Business plan 2023-24

Scottish Public Services Ombudsman

INDEPENDENT
NATIONAL
WHISTLEBLOWING
OFFICER

People Centred | Improvement Focused

SCOTTISH
PUBLIC
SERVICES
OMBUDSMAN

People Centred | Improvement Focused

Introduction

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

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

Values

SPSO Strategic aims 2020-2024

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

Equalities Commitments

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

Resources

Total SPSO budget for 2023-24 is **£6,708,000** broken down as follows:

• Staff costs £5,445K

• Running costs £613K

• Bridgeside House costs £650k management of Bridgeside House for SPSO, SHRC, SBC and CYPCS)

• Less Total estimated SPSO income (£80,000)

Commonly used terms

BAU: Business as usual

C&I: Complaints and investigations

CS/ Corp Serv: Corporate Services

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

HoISE: Head of Improvement, Standards and Engagement

INWO: Independent National Whistleblowing Officer Complaints

ISE: Improvement, Standards and Engagement

LT: Leadership team

Omb / SPSO: the Ombudsman

Priority: strategic and business priority

Statutory: delivers a duty SPSO must meet

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

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

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

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

PSC: Public Service Complaints

SWF: Scottish Welfare Fund

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*
CS001	BH Handbook: Health, safety, security - review and update with Hybrid working, disseminate through updates and training, and monitor practice.	Access to justice	BAU	Annual	01/04/2023	31/03/2024	S	- FD People Review report to LT	Not started
CS002	BH Handbook: MoU - review and update, disseminate through updates and training, and monitor practice.	Access to justice	BAU	Annual	01/04/2023	31/03/2024	S	- Review undertaken and signed off by BHMG	Not started
CS003	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	01/04/2023	31/03/2024	S	- Bridgeside House facilities maintained - prioritised preventative maintenance actioned	Not started
CS004	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	01/04/2023	31/03/2024	H	-Provide quarterly update -H&S group meeting deliver on actions -Deliver H&S aspects of work from home policy	Not started
CS005	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	01/04/2023	31/03/2024	S	- New Building First Aid and Fire Warden management arrangements in place	Not started
CS006	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	01/04/2023	31/03/2024	S	- Annual H&S Assurance Statement to SPSO - Training and updates disseminated to all staff - Low residual risk in operational risk register - 2 fire drills annually evacuate in 3 minutes - Pass annual H&S audit	Not started
CS007	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	01/04/2023	31/03/2024	S	- All new staff completed H&S + Security - Annual H&S + Security training - Annual DSE training	Not started
CS008	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	01/04/2023	31/03/2024	H	- secure & timely mail support services	Not started
CS009	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	01/04/2023	31/03/2024	H	- contracts delivering on service expectations	Not started
CS010	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	01/04/2023	31/03/2024	H	- shared space, AV & equipment requirements managed fairly and rooms fit-for-purpose.	Not started
CS011	Climate change duties: CCAT actions - Develop a carbon emergency strategy and organisational changes	Access to justice	Project	Annual	01/04/2023	30/09/2023	S	Climate Change Strategy complete and approved	B/F from last year
CS012	Climate change duties: CCAT actions - Implement actions from plan; working towards 2030 target of Net Zero.	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	- Action plan implemented and reported in Climate Change Duties report	Not started
CS013	Climate change duties: CCAT actions - include Carbon Management as part of responsibilities on Job Descriptions	Standards	Project	Project defined	01/04/2023	30/06/2023	M	- All staff job descriptions updated to support climate change	B/F from last year
CS014	Climate change duties: CCAT Actions - Manage Climate Risk Assessment	Capacity	BAU	Quarterly	01/04/2023	31/03/2024	H	- Climate Risk Assessment and approved by LT to be reviewed quarterly	Not started

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*
CS015	Climate change duties: monitor primary energy usage and waste management	Access to justice	BAU	Monthly	01/04/2023	31/03/2024	S	- Continued reduction in our Baseline carbon footprint (2015/16 72 tCO2e)	Not started
CS016	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	01/04/2023	30/11/2023	S	- Published annual report	Not started
CS017	Climate change duties: produce and publish Environment, Sustainability and Biodiversity Annual Report	Access to justice	BAU	Annual	01/04/2023	30/11/2023	S	- Published annual report	Not started
CS019	Climate change duties: Sustainable Procurement - ensure staff receive basic awareness training on sustainable procurement.	Standards	Project	Project defined	01/05/2023	31/08/2023	M	- Staff receive basic sustainability training at induction.	B/F from last year
CS018	Climate change duties: Sustainable Procurement - Identify a Sustainable Procurement Champion to lead sustainable procurement with objectives, job description and stays updated	Capacity	Project	Project defined	01/05/2023	31/08/2023	M	- Updated on Job Description published on intranet. Key sustainable goals. Champion keeps Updated on sustainability	B/F from last year
CS020	Decision Review: carry out decision reviews in a timely manner	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	H	40% in 50 working days, 95% in 90 working days	Not started
CS021	Decision Review: review the feedback provided in 2022-23 Review Requests to CRS to identify any common areas for training or further development of the guidance	Access to Justice	BAU	Continuous	01/04/2023	01/07/2023	M	Report to LT with recommendations	Not started
CS022	Decision Review: Review the guidance, template letters, and the literature provided to complainants/BUJS about the review process including i) the importance of providing information and evidence at as early a stage as possible ii) keeping BUJ staff informed and updated throughout the investigation process and prior to review iii) late review requests and iv) reviews relating to heads of complaint	Access to justice	Project	Project defined	01/04/2023	01/07/2023	M	Project to review literature that is sent to complainants and BUJS.	B/F from last year
CS023	Finance: : Expenditure - Shared service: SPSO, SBC, SHRC - pay invoices against approved orders and process payment of creditors	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	100% of undisputed invoices paid within 30 working days Reported in quarterly to LT	Not started
CS024	Finance: Annual Budget - Shared service: BH Plan and prepare submission for SPCB, including resource planning, staff and non-staff; profile approved budget	Access to justice	BAU	Annual	01/04/2023	31/03/2024	S	- Annual budget submission, signed off by LT	Not started
CS025	Finance: Annual Budget SPSO - plan and prepare submission for SPCB, including resource planning, staff and non-staff; profile approved budget	Access to justice	BAU	Annual	01/04/2023	31/03/2024	S	- Annual budget submission, signed off by LT	Not started
CS026	Finance: Annual publications - Shared service: SBC, SHRC Statements of Expenditure and Contract Register - draft the statements of expenditure and register for the SBC to publish	Access to justice	BAU	Annual	01/04/2023	31/03/2024	S	draft issued to SBC	Not started
CS027	Finance: Annual publications - Shared service: SPSO, BH Statements of Expenditure and Contract Register - produce and publish under Section 31 of the PSR (Scotland) Act 2010, and details of contractors	Access to justice	BAU	Annual	01/04/2023	31/03/2024	S	- Published annual report	Not started
CS028	Finance: Audit, External - Shared service: SPSO, SBC, SHRC - prepare and provide all financial statements to External Auditors;	Access to justice	BAU	Annual	01/04/2023	31/03/2024	S	Provide financial statements and supporting evidence in line with agreed dates - External Audit Report	Not started

