



Business plan 2021-2022

Scottish Public Services Ombudsman

**INDEPENDENT
NATIONAL
WHISTLEBLOWING
OFFICER**

People Centred | Improvement Focused



**SCOTTISH
PUBLIC
SERVICES
OMBUDSMAN**

People Centred | Improvement Focused



SPSO Business Plan 2021-22 Explanatory Notes

Introduction

This document sets out the Scottish Public Services Ombudsman’s annual business plan for the period from 1 April 2021 to 31 March 2022. It sets out what we will do this year to deliver our strategic vision and aims. It should be read in conjunction with our Strategic Plan 2020-2024.

<p>Vision</p> <p>The Scottish Public Services Ombudsman contributes actively and positively to high performing Scottish public services. Recognised for our innovative world-leading approach, we put people and learning at the heart of all we do.</p>	<p>Strategic themes</p> <ul style="list-style-type: none"> • Accessibility • Access to justice • Capacity • Standards
---	--

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 2021-22 is £6,165,000 broken down as follows:	
•	Staff costs £4,900K
•	Running costs £678K
•	Bridgeside House costs £579k management of Bridgeside House for SPSO, SHRC and CYPSCS)
•	Less Total estimated SPSO income (£100,000)

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>
1	Case-handling - Advice (provide advice and signposting; and manage Freephone telephone advice service)	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	95% of cases advice stage completed within 5 days	On target
2	Case-handling - Initial Assessment (assess suitability and maturity; take action on premature cases)	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	80% of cases moved to Investigation within 15 days	On target
3	Case-handling - Investigations (including direct investigations and discontinued investigations)	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	90% of investigations completed within 260 days	On target
4	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	01/04/2021	31/03/2022	S/H	adequate resources to complete statutory functions to time and quality. Report to LT through other reports	On target
5	New CRs: Develop comprehensive induction package for new CRs joining the team	Capacity	Project	Project defined	01/07/2021	30/09/2021	S/H	Induction plan in place	On target
6	Maintain and promote professional development of staff and ensure team is appropriately resourced and skilled.	Capacity	BAU	Continuous	01/04/2021	31/03/2022	H	PDPs and team training plan in place	On target
7	Performance standards - monitor performance against service standards using internal and stakeholder feedbackand CSC, and identify and implement improvements	Standards	BAU	Quarterly	01/04/2021	31/03/2022	H	Quarterly report to LT as part of business plan update, including learning, reccs and details of action taken and planned	On target
8	Customer experience review phase 1 - monitor investigation procedure implementation to identify improvements and learning from case handling, though reflective learning reviews of closed cases for first 6 months	Access to justice	Project	Project defined	01/04/2021	30/09/2021	H	- Completed RLR on all completed investigations in first 6 months - Completed RLR on at 50% of premature complaints, OOJ and discontinued investigations in first 6 months - regular update to LT	On target
9	Customer experience review phase 2 - Develop approach to gaining service user feedback, based on review of the INWO EIA	Access to justice	Project	Project defined	01/07/2021	30/09/2021	H	- Reflect on expeiences from other teams in gaining customer feedback - Defined system for Customer feedback - Gain LT sign off on defined J24approach	Not started
10	Customer experience review phase 3 - Customer service feedback system in operation, to identify service improvements. Reflect on experiences from other teams effective CS feedback systems	Access to justice	Project	Project defined	30/09/2021	31/03/2022	H	- Define and implement customer service feedback system - Analyse feedback to identify service improvements - Report learning and improvements to LT	Not started
11	Engage with Critical Friends on service improvements to maximise impact	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	M	Report on activity to LT, including updates to our procedure (with appropriate LT approval)	On target
12	Conduct a review of the INWO DPIA to ensure all risks fully mitigated during case handling	Standards	Project	Project defined	01/04/2021	31/03/2022	H	Conduct review; findings and recommendations signed off by LT.	Not started

