheme compliance reported to LT	C/F to next year	Originally scheduled for Q3; moved to Q4/Q1.
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	C/F to next year	Postponed due to potential overlap with data maturity project (see also Info asset register activity CS87).
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	C/F to next year	File location audit started Q3, to complete Q4/Q1.
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	Completed	DP & IG hub created on new learning portal, compulsory training scheduled for May 23.
95	Information Governance: Transparency - review and update privacy information and notices	Standards	BAU	Annual	01/10/2022	31/12/2022	S	- report to LT	C/F to next year	In progress to complete 2023.
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	Completed	
97	Ombudsman groups: manage membership	Access to justice	BAU	As required	01/04/2022	31/03/2023	L	- Representatives identified and resource available	Completed	
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	Completed	
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	Completed	
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	Completed	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	C/F to next year	Comms Handbook - in progress (not gone to LT) Information Governance - in progress (gone to LT) C&I guidance requires overall review (Quarterly updates done)
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	Completed	
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	Completed	Review completed, with published in Q4
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	C/F to next year	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	C/F to next year	HR initial review completed Q2, policies currently with the TU reps for review and comment with further HR work needed during Q4
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	C/F to next year	HR initial review completed Q2, policies currently with the TU reps for review and comment with further HR work needed during Q4

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 - whv discontinued. or carried forward
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	C/F to next year	Unable to be completed in Q4 due to other projects. Will be completed in Q1 of 2023/24.
108	Professional Advice Service: Annual Report on advice service	Access to justice	BAU	Annual	01/04/2022	30/06/2022	M	Report on service	Completed	
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%)	Completed	70% of advices returned within 20 working days in Q1 - 75% of advices returned within 20 working days in Q2 - 81% of advices returned within 20 working days in Q3 - 76% of advices returned within 20 working days in Q4
110	Quality assurance: annual quality assurance plan proposal	Access to justice	BAU	Annual	01/04/2022	31/03/2023	H	Proposal paper to QCPM.	Completed	
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	Completed	
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.
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	C/F to next year	SWF QA in progress
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	Completed	Completed subject to report to LT.
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	Completed	Customer Surveying has been suspended during 21/22. Q1 and Q2 satisfaction survey reports presented to QCPM meeting. Annual customer and BUJ satisfaction survey result reports for 20/21 analysed by PSC managers and results and recommendations reported to LT.
116	Survey management: administration and advice on all electronic surveys issued, including Customer, BUJ, SWF, Staff, etc.	Access to justice	BAU	As required	01/04/2022	31/03/2023	M	- Results provided on time	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	Completed	
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	C/F to next year	Strategy currently being drafted, however there has been slippage on this due to competing staff priorities.
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	C/F to next year	moved to be complete in Q1 Proposal agreed just need implemented
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	C/F to next year	moved to be complete in Q1
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	C/F to next year	Identified and carried out in Q1 once sustainable procurement training complete
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	Completed	Training identified and agreed to happen in May '23

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
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	Completed	Updated 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	C/F to next year	
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	Completed	As required.
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	Completed	
127	Service Standards: 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	Completed	High level review of BSL plan conducted by comms and A&G, work identified incorporated in ISE accessibility business plan objective 23/34.
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	C/F to next year	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	Completed	
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	Completed	
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	Completed	
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	C/F to next year	Unable to complete in 2022/23 due to HR capacity
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	C/F to next year	Project postponed to 2023/24 when Learning Hub has been fully established
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	C/F to next year	Unable to complete in 2022/23 due to HR capacity
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	Completed	
136	HR: Strategy - Develop and implement people strategy	Capacity	Project	Project defined	01/04/2022	30/06/2022	M	- People strategy to LT	C/F to next year	Unable to complete in 2022/23 due to HR capacity
137	Service Standards: 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	C/F to next year	Priority for Q4.
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	C/F to next year	Future Working Group meets every other month, gaining informal feedback from team representatives which is fed back to LT to be incorporated into guidance. 2 out of 3 surveys completed. Trial due to end in June 2023
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	C/F to next year	Unable to complete in 2022/23 due to HR capacity
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	C/F to next year	Unable to be completed in Q4 due to delays to the Workpro refactoring calculations project.
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	Completed	Recommendation to improve landing page and refactor calculations implemented in Q4 as part of performance reporting project.

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
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	Completed	CSTA trained training unit support staff on use of breakout rooms.
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	Completed	Phase one completed. 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	Completed	Q3 - issue with Workpro Outlook add-in resolved. All staff now upgraded to M365 with minimal issues.
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	Completed	Rolled out in Q4.
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 Review submitted	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		C/F to next year	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	Completed	Approved by LT in Q2, sent to SBC CSM for checking in Q3.
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 This was provided in Q4 2021/22
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	
151	Quality Assurance: develop process and carry out QA of INWO cases	Standards	Project	Project defined	01/04/2022		M	QA report	C/F to next year	
152	Quality assurance: Telephone - develop new telephone QA system making best use of new telephone technology and encouraging staff self reflection and coaching conversations.	Access to justice	Project	Project defined	01/04/2022		M	Report of findings and recommendations to LT.	C/F to next year	Delays to call recording being set up. QA planned for 2023-24.
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	Completed	Q4 - Took part in simulated phishing email campaign using emails with SPSO logo / details. Transferred to ISE team.
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	
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	Completed	New activity from Q3. Set-up ready for 2023-24. Awaiting some financial information to be supplied by SHRC to complete the 2022-23 ledgers.
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	Completed	
158	HR: Accreditation - Achieve Carer First Accreditation	Access to justice	Project	Project defined			M	Accredited	C/F to next year	Unable to complete in 2022/23 due to HR capacity
159	HR: Business Continuity Planning - Scoping for moving to fully electronic HR service	Access to justice	Project	Project defined			M	Report to LT with recommendations	Discontinued	
160	Survey management: support the general use of Survey Monkey for internal surveys.	Access to justice	BAU	Continuous	01/04/2022	31/03/2023	L	Support provided on request	Completed	re-entered due to decision to postpone discontinue move to new survey platform