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CS029	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	Access to justice	BAU	Annual	01/04/2023	31/03/2024	S	Draft Annual Report and Accounts provided to Auditor and Ombudsman in good time	Not started
CS030	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;	Access to justice	BAU	Annual	01/04/2023	31/03/2024	S	- Agreed External Audit annual plan - External Audit Report	Not started
CS031	Finance: Audit, Internal - produce, coordinate activities and deliver Internal Audit Plan	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	M	- Internal Audit Plan, signed off by LT - Internal Audit reports to LT and AAB, accompanied by Dir-CS responses to any recommendations	Not started
CS032	Finance: Expenditure: Shared service: SPSO, BH - monitor and manage expenditure against budget plan	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	- 5% variance: budget to actual spend at year end - monthly spend against budget statement to LT with recommendations - Reported in Annual Report and Accounts	Not started
CS033	Finance: Income - SPSO - issue and monitor receipt of payment for all Training Unit and ad hoc income	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	M	- all income received in year	Not started
CS034	Finance: Procurement - SPSO professional advice - procure and manage contracts for services and professional advice ensuring best value for money	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	- Published current contract list	Not started
CS035	Finance: Procurement (consumables): Shared Service - SPSO, BH - procure and manage office stock, travel, accommodation arrangements and support tender processes, ensuring SPSO procurement policy is followed.	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	- Published current contract list	Not started
CS036	Finance: Procurement (ICT): Shared Service - SPSO, BH, SBC - procure and manage ICT hardware requirements, including tracking and future planning for replacement equipment.	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	- staff have suitable equipment to carry out their roles.	Not started
CS037	Governance: Corporate Social Responsibility policy - draft policy document in conjunction with the COP, incorporating Fair Work Practice.	Access to justice	Project	Project defined	01/04/2023	31/03/2024	L	Draft policy issued to LT	B/F from last year
CS038	Governance: Business plan - coordinate and produce annual plan	Access to justice	BAU	Annual	01/04/2023	31/03/2024	H	- Published business plan	Not started
CS039	Governance: Business plan - coordinate quarterly update and publication	Access to justice	BAU	Quarterly	01/04/2023	31/03/2024	H	- Updated plan republished quarterly	Not started
CS040	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	01/04/2023	31/03/2024	S	- Effective incident management - quarterly updates to Leadership Team	Not started
CS041	Governance: Risk - Business Continuity Plan - review and update annually, undertake tests with IRT	Capacity	BAU	Annual	01/04/2023	31/03/2024	H	- Effective risk management	Not started
CS042	Governance: Risk - strategic and operations registers - prepare annually in line with business planning process	Capacity	BAU	Annual	01/04/2023	31/03/2024	H	- Effective risk management	Not started

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*
CS043	Governance: Risk - strategic and operations risk registers - coordinate regular reviews, update, and publish strategic risk register.	Access to justice	BAU	Quarterly	01/04/2023	31/03/2024	H	- Effective risk management	Not started
CS044	Governance: Secretariat - provide secretariat to Advisory Audit Board and Leadership Team	Access to justice	BAU	Quarterly	01/04/2023	31/03/2024	H	- Annual meeting schedule planned and issued - Papers prepared and issued at least one week prior to meeting - Declarations of interest published	Not started
CS045	Governance: Shared service: SPSO, SBC, SHRC Provide a service performance report for HR, ICT, Governance activities provided	Capacity	BAU	Continuous	01/04/2023	31/03/2024	H	Performance report to SBC on service provided	Not started
CS046	Governance: Shared service: SPSO, SBC, SHRC Provide information, support and resources to ensure a robust public service organisation	Capacity	BAU	Project defined	01/04/2023	31/03/2024	H	Performance report to SBC on service provided	Not started
CS047	ICT: Applications - Ad hoc - ensure appropriate software applications are available and fit for purpose	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	H	- Appropriate applications available for staff to complete their roles and responsibilities	Not started
CS048	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	01/04/2023	31/03/2024	M	Review submitted to LT	B/F from last year
CS049	ICT: Applications - Case-handling system (Workpro) - Enable Multi-factor authentication for all Workpro users	Access to justice	Project	Project defined	01/04/2023	30/06/2023	H	MFA enabled for all staff - Project end notice submitted to LT	Not started
CS050	ICT: Applications - Case-handling system (Workpro) - manage the maintenance and enhancement of application and casework EDMS	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	H	- Case-handling application up-to-date and meeting business and information management requirements	Not started
CS051	ICT: Applications - Communication tools - training and support to embed MS teams and functions into the working environment for all staff.	Access to justice	BAU	As required	01/04/2023	31/03/2024	H	MS Teams training and guidance materials provided to staff on aspects to support roles and responsibilities	Not started
CS052	ICT: Applications - Communication tools, including video conferencing - ensure appropriate software applications are available and fit for purpose	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	H	- Appropriate communication channels available for staff to complete their roles and responsibilities	Not started
CS053	ICT: Applications - Document management (eRDM) - manage the maintenance and enhancement of non-casework electronic document file system	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	H	- EDMS meeting information management requirements	Not started
CS054	ICT: Applications - Document sharing (Connect) - ensure application is fully embedded and fit for purpose	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	H	- Appropriate document sharing applications available for staff to complete their roles and responsibilities	Not started
CS055	ICT: Applications - Drive Management Change Project - manage the removal of Outlook public folders	Access to justice	Project	Project defined	01/04/2023	31/12/2023	H	Public folders transferred successfully to Shared email folders	B/F from last year
CS056	ICT: Applications - Outlook - manage the migration to Exchange Online	Access to justice	Project	Project defined	01/04/2023	31/12/2023	H	All staff migrated to Exchange Online for email.	Not started

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*
CS057	ICT: Applications - Performance reporting - support the development of statistical reports from case-handling system, providing liaison with contractor.	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	M	- SQL Report builder and data bases are correct and working, all issues reported to Contractor on time	Not started
CS058	ICT: Electronic working arrangements - 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	01/07/2023	30/09/2023	M	Review submitted	B/F from last year
CS059	ICT: Hardware - monitoring and management of IT hardware	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	H	- Functioning, fit for purpose hardware - exception reporting - Annual statement to LT	Not started
CS060	ICT: SBC Shared Service - provide an ICT support service, that compliments the SCOTS provision, across all disciplines to the SBC as required.	Capacity	BAU	Continuous	01/04/2023	31/03/2024	H	Performance report to SBC on service provided	Not started
CS061	ICT: Security and cyber resilience - Annual refresher training for all staff on Cyber Security and IT Code of Conduct	Access to justice	BAU	Annual	01/04/2023	31/03/2024	S	- Appropriate use of ICT systems	Not started
CS062	ICT: Security and cyber resilience - contribute to iTECS Cyber Security Awareness Leads group	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	M	Attend meetings, report to LT as required	Not started
CS063	ICT: Security and cyber resilience - Cyber Essentials re-certification	Access to justice	BAU	Annual	01/04/2023	31/03/2024	S	- Cyber Essentials re-certification achieved	Not started
CS064	ICT: Security and cyber resilience - implement Public Sector Action Plan for Cyber Resilience, monitor actions and report	Access to justice	BAU	Quarterly	01/04/2023	31/03/2024	H	- Acceptable level of residual risk - Exception reporting to LT - Up-to-date Information and Data related Policies and Procedures	Not started
CS065	ICT: Security and cyber resilience - Induction, training and user support	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	M	- Users operating all systems effectively	Not started
CS066	ICT: Security and cyber resilience - IS installation (network) - monitor the maintenance of security and cyber resilience standards by contractor	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	H	- Regular meetings with business partner and annual service report.	Not started
CS067	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	01/04/2023	31/03/2024	H	- Appropriate response times for level 1 ICT requests - Escalated calls logged with external contractors in good time	Not started
CS068	ICT: Technical Support - Team ICT Champions - manage and support the network of Level 1 ICT support in teams.	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	M	- ICT Champs informed and confident, providing support effectively to team members	Not started
CS069	ICT: Technical Support - Video conferencing tools - provide support and administration for executive level on-line meetings	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	H	- Appropriate communication channels available for LT/Management to complete their roles and responsibilities	Not started
CS070	ICT: Telephony - monitoring and management of telephony network and hardware, including mobile communications and connectivity; providing technical support where required.	Accessibility	BAU	Continuous	01/04/2023	31/03/2024	H	- telephony functionality available for staff to complete their roles and responsibilities	Not started