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>
13	Review Workpro functioning, to develop plans for improvements to take forward in 2022-2023	Capacity	Project	Project defined	31/12/2021	31/03/2022	M	Present proposals for future Workpro improvements, signed off by LT.	Not started
14	Engage with ISE L&I colleagues on development of SIP for INWO	Standards	Project	Project defined	01/04/2021	30/09/2021	H	- See ISE BP - Updated INWO guidance to reflect INWO SIP	On target
15	Engage with ISE CSA colleagues on intelligence on effective implementation of the Standards	Standards	BAU	Continuous	01/04/2021	31/03/2022	H	- See ISE BP - Updates and support for ISE work	On target
16	Engage with other regulators on case-work, to ensure effective handling of high risk/ overlapping cases	Standards	BAU	Continuous	01/04/2021	31/03/2022	M	- Quarterly meetings with regulators - Case specific engagement where appropriate - report of activity to LT	On target
17	Share casework intelligence with ISE L&I colleagues, feeding into SHICG	Standards	BAU	Monthly	01/04/2021	31/03/2022	H	- Provide quarterly casework updates for SHICG - Share relevant intelligence of themes and trends	On target
18	Monitor uptake of training modules and amend based on feedback	Capacity	BAU	Quarterly	01/04/2021	31/03/2022	M	- Monthly report to LT - Quarterly report to LT	On target
19	Produce content for INWO section of the Annual Report and Accounts	Access to justice	BAU	Annual	01/04/2021	30/09/2021	S	AR performance content	On target
20	Q1 addition: Review of website to ensure appropriate information for all audiences	Accessibility	Project	Quarterly	01/04/2021	31/08/2021	L	- Update to LT as part of quarterly reporting	On 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>
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	01/04/2021	31/03/2022	S	PI1 95% of cases where advice stage was completed within 5 days	On target
2	Case-handling - Early resolution, Investigations Level 1 & 2	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	PI2-30 50% of cases where ER stage was completed within 30 days PI2 95% of cases where ER stage was completed within 80 days	Slippage
3	Case-handling - Investigations Levels 1-4	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	PI3-130 20% of cases where Investigation stage was completed within 130 days PI3-195 50% of cases where Investigation stage was completed within 195 days PI3 85% of cases where Investigation stage was completed within 260 days	Slippage
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	01/04/2021	31/03/2022	M	- input information/ papers to LT - attendance at meetings - feedback to LT	On target
5	Ombudsman groups: contribute to OA (and other) special interest groups operating in the sector to share good practice and learning and development	Access to justice	BAU	As required	01/04/2021	31/03/2022	M	- feedback for SPSO specific items - OA published minutes - ad hoc reports and recommendations as required	On target
6	Review our communications with complainants about delays to our service.	Capacity	BAU	Continuous	01/04/2021	31/03/2022	H	Improved communication with complainants.	Slippage
7	Resourcing: monitor and plan recruitment to maintain appropriate level of staff resources for C&I	Capacity	BAU	Monthly	01/04/2021	31/03/2022	S/H	- Achievement of KPIs - Carry forward of cases at year end in line with target of less than 1000	On target
8	Manage, monitor and report on the performance of the Service Improvement Forum	Standards	BAU	Quarterly	01/04/2021	31/03/2022	M	Report of actions to Casework Performance Management Meeting	On target
9	Consider using 'snapshot' updates for multiple outstanding enquiries and recommendations for larger BUJs	Access to justice	Project	Project defined	01/07/2021	30/09/2021	M	Report with recommendations to LT	Not started
10	Review how extensive complaint submissions are managed to ensure the right information is received at the right time	Capacity	Project	Project defined	01/07/2021	30/09/2021	M	Report with recommendations to LT	Not started
11	Reviewing input of data into Workpro to minimise duplication	Capacity	Project	Project defined			M		On target
12	Develop 'time saving tool' in line with SWF product	Capacity	Project	Project defined	01/10/2021	31/03/2022	H	Increase in case closures.	On target
13	Service standards - Extend customer surveying to include prisoners and other complaint closure points (to be progressed via SIF)	Access to justice	BAU	Quarterly	01/04/2021	31/03/2022	H	Increase quarterly customer survey returns.	Slippage
14	Service standards - review information on timescales provided to complainants and bujs through the process to ensure it accurately reflects what is happening in practice	Access to justice	Project	Project defined	01/04/2021	31/07/2021	M	Review complete with recommendations as appropriate	Slippage
15	Reporting of PIs for first and second six months of the year separately in light of the impact of covid/lockdown on timescales moving into the first six months of 21-22	Capacity	BAU	Continuous	01/04/2021	31/03/2021	M	Update to reporting arrangements	On target
16	Close monitoring of allocation pool management, building on 20-21 project to identify further strategies to reduce timescales	Capacity	BAU	Continuous	01/04/2021	31/03/2021	H	Regular reporting and review through PSC monthly meetings to monitor and ensure quarterly improvements	On target
17	Review of allocation process from an operational and staff wellbeing perspective	Capacity	Project	Project defined	01/09/2020	01/12/2020	H	Review complete with recommendations as appropriate	Not started