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*
CS071	ICT: Telephony project - explore using MS Teams for telephony for areas of organisation with low volume of calls	Accessibility	Project	Project defined	01/04/2023	31/03/2024	M	End of project notice submitted to LT	B/F from last year
CS072	Information Governance: Data protection group - maintain regular data protection group meetings with representatives across business areas raising awareness and feeding back learning	Standards	BAU	Quarterly	01/04/2023	31/03/2024	H	- report to LT in line with governance arrangements	Not started
CS073	Information Governance: Advice - provide a data protection and information governance advice and consultancy service for all SPSO business areas	Standards	BAU	As required	01/04/2023	31/03/2024	S	- actions and recommendations reported to LT	Not started
CS074	Information Governance: Breach response and monitoring - manage, record, review and monitor data security incidents and personal data breaches, and feedback learning	Standards	BAU	As required	01/04/2023	31/03/2024	S	- effective incident management and up to date log - quarterly updates to Leadership Team	Not started
CS075	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	01/04/2023	31/03/2024	S	- quarterly assurance reporting to LT - data protection and information governance audits and compliance checks reported to LT	Not started
CS076	Information Governance: Data protection fee - review and update details and pay annual fee to the Information Commissioner (ICO)	Standards	BAU	Annual	26/11/2023	26/11/2023	S	- fee paid & registration up to date	Not started
CS077	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	01/04/2023	31/03/2024	S	- signed off by LT	Not started
CS078	Information Governance: Data Protection Officer - review and update DPO service Memorandum of Understanding	Standards	BAU	Annual	01/04/2023	31/03/2024	S	- MoU signed	Not started
CS079	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	01/04/2023	31/03/2024	H	- stats submitted to SIC	Not started
CS080	Information Governance: Freedom of Information - log, track, monitor, and deal with FOI/EIR requests and reviews within statutory timescales	Standards	BAU	Continuous	01/04/2023	31/03/2024	S	- reporting performance against statutory target of 20 days	Not started
CS081	Information Governance: Freedom of Information - manage and respond to FOI appeals to the Scottish Information Commissioner	Standards	BAU	As required	01/04/2023	31/03/2024	S	- reporting to LT	Not started
CS082	Information Governance: Individual rights - log, track, monitor, and deal with data protection requests and complaints within statutory timescales	Standards	BAU	Continuous	01/04/2023	31/03/2024	S	- reporting performance against statutory target of one month	Not started
CS083	Information Governance: Individual rights - manage and respond to data protection complaints to the UK Information Commissioner	Standards	BAU	As required	01/04/2023	31/03/2024	S	- reporting to LT	Not started
CS084	Information Governance: Information asset register - maintain, review and update the asset register, and risk-assess information assets	Standards	BAU	Annual	01/04/2023	31/03/2024	S	- up-to-date register - report to LT in line with governance arrangements	B/F from last year

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CS085	Information Governance: Leadership and oversight - data protection and information governance assurance reporting	Standards	BAU	Quarterly	01/04/2023	31/03/2024	h	- quarterly / YE assurance paper - DPO assurance statements - reporting to AAC - Annual report and accounts	Not started
CS086	Information Governance: Policies and procedures - maintain, 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	As required	01/04/2023	31/03/2024	S	- signed off by LT	Not started
CS087	Information Governance: Publishing information - maintain, review and update SPSO Publication Scheme (incl. Re-use, and Open data)	Standards	BAU	Annual	01/04/2023	31/03/2024	S	- publication scheme compliance reported to LT	Not started
CS088	Information Governance: Records Management Plan - maintain, review and update our RMP	Standards	BAU	Annual	01/04/2023	31/06/2023	S	- progress update review submitted to Keeper of Records Scotland	Not started
CS089	Information Governance: Register of processing activities and lawful basis - maintain, review and update the ROPA (carry out information audits / data mapping exercises)	Standards	BAU	Annual	01/04/2023	31/03/2024	S	- up-to-date register - report to LT in line with governance arrangements	B/F from last year
CS090	Information Governance: Retention and disposal - ensure retention and disposal of casework documents in line with policy (non-casework automated in eRDM)	Standards	BAU	Quarterly	01/04/2023	31/03/2024	S	- annual assurance statement to LT - annual file location audit - 100% of hard copy case files located securely and correctly recorded on CMS - ad hoc updating as required	Not started
CS091	Information Governance: Training and awareness - maintain, 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, maintain, review and update guidance, and raise awareness of data protection, information governance and associated policies and procedures	Standards	BAU	As required	01/04/2023	31/03/2024	S	- evidence ALL staff receive induction/ update/ refresher training - annual declarations - training program signed off by LT	Not started
CS092	Information Governance: Transparency - maintain, review and update privacy information and notices	Standards	BAU	Annual	01/04/2023	31/03/2024	S	- report to LT	Not started
CS093	Ombudsman groups: contribute to OA (and other) special interest groups	Access to justice	BAU	As required	01/04/2023	31/03/2024	L	- As required	Not started
CS094	Ombudsman groups: manage membership	Access to justice	BAU	As required	01/04/2023	31/03/2024	L	- Representatives identified and resource available	Not started
CS095	Performance Reporting: Information governance - collation of quarterly statistics and year-to-date performance (FOI/EIR and DP rights requests, enquiries, appeals, incidents and complaints)	Standards	BAU	Quarterly	01/04/2023	31/03/2024	H	- quarterly / YE analysis report to LT	Not started
CS096	Performance reporting: Professional advice - collation of statistics and year-to-date performance	Access to justice	BAU	Monthly	01/04/2023	31/03/2024	H	- quarterly analysis report to LT	Not started
CS097	Performance Reporting: UAP - monitor application and effectiveness	Access to justice	BAU	Monthly	01/04/2023	31/03/2024	H	- 6-monthly report to LT of effectiveness, including summary of who is being managed under policy, when it was applied, when review is due and who has been removed	Not started
CS098	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	01/04/2023	31/03/2024	S	- Up-to-date, legally and standards compliant, policies and procedures - Annual self-certification by all staff	Not started

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*
CS099	Policy Handbook: Complaints and investigations guidance and processes - review and update, disseminate through updates and training, and monitor practice	Access to justice	BAU	Quarterly	01/04/2023	31/03/2024	H	Report to LT quarterly confirming learning captured and action taken and planned	Not started
CS100	Policy Handbook: Finance- review, update and ensure implementation of good governance arrangements.	Access to justice	BAU	Annual	01/04/2023	31/03/2024	S	- Internal audit report to LT	Not started
CS101	Policy Handbook: Governance, risk and incident management policy - review annually in line with business planning process	Access to justice	BAU	Annual	01/04/2023	31/03/2024	S	- Internal audit report to LT	Not started
CS102	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	01/04/2023	31/03/2024	H	- Annual review undertaken and signed off by LT	Not started
CS103	Professional Advice Service: Annual Report on advice service	Access to justice	BAU	Annual	01/04/2023	31/03/2024	M	Report on service	Not started
CS104	Professional Advice Service: deliver a well-resourced professional advice service	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	Continued reduction in the % of advice responses received in excess of 20 working days. (2016-17 Baseline 64.1%)	Not started
CS105	Quality assurance: annual quality assurance plan proposal including QA of generic areas and specified identified areas - resolutions, DCR and telephone use	Access to justice	BAU	Annual	01/04/2023	01/07/2023	H	Proposal paper to QCPM.	Not started
CS106	Quality assurance: Generic annual casework for PSC, SWF, INWO and advice	Access to justice	BAU	Annual	01/04/2023	31/03/2024	H	QA findings shared with all involved staff and summary reports and recommendations to QCPM	Not started
CS107	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	Standards	BAU	As required	01/04/2023	31/03/2024	M	- Qtly reports containing performance against service standards data to Dir(Corp Serv) for inclusion in Casework Management Performance Group: learning captured, recommendations and details of action taken and planned	Not started
CS108	Service Standards: Equalities and Human Rights - Organise a celebration of International Woman's Day	Access to justice	BAU	Annual	01/04/2023	31/03/2024	L	- Annual events planned for All Staff attendance	Not started
CS109	Service Standards: Strategy - Develop Inclusion Diversity Equality and Accessibility Strategy	Capacity	Project	Project defined	01/04/2023	31/03/2024	H	- Inclusion and diversity strategy to LT	B/F from last year
CS110	Survey management: administration and advice on all electronic surveys issued, including Staff, ad hoc working groups, etc.	Access to justice	BAU	As required	01/04/2023	31/03/2024	M	- Results provided on time	Not started
CS111	Survey management: support the general use of MS forms or Survey Monkey application by other colleagues	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	L	Support provided on request	Not started