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>
18	Review process for managing repeat complainants to identify efficiency gains	Capacity	Project	Project defined	01/07/2021	30/09/2021	M	Review complete with recommendations as appropriate	Not started
19	Scope out developing the inclusion of subject specific advice on SPSO online complaint form or subject specific complaint questions for commonly closed DCR subjects.	Accessibility	Project	Project defined	01/07/2021	30/09/2021	M	Scoping complete with recommendations	Not started
20	Work with DCRs to reword SPSO's complaint form to ensure correct information is obtained on complainants first complaint submission narrative.	Accessibility	Project	Project defined	01/04/2021	31/07/2021	M	Scoping complete and recommendations implemented.	Not started
21	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	01/04/2021	30/09/2021	M	Scoping complete and new form developed.	Not started
22	Develop process for A&G to begin using 'complaint handling marker' to identify complaint handling issues that are generating premature complaints to SPSO	Accessibility	BAU	Continuous	01/04/2021	30/06/2021	H	Develop/increase statistical information gathered from premature complaints.	Not started
23	Prison premature study – complete and progress any recommendations from the study	Accessibility	Project	Project defined	01/04/2021	30/09/2021	M	Study complete with recommendations.	Not started
24	Review all general email box template responses to include link to new SPSO video where appropriate	Accessibility	BAU	Annual	01/04/2021	30/06/2021	M	Review complete with SPSO video signposted to in many more communications.	Not started
25	Develop (with comms colleagues) more videos for SPSO website, with visual messages delivering responses to frequently asked questions by complainants.	Accessibility	Project	Project defined	30/09/2021	31/03/2022	M	Videos produced and displayed on website.	Not started
26	Prepare advocacy SPSO education pack to be issued when complaints are submitted incomplete or premature by advocacy agencies	Accessibility	Project	Project defined	30/06/2021	31/12/2021	M	Packs produced, distributed and reduction in premature complaints from particular agencies.	Not started
27	Review, simplify and make accessible our : how to complain message, advice on experiencing complaint handling delays and signposting information on SPSO website	Accessibility	BAU	As required	01/10/2021	31/12/2021	M	Reduction in emails asking for advice that is readily available on SPSO's website.	Not started
28	Improve accessibility of SPSO online complaint form	Accessibility	BAU	Annual	01/06/2021	31/03/2022	M	Continue to receive a high volume of online complaint submissions	Not started
29	Piloting of resolutions guidance	Access to justice	Project	Project defined	01/10/2020	31/03/2021	H	Delivery of guidance	On 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>
1	Case-handling times - SWF Reviews of Crisis Grants	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	95% of cases closed or progressed in 1 working day or fewer (from receiving all information)	Exceeded
2	Case-handling times - SWF Reviews of Community Care Grants	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	95% of cases closed or progressed in 21 working days or fewer (from receiving all information)	Exceeded
3	Case-handling times - SWF Reviews of Self-Isolation Support Grants	Access to justice	BAU	Continuous	01/04/2021	01/04/2022	S	95% of cases closed or progressed in 1 working day or fewer (from receiving all information)	On target
4	Case-handling process SWF - monitor practice, review and update case handling guidance, and disseminate through updates and training	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S/H	Report to LT quarterly confirming learning captured and action taken and planned	On target
5	Reconsiderations	Access to justice	BAU	As required	01/04/2021	31/03/2022	H	95% of decisions are correct, Quarterly reporting to LT	On target
6	Monitor SG SWF Guidance, provide feedback and engage in review	Access to justice	BAU	As required	01/04/2021	31/03/2022	S/H	Ad hoc updates and annual report to LT	On target