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*
HR01	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	01/04/2023	31/03/2024	S	Provide HR information in line with agreed dates	Not started
HR02	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	01/04/2023	31/03/2024	S	Provide HR information in line with agreed dates	Not started
HR03	HR: Accreditation - Achieve Carer First Accreditation	Access to justice	Project	Project defined			M	Accredited	B/F from last year
HR04	HR: Business Continuity Planning - Scoping for moving to fully electronic HR service	Access to justice	Project	Project defined			M	Report to LT with recommendations	B/F from last year
HR05	HR: Corporate Social Responsibility - Maintain Living Wage status	Access to justice	BAU	Annual	01/04/2023	31/03/2024	H	- Annual accreditation with Living Wage Foundation - Annual pay negotiations with trade union	Not started
HR06	HR: Equalities and Human Rights - benchmarking	Access to justice	Project	Project defined			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	B/F from last year
HR07	HR: Equalities and Human Rights - monitor, report and review practice	Access to justice	BAU	Annual	01/04/2023	31/03/2024	S	Include in annual HR report	Not started
HR08	HR: Health and wellbeing - Health and Wellbeing accreditation	Capacity	BAU	Continuous	01/04/2023	31/03/2024	M	Achieve and maintain Healthy Working Lives Accreditation	Not started
HR09	HR: Health and wellbeing - Implement well-being strategy and plan	Capacity	BAU	Annual	01/04/2023	31/03/2024	H	- Up to date wellbeing action plan - Quarterly HR reporting - % lost days due to sickness to not exceed PS average	Not started
HR10	HR: Health and wellbeing - Monitor and report on the activities and achievements of the Wellbeing Action Group.	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	H	- Continue to encourage support from colleagues and deliver objectives of group. - Report summary of activities in the quarterly HR report	Not started
HR11	HR: Health and Wellbeing - Review mental health first aid provision	Access to justice	Project	Project defined			H	Report to LT with recommendations	B/F from last year
HR12	HR: Learning and Development - Annual learning and professional development plan - annual manager training	Capacity	BAU	Annual	01/04/2023	31/03/2024	M	Plan and deliver annual manager training sessions	Not started
HR13	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	01/04/2023	31/03/2024	M	- PDPs completed with analysis, survey and IIP action plan incorporated - Plan shared with all staff	Not started
HR14	HR: Learning and development - Annual learning and professional development plan -monitor progress against plan, particularly resources.	Capacity	BAU	Quarterly	01/04/2023	31/03/2024	M	- Well skilled workforce - Quarterly report to LT	Not started

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*
HR15	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	01/04/2023	31/03/2024	M	- Report and recommendations to LT - Implemented training programme	B/F from last year
HR16	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	01/04/2023	31/03/2024	M	Report to LT and include any recommendation within the IIP/staff survey action plan recommendations	B/F from last year
HR17	HR: Learning and Development - Review of competency framework and associated HR activities	Access to justice	Project	Project defined	01/04/2023	31/03/2024	M	- Updated and approved values-based competency framework - Update recruitment, performance management, learning and development processes and documents in line with outcomes	B/F from last year
HR18	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	01/04/2023	31/03/2024	M	Project findings and recommendations	B/F from last year
HR19	HR: Payroll SBC - manage and maintain payroll	Access to justice	BAU	Monthly	01/04/2023	31/03/2024	S	- Staff paid promptly and correctly - Successfully audited accounts	Not started
HR20	HR: Payroll SPSO - manage and maintain payroll	Access to justice	BAU	Monthly	01/04/2023	31/03/2024	S	- Staff paid promptly and correctly - Successfully audited accounts	Not started
HR21	HR: provide the organisation with an effective HR service	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	- Quarterly and annual HR stats report to LT of the HR service, including workforce composition, absence management, staff performance management (summary level not personal information)	Not started
HR22	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	01/04/2023	31/03/2024	M	Template provided to LT for approval	B/F from last year
HR23	HR: Resourcing - monitor, plan and recruit to maintain appropriate level of staff resource	Capacity	BAU	Monthly	01/04/2023	31/03/2024	H	- Delivery of CS statutory duties - Achievement of KPIs	Not started
HR24	HR: Reward - review of staff benefits and reward mechanisms and raising awareness	Access to justice	Project	Project defined	01/04/2023	31/03/2024	H	Scoping and report to LT with findings and recommendations	B/F from last year
HR25	HR: SBC - provide the organisation with an effective HR service	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	- Enquiries and time recording log - Service complaints performance	Not started
HR26	HR: SHRC Shared Services - provide HR services to the Scottish Human Rights Commissioner	Access to justice	BAU	As required	01/04/2023	31/03/2024	M	New HR services implemented	Not started
HR27	HR: Strategy - Annual staff survey and accompanying action plan	Access to justice	BAU	Annual	01/04/2023	31/03/2024	H	- Analysis of survey and action plan produced for business planning.	Not started
HR28	HR: Strategy - Develop and implement people strategy	Capacity	Project	Project defined			M	- People strategy to LT	B/F from last year

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*
HR29	HR: Strategy - Hybrid working trial and policy development	Capacity	Project	Project defined			H	- Monitoring of trial and feedback to LT - Development of policy as agreed in consultation with LT, staff, managers and trade union	B/F from last year
HR30	HR: Strategy - Implement annual IIP assessment and agree actions	Access to justice	BAU	Annual	01/04/2023	31/03/2024	H	- IIP mid-cycle reviews and reports completed and action plan produced for business planning.	Not started
HR31	HR: Strategy - Organisational succession planning	Capacity	Project	Project defined			M	- Scoping, and report to LT with recommended plan	B/F from last year
HR32	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	01/04/2023	31/03/2024	H	- Review undertaken, consultation with trade union and signed off by LT	Not started
HR33	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	01/04/2023	31/03/2024	H	- Review undertaken, consultation with trade union and signed off by LT	Not started

No	Activity _description of task/ activity/ project_	Strategic Theme _Select_	Type _Select_	Frequency _Select_	Start	End	Priority _Select_	Measure/ KPI/ Reporting	Status _Select_
IN01	Case-handling - **Advice** (provide advice and signposting; and manage Freephone telephone advice service)	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	**95% of cases advice stage completed within 5 working days**	Not started
IN02	Case-handling - **Initial Assessment** (assess suitability and maturity; take action on premature cases)	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	**80% of cases closed/ moved to Investigation within 30 working days** **95% of cases closed/ moved to Investigation within 60 working days**	Not started
IN03	Case-handling - **Investigations** (including direct investigations and discontinued investigations)	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	**90% of investigations completed within 260 working days**	Not started
IN04	Case-handling - **Recommendations and post closure engagement** (follow up on recs and apply SIP as appropriate)	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	95% of recommendations followed up by deadline, and SIP engaged as appropriate	Not started
IN05	Ensure INWO guidance and templates are updated regularly and in line with evolving case handling practices, including updates for 'discontinued' and 'resolved' cases, in year changes from peer review and L&D activities	Standards	BAU	Continuous	01/04/2023	31/03/2024	M	- Improvements identified through casework and QA - Guidance docs updated to reflect practices - LT informed of changes via quarterly reporting	Not started
IN06	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	01/04/2023	31/03/2024	S/H	Adequate resources to complete statutory functions to time and quality. Report to LT through quarterly reporting	Not started
IN07	Maintain and promote professional development of staff and ensure team is appropriately resourced and skilled.	Capacity	BAU	Continuous	01/04/2023	31/03/2024	H	PDPs and team training plan in place	Not started
IN08	Performance standards - monitor performance against service standards using internal and stakeholder feedback and CSC, and identify and implement improvements	Standards	BAU	Quarterly	01/04/2023	31/03/2024	H	Quarterly report to LT as part of business plan update, including learning, reccs and details of action taken and planned	Not started
IN09	Engage with ISE colleagues on intelligence on effective implementation of the Standards, supporting and advocating good practice. To include working with ISE to develop method for Standards monitoring.	Standards	BAU	Continuous	01/04/2023	31/03/2024	H	- See ISE BP - Implement an effective evaluation method to monitoring Standards - Updates and support for ISE work	Not started
IN10	Engage with other regulators on case-work, to ensure effective handling of high risk/ overlapping cases and effective signposting	Standards	BAU	Continuous	01/04/2023	31/03/2024	M	- Regular meetings with regulators - Case specific engagement where appropriate - report of activity to LT	Not started
IN11	Share casework intelligence, feeding into ISE and SHICG on themes and trends	Standards	BAU	Monthly	01/04/2023	31/03/2024	H	- Provide casework updates for SHICG as appropriate - Share relevant intelligence of themes and trends	Not started
IN12	Produce content for INWO section of the Annual Report and Accounts	Access to justice	BAU	Annual	01/04/2023	30/09/2023	S	AR performance content	Not started
IN13	Produce Prescribed Persons report for relevant period	Access to justice	BAU	Annual	01/04/2023	30/09/2023	S	Report given LT sign off and published	Not started
IN14	Develop framework for speak up culture investigations with reference to WB Principles, reflecting INWO investigation practices, in consultation with NHS stakeholders.	Standards	Project	Project defined	01/04/2023	31/12/2023	L	- Framework developed - Incorporated internal and external stakeholder feedback - Sign off by LT and publish	Not started
IN15	Continue INWO customer survey approach for advice, monitored referrals and investigations; link with wider SPSO customer survey for advice	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	M	- Continue customer service feedback system - Analyse feedback to identify service improvements - Report learning and improvements to LT	Not started