7	Produce content for SWF section of annual report	Access to justice	BAU	Annual	01/04/2021	31/03/2022	S	Published Annual Report	Completed
8	Resourcing: monitor, plan and arrange recruitment to maintain appropriate level of staff resources for SWF	Capacity	BAU	Monthly	01/04/2021	31/03/2022	H	Achievement of KPIs	On target
9	Performance reporting: Service standards - monitor performance against service standards using internal and stakeholder feedback and identify and implement improvements	Capacity	BAU	Quarterly	01/04/2021	31/03/2022	M	- Quarterly report to LT as part of business plan update	On target
10	Maintain effective engagement with stakeholders via appropriate channels, working with ISE	Accessibility	BAU	As required	01/04/2021	31/03/2022	M	- Quarterly report to LT as part of business plan update - Consider as part of C&E strategy once available.	On target
11	Produce SWF text for monthly commentary as well as additional comms materials as and when required.	Standards	BAU	Monthly	01/04/2021	31/03/2022	M	- monthly content to ISE	On target
12	Review QA results (casework and telephone) and implement learning/ amend process as required.	Capacity	BAU	Quarterly	01/04/2021	31/03/2022	M	- report of findings and recommendations to LT	On target
13	Maintain and promote professional development of staff and ensure team is appropriately resourced and skilled.	Capacity	BAU	Continuous	01/04/2021	31/03/2022	M	Achievement of SWF function and business plan objectives.	On target
14	Assess customer experience of SPSO SWF quality of service delivery	Accessibility	BAU	Continuous	01/04/2021	31/03/2022	M	- report of findings and recommendations to LT	On target
15	Based on results of the local authority survey (action 34) consider appropriate actions to improve the impact of our findings.	Access to justice	Project	Project defined	01/05/2021	31/03/2022	M	Report and update guidance and advice as appropriate	On target
16	Conduct seminar(s) for decision makers (either virtually or in person) covering key topics for supporting effective decision making.	Standards	Project	Project defined	01/04/2021	31/03/2022	M	- Report and recommendations to LT	Not started
17	Produce targeted communication for councils based on what would be considered useful for learning purposes (for example sharing case summaries on specific themes/ case types).	Standards	Project	Project defined	01/04/2021	31/03/2022	M	- report of findings and recommendations to LT	Not started
18	Review information contained within the complaints handling marker to identify any recurring themes.	Standards	Project	Project defined	01/04/2021	30/09/2021	M	- Report to MCPM and Director	Not started
19	Review our communication with councils to better understand their perspective and facilitate greater understanding of our findings	Access to justice	Project	Project defined	01/04/2021	31/10/2021	M	- report of findings and recommendations to LT	Not started
20	Review the decision letter to remove repetition and unnecessary content	Accessibility	Project	Project defined	01/04/2021	31/10/2021	M	- Report and recommendations to LT	Not started
21	Review the data arising from the new signposting section of Workpro to identify accessibility issues and time spent delivering advice to councils	Accessibility	Project	Project defined	01/04/2021	30/09/2021	M	- report of findings and recommendations to LT	On target
22	Develop our knowledge and application of SIP to handle recurring issues where councils do not amend their practice following our feedback (support from ISE with collation of data and guidance on SIP policy would be helpful/ also support from LT through escalation routes as required)	Standards	Project	Project defined	01/04/2021	31/03/2022	M	- report of findings and recommendations to LT	On target
23	Develop resources on our website that can be used as training materials for local authorities eg. faqs and videos discussing key topics.	Standards	Project	Project defined	01/04/2021	31/03/2022	M	- report of findings and recommendations to LT	Not started