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*
IN16	Update peer review process, with focus on qualitative outputs	Standards	Project	Project defined	01/04/2023	30/06/2023	M	- Revise peer review process - Update LT via quarterly reporting	Not started
IN17	Implement revised peer review process and take forward service improvements	Standards	Project	Quarterly	01/04/2023	31/03/2024	M	- Implement peer review process - Update LT via quarterly reporting	Not started
IN18	Review Workpro functioning, and work with ICT to take forward appropriate changes	Capacity	Project	Project defined	01/04/2023	30/09/2023	M	- Engage with team to identify improvements - Liaise with LT re scale of changes suggested - Liaise with ICT to take forward changes	Not started
IN19	Develop new SPSO whistleblowing policy	Standards	Project	Project defined	01/04/2023	31/09/2023	M	- Provide input to HR guidance - Gain LT sign off on guidance	B/F from last year
IN20	Shadowing/ learning from site inspections (HIS) and culture reviews (NGO)	Standards	Project	Project defined	01/04/2023	31/03/2024	M	- Engage with HIS/ NGO - Set up inspection shadowing visits/ meetings - Reflect and report on learning via quarterly reporting	Not started
IN21	Regular and ad hoc engagement with WB Champions and their network	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	M	- Attendance at WBC network meetings - Ad hoc engagement with WBCs as requested	Not started
IN22	Review casework KPIs for 2024-5	Capacity	Project	Project defined	01/10/2023	31/03/2024	M	- Full analysis of case timescales at each stage of process - LT sign off revised KPIs	Not started
IN23	Develop the use of mediation in INWO, including developing meditation skills within the team	Capacity	Project	Project defined	01/04/2023	31/03/2024	M	- Update team skills - Develop standard approaches to mediated resolution - Include in INWO guidance - Evidence reduced timescales	Not started
IN24	Develop methodology & implementation of staff surveys during info gathering & investigations with a few to BAU and best practice	Standards	Project	Project defined	01/04/2023	31/03/2023	M	- Build on work carried out during investigations - Develop methodology in INWO guidance - Develop team survey skills - Provide guidance to support boards	Not started
IN25	Work with HR to develop safety guidance for INWO site visits, following HIS site inspections	Capacity	Project	Project defined	01/04/2023	30/09/2023	L	- Provide input to HR guidance - Gain LT sign off on guidance	Not started
IN26	Support ISE with engagement work, including ad hoc INWO resources and materials, speak up	Standards	Project	Project defined	01/04/2023	31/03/2024	M	- Work with ISE colleagues, providing input to resources and initiatives - Led by ISE timescales and commitments	Not started
IN27	Work with ISE in reviewing data capture and use, particularly in relation to process for steering intervention based on casework intelligence	Standards	Project	Project defined	01/04/2023	30/09/2023	M	- Support ISE review, providing input as requested	Not started
IN28	Working with the Advice Coordinator, reflect on independent advice obtained on casework and identify learning/ improvements for process and advice received	Standards	Project	Project defined	01/10/2023	31/03/2024	L	- Review advice submissions for INWO with AC - Identify process changes - Report changes to LT	-year addition: unallocated

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*
	Team Role Descriptors & BAU								
1	To provide leadership and strategic direction to the ISE team, by empowering officers to lead, develop and reflect on practice that promotes continuous improvement. As a member of the Leadership Team work collaboratively with the Ombudsman & Director to ensure effective governance, discharge the functions of the strategic plan & provide evidence to the LGHC. Responsible for stage 2 CSC responses.	Capacity	BAU	Continuous	01/04/2023	31/03/2024	S/H	1. BP quarterly meetings with the Ombudsman. 2. 6 monthly S&Q report feeding into AR. 3. Quarterly governance meetings. 4. Oversight and overall responsibility for project completion for each officer of ISE projects. 5. External Audit 6. ISE Internal S&Q report 7. CSCs	Not started
2	To lead, support and develop officers and administrators in the Engagement & Communications team to effectively achieve ISE team objectives. To deliver, review and report on the objectives of the Engagement and Communications Strategy. Provide a supportive role for everyone at the organisation to ensure we embed our principles of engagement and communications at the heart of the services we provide.	Accessibility	BAU	Continuous	01/04/2023	31/03/2024	S/H	1. Completion of ISE projects linked to Engagement and Communications team. 2. 6 month reporting on progress against the objectives in the Engagement and Communications Strategy. Review and updating of objectives as required. 3. Reporting on Engagement and Communications impact through internal S&Q report.	Not started
3	Provide internal legal and policy support across the office to further SPSO's strategic engagement goals and improve the quality and efficiency of casework and standards advice.	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S/H	1.Producing timely and regular horizon scanning information 2. Identifying and drafting responses to consultations and significant policy developments 3.Preparing briefings and other documents on request to support LT parliamentary and other engagements 4.Responding to requests from colleagues for support interpreting and applying legal advice or dealing with legal challenges 5.Liaising with solicitors when we need formal legal support for casework	Not started
4	To provide advice and guidance across SPSO and externally around compliance with the Model Complaints Handling Procedures and good practice in complaints handling in order to support learning and improvement.	Standards	BAU	Continuous	01/04/2023	31/03/2024	S/H	1. Responding to internal and external enquiries and requests for support 2. Participation in external networks and related meetings 3. Participation in and presenting to non-network meetings and engagement events 4. Drafting and issuing MCHPs and related guidance to BUJs 5. Standards monitoring, including intervention (SIP) and compliance checks where necessary (currently reactive, aiming to move to a more proactive footing). 6. Responding to LT ad hoc project requests	Not started
5	Project manager and service designer for development of a child friendly public service complaints process with responsibilities for supporting the standards and improvement work of the wider team	Accessibility	BAU	Continuous	01/04/2023	31/03/2024	S/H	1. Responding to internal and external enquiries and requests for support 2. Participation in external networks and related meetings 3. Development of, and lead on, project related workshops and meetings 4. Effective, efficient and timely management of the child friendly complaints project 5. Service design support & expertise for wider team projects	Not started
6	Building the public profile of SPSO and promoting our work, while providing support, knowledge and expertise in communications to all SPSO staff, ensuring our service is accessible to all	Accessibility	BAU	Continuous	01/04/2023	31/03/2024	S/H	1. Completion of ISE projects linked to communications. 2. Respond to requests for communications support from other internal business areas. 3. Publish compendium on time 4. Lead on and provide support for external and internal communications	Not started
7	Provide support and opportunity across SPSO for effective engagement and communication in a people centred and proactive way. Building trust in our service by communicating our brand in a positive manner, embedding wider knowledge sharing and learning and improvement to both internal and external stakeholders	Accessibility	BAU	Continuous	01/04/2023	31/03/2024	S/H	1. Completion of assigned ISE projects in Business Plan 23/24 2. Timely ad hoc communications support. 3. Publish compendium on time. 4. Lead on and provide support for external engagement activity	Not started

8	Provide support, develop and lead on the co-ordination and monitoring of information and data linked to SPSO performance reporting on a monthly, quarterly and annual basis both internally and externally.	Standards	BAU	Continuous	01/04/2023	31/03/2024	S/H	1. Quarterly reports prepared accurately and within deadline for QCPM 2. Annual statistics prepared for internal guidance and external publication 3. Respond to internal and external enquiries on SPSO statistics 4. Chair and participate in quarterly internal stats meetings 5. Build relationships internally across all levels and externally 6. Provide guidance, support and advice on SPSO stats/data capture 7. Build relationships and understanding of performance stats with participation in Workpro upgrade testing and Workpro report writing for all areas of SPSO	Not started
9	To provide support to the wider ISE team including handling the administration of the training courses, uploading reports, maintaining records of publications etc. To provide assistance for the Child Friendly Complaints Project by helping with administration. To maintain contact with the ICSCR and the Head of ISE regarding CSCs. Further assistance to other ISE team members as required. Triage of all ISE mailboxes daily	Capacity	BAU	Continuous	01/04/2023	31/03/2024	S/H	1. Effective management of ISE shared inboxes and timely response to emails. 2. Support for ISE team meetings and other ad hoc meeting support. 3. Other admin support for ISE team as required. 4. Calendar deadlines for all ISE team to be checked and updated quarterly 5. Specific measure for CSC/ICSCR work - report generation and narrative TBD 6. Maintaining records of products, policies and publications.	Not started
	Statutory & High Priority Projects								
10	Website Refresh	Accessibility	Project	Project defined	01/04/2023	31/03/2024	H	1. Project scoping and planning complete in Q1. 2. Put in place process to monitor baseline analytics of current website. 3. Define statutory content requirements. 4. Identify accessibility requirements. 5. Develop user-tested website design. 6. Develop impact reporting methods.	Not started
11	GCH & CIS review and update	Capacity	BAU Plus	6 monthly	01/04/2023	31/03/2024	H	1. Collect and analyse feedback from course surveys. 2. Make and implement agreed recommendations for course updates. 3. Annual reporting on feedback and changes.	Not started
12	NHS MCHP refresh	Standards	Project	Project defined	01/04/2023	31/03/2024	H	NOTE: exact plan/timings dependent on SG funding 1. MCHP drafting (statutory requirements) and preparation for consultation 2. Consultation 3. MCHP redrafting, finalising and publication	Not started
13	Pilot of draft Child Friendly Principles & MCHP	Standards	Project	Project defined	01/04/2023	30/06/2023	H	1. Pilot in progress by start of year 2. Suite of KPIs 3. Qualitative & quantitative feedback during & after pilot from participants	Not started
14	Development of Child Friendly SPSO C&I Guidance	Standards	Project	Project defined	01/04/2023	31/03/2024	H	1. Workshops w/ SPSO staff 2. Targeted pilot of proposals 3. New section of C&I guidance	Not started
15	Consultation on draft Child Friendly Principles & MCHP	Standards	Project	Project defined	01/07/2023	01/09/2023	H	1. Public consultation survey 2. Additional steps to consult in a child friendly manner 3. Findings to be fed into final versions to be laid before parliament	Not started
16	Soft launch & Monitoring of Child Friendly Principles & MCHP	Standards	Project	Project defined	01/10/2023	31/03/2024	H	1. Final versions of CFC Principles & MCHP 2. Public awareness campaign 3. Suite of KPIs to monitor uptake and effectiveness of process	Not started
17	SIP Refresh training & Refresh SIP & Monitoring of SIP	Capacity	Project	Project defined	01/04/2023	31/03/2024	H	1. Monitoring measure: developing how we will monitor this across the SPSO 2. Awareness raising of the SIP process internally	Not started
18	Data strategy & Data maturity	Standards	Project	Project defined	01/04/2023	31/03/2024	H	1. Data action plan and strategy drafted. 2. Mechanism for monitoring progress to be built in to strategy.	Not started

19	Accessible and inclusive communications project	Accessibility	Project	Project defined	01/04/2023	31/03/2024	H	1. Review our current digital and print accessibility and inclusion against basic standards. 2. Project scoping and planning. 3. Implement changes and improvements (linked to web refresh project). 4. Develop internal guidance and training 5. Put in place process for review	B/F from last year
20	INWO SUW	Access to justice	Project	Project defined	01/04/2023	31/03/2024	H	1. Agree theme for SUW 2023 2. Engage with Boards to launch and support plans for the week 3. Agree and develop INWO events/tools for SUW 4. Monitor and report on feedback from the week (engagement with events, social media, website traffic, feedback from meetings, etc.) 5. Monitor quarterly report data pre-and post-SUW to track impact	Not started
21	Stakeholder engagement	Access to justice	Project	Project defined	01/04/2023	31/03/2024	H	1. Report to LT on progress against relevant objectives in the Engagement and Communications Strategy. 2. Launch new collection and reporting process for BUJ and customer satisfaction survey's across all business areas. 3. Delivery of virtual conference day. 4. Proactive support for ISE team on priority engagement activity. Monitoring and reporting on ISE engagement activity.	Not started
22	Report writing skills training to ISE team	Standards	Project	Project defined	01/04/2023	31/03/2024	H	Complete initial training session and identify any further support needed	On target
23	Annual Reporting & S&Q report	Access to justice	Project	Project defined	01/04/2023	31/03/2024	S/H	1. ALL ISE team members will report on their BP items in the AR focussing on impact & outcomes of BAU & projects. 2. These will be less text heavy than previous years. 3. Interim ISE internal S&Q report at 6 month 4. Full Internal ISE S&Q report at year end	Not started
24	Annual Performance and Finance Report	Accessibility	Project	Annual	01/04/2023	31/10/2023	S/H	1. Publication of Annul Performance Report and lay before Parliament on time	Not started

	In-year, ongoing & Short life projects								
25	Prison communications	Access to justice	Project	Project defined	01/04/2023	31/03/2024	H	1. Evaluate content, accessibility and availability of current prison-based SPSO materials (for both SPS and NHS complaints) 2. Determine prisoner needs re SPSO materials 3. Draft content for new materials	Not started
26	INWO training development	Access to justice	Project	Project defined	01/04/2023	31/03/2024	M	1. Engagement and Comms to work with INWO to migrate training to our Moodle platform. 2. Develop/adapt Investigation Skills training course for INWO	Not started
27	Positive feedback	Access to justice	Project	Quarterly	01/04/2023	31/03/2024	M	1. Process for business wide positive feedback collection standardised and communicated internally. 2. Plan developed for using positive feedback for L&I and communication purposes.	Not started
28	ChF training development	Access to justice	Project	Project defined	01/04/2023	31/03/2024	H	1. Development of a suite of online training for public sector staff on child friendly complaints.	Not started
29	ChF suite of resources	Access to justice	Project	Project defined	01/04/2023	31/03/2024	H	1. Development of a suite of materials to support stakeholders in their understanding of children's rights in the complaint system.	Not started
30	Baseline catalogue of policies and due dates for updating	Capacity	Project	Project defined	01/04/2023	31/03/2024	M	1. Catalogue complete and plan in place for monitoring and updating.	Not started
31	Training support & advice for other internal business areas' projects	Capacity	BAU	As required	01/04/2023	31/03/2024	M	Support provided as required for training development to support value added / new guidance or policies across SPSO and external	Not started
32	Update CSC to align with MCHP	Standards	Project	Project defined	01/04/2023	31/03/2024	H	1. CSC, as our procedure for dealing with service complaints, should align with published MCHP (SG etc model) 2. Awareness raising sessions with staff	B/F from last year
33	Work with SWF to develop web tools, resources and training materials for LAs, to improve practice and promote learning	Capacity	Project	Project defined	01/04/2023	31/03/2024	L	1. Project scoping complete and development of new training module(s) and/or resources.	B/F from last year
34	Create complaints handlers forum for water providers	Standards	Project	Project defined	01/04/2023	31/03/2024	L	Consider creating a good practice forum (not a network) run by ISE with support from PSC for water providers.	In-year addition: unallocated
35	Update PSC case assessment form	Standards	Project	Project defined	01/04/2023	31/03/2024	M	Updated case assessment form to direct consideration at the start to identify if there is a possibility of good or poor complaints handling.	In-year addition: unallocated
36	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.	In-year addition: unallocated
37	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.	In-year addition: unallocated
38	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
39	INWO stakeholder Engagement	Access to justice	Project	Project defined	4/1/2023	3/31/2024	H	Activities to include: Launch of speak up week (Oct 23) Launch of toolkit and resources (Q1/2) Further activities for consideration 23/24: 1. Proactive engagement with Confidential Contact network (including presentations and supporting network events) 2. Draft INWO e-bulletin (with support from INWO team)	On target

					Start	End			
40	Develop methodology for monitoring standards (PSC and INWO)	Standards	Project	Project defined	4/1/2023	3/31/2024	S/H	PSC: 1. Identify and confirm data sources to be used for monitoring e.g. BUJ annual reports, MCHP KPIs, SIP data, Workpro complaints handling marker, recommendations database, ongoing engagement with BUJs. 2. Develop method for using data sources to monitor standards, e.g. targeted sampling, benchmarking 3. Consider most useful output from monitoring, e.g. biannual standards and quality report.	Not started
41	Monitor and seek to influence legislative developments that affect the SPSO and complaints handling and SPSO.	Accessibility	Project	Project defined	4/1/2023	3/31/2024	S/H	Project specific, demonstrating impact from SPSO input	B/F from last year
42	Proactive media relations	Accessibility	Project	Project defined	01/04/2023	31/03/2024	M	1. Project scope prepared and signed off 2. Refreshed media monitoring	Not started
43	e-newsletter refresh	Accessibility	Project	Project defined	04/01/2023	3/31/2024	M	1. Review and refresh newsletter design 2. Monitoring impact	Not started
44	Internal communications refresh	Capacity	Project	Project defined	04/01/2023	3/31/2024	M	1. COPs and Working Group engagement and communications 2. Intranet updates 3. Teams usage and guidance 4. Use of positive feedback (see line 31) for internal comms	B/F from last year
45	Develop/refresh protocol for dealing with new BUJs	Standards	Project		01/04/2023	31/03/2024	M	Either create new protocol, or refresh existing protocol, for introducing new BUJs (and possibly OBOs) to SPSO and their complaints handling responsibilities.	B/F from last year
45	Scope out project for Rights based approaches to investigating complaints	Standards	Project	Project defined	04/01/2023	3/31/2024	L	Work with SHRC and ChF ISERO / ISERO (NHS CHP) to embed rights based approaches	Not started
46	Develop INWO Speak Up Culture framework	Access to justice	Project	Project defined	01/04/2023	31/03/2024	M	1. Work with INWO Team to develop a best practice tool/framework relating to Good Speak Up Culture	Not started
47	Change internal inboxes to all start with ISE-	Accessibility	Project	Project defined	01/04/2023	08/05/2023	M	1. All inboxes will be changed	Not started
48	Create internal sheet to direct CRs in direction of relevant ISE team member	Accessibility	Project	Project defined	01/04/2023	29/09/2023	M	1. ISE directory sheet to be completed with job titles and contacts for areas	Not started
49	Create external sheet to direct BUJs in direction of relevant ISE team member	Accessibility	Project	Project defined	01/04/2023	29/09/2023	M	1. ISE directory sheet to be completed with job titles and contacts for areas with only shared mailboxes for external use.	Not started
50	Create external directory of key contacts for officers to direct them towards relevant BUJs / Contact network chairs etc.	Accessibility	Project	Project defined	01/04/2023	08/05/2023	M	1. External directory created 2. 6 monthly update / check on key contacts on a cyclical basis	Not started
	Other BAU that are not contained in section 1								
52	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	01/04/2023	31/03/2024	S/H	Preparation of quarterly customer service complaints reports presented to Leadership Team. Data TA and TA supporting development and fulfilment of reports.	Not started
53	Customer Service Complaints, liaise with the Independent Customer Service Complaints Reviewer **ICSCR**	Accessibility	BAU	Continuous	01/04/2023	31/03/2024	H	Respond to ICSCR requests in a timely manner as required of ICSCR. 3 weekly catch up with ICSCR.	Not started
54	Refine INWO related training materials based on feedback	Capacity	BAU	Monthly	01/04/2023	31/03/2024	L	Refinement of TURAS modules	Not started

55	Whistleblowing practitioners forum.	Standards	BAU Plus	Project defined	01/04/2023	31/03/2024	M	Regular meetings of a forum for whistleblowing practitioners.	Not started
56	Review ISE resource requirement, plan, prepare and run ISE recruitment as required.	Capacity	BAU	Quarterly	01/04/2023	31/03/2024	H	Recruitment needs agreed by LT.	Not started
57	Performance Reporting: Annual stats - preparation and data cleansing Stats production and checking	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	Published on website	Not started
58	Information Management - build and maintain statistical reports from case-handling system (Workpro)	Capacity	BAU	Continuous	01/04/2023	31/03/2024	S/H	Scheduled reports accurate and issued on time	Not started
59	Sharing Casework Intelligence COP information/learning with Reviewing Officers to ensure learning improvement or SIP work is effective	Standards	BAU	Continuous	01/04/2023	31/03/2024	M	Ensure casework intel feeds into learning and improvement work	Not started
60	Build capacity throughout office in knowledge sharing, and monitoring performance through information from SPSO casework management system	Standards	BAU	Project defined	01/04/2023	31/03/2024	S/H	Identifying opportunities and supporting initiatives to build confidence and skills within office to run statistical reports and/or draw down information from casework management system.	Not started
61	National Care Service - engagement and support	Standards	Project	Project defined	04/01/2023	31/03/2024	H	Establishment of NCS complaints service/CHP (with SG's Directorate for Social Care and NCS development).	Not started
62	Style and Hub guide	Accessibility	Project	Project defined	01/04/2023	31/03/2024	H	1. Brand and Style Hub launched including training. 2. Review and update of hub as needed.	Not started
63	Short life paper on what papers / documents are public or not and from which court system they come	Access to justice	BAU Plus	Continuous	01/04/2023	31/03/2024	M	Confirm scope and prepare paper	Not started
64	Tracking CSC recommendations / actions	Standards	BAU	Project defined	01/04/2023	31/03/2024	H	1. Fortnightly report for LT to track CSC recommendations and findings for ICSCR Tracker	Not started

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*
PS01	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	01/04/2023	31/03/2024	S	**PI1 95% of cases where advice stage was completed within 5 days**	Not started
PS02	Case-handling - Early resolution, Investigations Level 1 & 2	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	PI2-30 50% of cases where ER stage was completed within 30 days **PI2 95% of cases where ER stage was completed within 80 days**	Not started
PS03	Case-handling - Investigations Levels 1-4	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	PI3-130 20% of cases where Investigation stage was completed within 130 days PI3-195 50% of cases where Investigation stage was completed within 195 days **PI3 85% of cases where Investigation stage was completed within 260 days**	Not started
PS04	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	01/04/2023	31/03/2024	M	- input information/ papers to LT - attendance at meetings - feedback to LT	Not started
PS05	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	01/04/2023	31/03/2024	M	- feedback for SPSO specific items - OA published minutes - ad hoc reports and recommendations as required	Not started
PS06	Service standards - regularly review our communications with complainants about timescales and delays to our service to complainants and bus through the process to ensure it accurately reflects what is happening in practice	Capacity	BAU	Continuous	01/04/2023	31/03/2024	H	Improved communication with complainants.	Not started
PS07	Resourcing: monitor and plan recruitment to maintain appropriate level of staff resources for C&I	Capacity	BAU	Monthly	01/04/2023	31/03/2024	S/H	- Achievement of KPIs - Carry forward of cases at year end in line with target of less than 1000	Not started
PS08	Manage, monitor and report on the performance of the Service Improvement Forum	Standards	BAU	Quarterly	01/04/2023	31/03/2024	M	Report of actions to Casework Performance Management Meeting	Not started
PS09	Close monitoring of allocation pool management to ensure all cases are progressed within agreed parameters (reviewed regularly by PSC management team), in particular priority cases	Capacity	BAU	Continuous	01/04/2023	31/03/2024	H	Regular reporting and review through PSC monthly meetings to monitor and ensure quarterly improvements	Not started
PS10	Ongoing roll out of Workpro training activities to ensure all users are familiar with requirements and functions	Capacity	BAU	Continuous	01/04/2023	31/03/2024	M	Regular training and updates throughout the year	Not started
PS11	Workpro development work to improve efficiency and impact including i) exploring the option of adding a new section to Workpro to capture added value of SPSO involvement/activity ii) reviewing fields to ensure they are capturing only information we require iii) improving the movement of complaints to/from decry and iv) exploring the option of embedding the case assessment form into Workpro once it has been reviewed and revised to ensure fit for purpose	Capacity	Project	Project defined	01/04/2023	31/03/2024	H	Recommendation agreed and implemented	Not started

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*
PS 12	Project to establish a system to regularly (i.e. at least annually) ensure all our communications and publicly available information are accessible as part of the customer journey (with potential input from service users), are consistent with our current process, contain subject specific information and appropriately manage expectations including i) implementing and monitoring the new health online complaint form ii) designing he/fee subject specific online complaint form update with a self assessment tool to assist complainants to provide the information we need to investigate iii) considering the use of videos/alternative formats to explain our role and process iv) reviewing the use of leaflets and CR prompts to use available material v) ensuring we have clear up front communications of what we expect from complainants, proportionality/proportion of complaints to investigation, the use of the term investigations and redress (updating our redress policy to clearly explain what we can achieve)	Accessibility	Project	Project defined	01/04/2023	31/03/2024	M		Not started
PS13	Review and produce guidance for bus on the way in which they share information with us, including scans	Capacity	Project	Project defined	01/04/2023	01/07/2023	h	Guidance produced	Not started
PS 14	Develop prisons action plan to include i) building links with prisons monitors to ensure effectively signposting ii) reviewing and improving SPSO stationery to support prisoners in progressing their complaints iii) establishing saps complaints handlers network iv) working with NIPAS prison complaint handlers to improve stationary used within SAPS	Accessibility	Project	Project defined	01/04/2023	01/07/2023	M	Action plan produced	Not started
PS15	Review the learning from the unallocated pool project to identify mechanisms for sifting and triage of post DCR cases going forwards	Capacity	Project	Project defined	01/04/2023	01/07/2023	h	Proposed changes to allocation pool management	Not started
PS16	A&G develop personal self-reflection process to review A&G telephone call recordings to share good practice and develop skills/techniques/tools	Capacity	Project	Project defined	01/04/2023	01/10/2023	M	process developed, implemented and tested	B/F from last year
PS17	Review existing mechanisms for cross team/inter-team working, to support greater cross team working, including considering the introduction of protected time for activities	Capacity	Project	Project defined	01/04/2023	31/03/2024	m	completion of review with recommendation	Not started
PS18	Quality - consider introducing the use of read aloud software and greater peer review for checking quality and accessibility of our casework communications and to potentially support us to help streamline the structure of our decision letters	Access to justice	Project	Project defined	01/10/2023	31/03/2024	m	Consideration completed with recommendations	Not started
PS19	Efficiency - update the process to request and access consent forms – clarify consent forms to make it easier for people to fill in	Capacity	Project	Project defined	01/07/2023	01/10/2023	m	process updated	Not started
PS20	Review the level of accessibility of the service through i) considering software packages to assess the readability of our letters ii) further developing the support/pathways for neurodivergent individuals to access our services iii) more clearly capturing the reasons for reasonable adjustments on Workpro – clearly linking requested adjustment to the requirement and capturing reasons/rationale for this iv) improving access to different types of forms (e.g. word docs, paper forms) to be as inclusive as possible and iv) using data to reach under represented groups	Accessibility	Project	Project defined	01/04/2023	31/03/2024	m	completion of review with recommendations	Not started
PS21	Review how we identify recurring themes and trends including at the point casework is coming into the office and also considering our approach to thematic reports and whether these need to be increased to drive efficiency and impact in our casework process.	Capacity	Project	Project defined	01/07/2023	31/03/2024	m	completion of review with recommendations	Not started

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*
SW01	Case-handling times - SWF Reviews of Crisis Grants	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	95% of cases closed or progressed in **1** working day or fewer (from receiving all information)	Not started
SW02	Case-handling times - SWF Reviews of Community Care Grants	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	95% of cases closed or progressed in **21** working days or fewer (from receiving all information)	Not started
SW03	Case-handling times - SWF Reviews of Self-Isolation Support Grants	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S	95% of cases closed or progressed in 1 working day or fewer (from receiving all information)	Not started
SW04	Case-handling process SWF - monitor practice, review and update case handling guidance, and disseminate through updates and training	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	S/H	Report to LT quarterly confirming learning captured and action taken and planned	Not started
SW05	Reconsiderations	Access to justice	BAU	As required	01/04/2023	31/03/2024	H	95% of decisions are correct, Quarterly reporting to LT	Not started
SW06	Monitor SG SWF Guidance, provide feedback and engage in review	Standards	BAU	As required	01/04/2023	31/03/2024	S/H	Ad hoc updates and annual report to LT	Not started
SW07	Produce content for SWF section of annual report	Access to justice	BAU	Annual	01/04/2023	31/03/2024	S	Published Annual Report	Not started
SW08	Resourcing: monitor, plan and arrange recruitment to maintain appropriate level of staff resources for SWF	Capacity	BAU	Monthly	01/04/2023	31/03/2024	H	Achievement of KPIs	Not started
SW09	Performance reporting: Service standards - monitor performance against service standards using internal and stakeholder feedback and identify and implement improvements	Access to justice	BAU	Quarterly	01/04/2023	31/03/2024	M	- Quarterly report to LT as part of business plan update	Not started
SW10	Maintain effective engagement with stakeholders via appropriate channels, working with ISE	Access to justice	BAU	As required	01/04/2023	31/03/2024	M	- Quarterly report to LT as part of business plan update - Consider as part of C&E strategy once available.	Not started
SW11	Produce SWF text for monthly commentary as well as additional comms materials as and when required.	Access to justice	BAU	Monthly	01/04/2023	31/03/2024	M	- monthly content to ISE	Not started
SW12	Review QA results (casework and telephone) and implement learning/ amend process as required.	Access to justice	BAU	Quarterly	01/04/2023	31/03/2024	M	- report of findings and recommendations to LT	Not started
SW13	Maintain and promote professional development of staff and ensure team is appropriately resourced and skilled.	Capacity	BAU	Continuous	01/04/2023	31/03/2024	M	Achievement of SWF function and business plan objectives.	Not started
SW14	Once new approach to customer surveying is developed and implemented, analyse results to assess customer experience of SPSO SWF quality of service delivery	Accessibility	BAU	Continuous	01/04/2023	31/03/2024	M	- report of findings and recommendations to LT	Not started

No	Activity *description of task/ activity/ project*	Strategic Theme *Select*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*
SWF15	Monitor and escalate recurring casework issues line with the Support and Intervention Policy	Access to justice	BAU	Continuous	01/04/2023	31/03/2024	H	- Quarterly report to LT as part of business plan update	Not started
SW16	Work with stakeholders on the Policy Advisory Group to develop recommendations for improvement following publication of SWF Review Report	Access to justice	Project	Project defined	01/04/2023	31/03/2024	S	Ad hoc updates and annual report to LT	Not started
SW17	Work with ISE to investigate the development of common standards for the processing of, and reporting on, local handling of applications (particularly at tier 1)	Standards	Project	Continuous	01/04/2023	31/03/2024	M	- Quarterly report to LT as part of business plan update	Not started
SW18	Develop and deliver a programme of training for LA's on key topics - to include virtual and recorded sessions.	Standards	Project	Project defined	01/04/2023	31/03/2024	M	- Quarterly report to LT as part of business plan update	Not started
SWF19	Analyse call volumes/timings and review IVR messaging with the view to increasing efficiency	Capacity	Project	Project defined	01/04/2023	30/06/2023	M	- Quarterly report to LT as part of business plan update	Not started
SWF20	Establish a formal data sharing process with the DWP and SSS. This may require support from LPO.	Access to justice	BAU	Project defined	01/04/2023	30/09/2023	H	- Quarterly report to LT as part of business plan update	Not started
SWF21	Investigate the implementation of additional internal quality measures such as peer review	Standards	Project	Project defined	01/04/2023	31/03/2024	M	- Quarterly report to LT as part of business plan update	Not started
SWF22	Develop our experience of agile project management throughout the year starting with a sprint relating to reviewing our process when applicants disengage.	Capacity	Project	Project defined	01/04/2023	31/03/2024	M	- Quarterly report to LT as part of business plan update	Not started
SWF23	Work with ISE to explore how they can support SWF to develop web tools, resources and training materials for LAs, to improve practice and promote learning	Capacity	Project	Project defined	01/04/2023	31/03/2024	L	- Quarterly report to LT as part of business plan update	Not started
SWF24	Review how we currently record case summaries with the view to assessing impact and increasing efficiency	Capacity	Project	Project defined	01/04/2023	30/06/2023	M	- Quarterly report to LT as part of business plan update	Not started