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>
1	BH Handbook: Health, safety, security - review and update, disseminate through updates and training, and monitor practice.	Access to justice	BAU	Annual	01/04/2021	31/03/2022	S	- LAW review report to LT	On target
2	BH Handbook: MoU - review and update, disseminate through updates and training, and monitor practice.	Access to justice	BAU	Annual	01/04/2021	31/03/2022	S	- Review undertaken and signed off by BHMG	On target
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, ensure carbon management practices maintained, supplies and equipment maintained,	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	- Bridgeside House facilities maintained - prioritised preventative maintenance actioned	On target
4	BH: Health, Safety and Security (H&S service) - promoting health, safety & security with on-going management in Bridgeside House working environment. Provide ongoing effective health and safety service and advice to staff WFH	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	H	-Provide quarterly update -H&S group meeting deliver on actions -Deliver H&S aspects of work from home policy	On target
5	BH: Health, Safety and Security (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. Office 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	01/04/2021	31/03/2022	S	- Annual H&S Assurance Statement to SPSO - Training and updates disseminated to all staff - Low residual risk in operational risk register - 2 fire drills annually evacuate in 3 minutes - Pass annual H&S audit	On target
6	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 & office work environments	Access to justice	BAU	Annual	01/04/2021	31/03/2022	S	- All new staff completed H&S+S Induction - Annual H&S + S training - Annual DSE training	Exceeded
7	BH: Mail & delivery management - provide efficient service for pick-up of all mail & deliveries	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	H	- secure & timely mail support services	On target
8	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	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	H	- contracts delivering on service expectations	On target
9	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, supporting events, monitoring costs, billing, technology	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	H	- shared space, AV & equipment requirements managed fairly and rooms fit-for-purpose	On target
10	Climate change duties: Implement climate change actions from plan and working towards 2030 target of Net Zero. Develop a carbon emergency strategy and organisational changes	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	- Action plan implemented and reported in Climate Change Duties report	On target
11	Climate change duties: monitor primary energy usage and waste management	Access to justice	BAU	Monthly	01/04/2021	31/03/2022	S	- Continued reduction in our Baseline carbon footprint (2015/16 72 tCO2e)	On target
12	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	01/04/2021	31/03/2022	S	- Published annual report	On target
13	Climate change duties: produce and publish Environment, Sustainability and Biodiversity Annual Report	Access to justice	BAU	Annual	01/04/2021	31/03/2022	S	- Published annual report	On target
14	Decision Review: carry out decision reviews in a timely manner	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	H	40% in 50 working days, 95% in 90 working days	Slippage
15	Finance: Annual Budget BH - plan and prepare submission for SPCB, including resource planning, staff and non-staff; profile approved budget	Access to justice	BAU	Annual	01/04/2021	31/03/2022	S	- Annual budget submission, signed off by LT	On target
16	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	01/04/2021	31/03/2022	S	- Annual budget submission, signed off by LT	On 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>
17	Finance: Audit, External - Annual report and Accounts - 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	01/04/2021	31/03/2022	S	- Agreed External Audit annual plan - External Audit Report	On target
18	Finance: Audit, Internal - produce and deliver Internal Audit Plan	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	M	- Internal Audit Plan, signed off by LT - Internal Audit reports to LT and AAB, accompanied by Dir-CS responses to any recommendations	Completed
19	Finance: Expenditure - BH - monitor and manage expenditure against budget plan and report to BHMG	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	- 5% variance: budget to actual spend at year end - monthly spend against budget statement to BHMG with recommendations - Reported in Annual Report and Accounts	On target
20	Finance: Expenditure - pay invoices against approved orders and process payment of creditors	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	100% of undisputed invoices paid within 30 working days Reported in quarterly to LT	On target
21	Finance: Expenditure - SPSO - monitor and manage expenditure against budget plan	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	- 5% variance: budget to actual spend at year end - monthly spend against budget statement to LT with recommendations - Reported in Annual Report and Accounts	On target
22	Finance: Income BH - issue and monitor receipt of payment for all ad hoc income	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	M	- all income received in year	On target
23	Finance: Income SPSO - issue and monitor receipt of payment for all ad hoc income	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	M	- all income received in year	On target
24	Finance: Procurement - consumables - procure and manage office stock, travel, accommodation arrangements and support tender processes, ensuring SPSO procurement policy is followed.	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	- Published current contract list	On target
25	Finance: Procurement - ICT - procure and manage ICT hardware requirements, including tracking and future planning for replacement equipment.	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	- staff have suitable equipment to carry out their roles.	On target
26	Finance: Procurement - professional advice - procure and manage contracts for services and professional advice ensuring best value for money	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	- Published current contract list	On target
27	Finance: Statements of Expenditure - produce and publish under Section 31 of the PSR (Scotland) Act 2010, and details of contractors	Access to justice	BAU	Annual	01/04/2021	31/03/2022	S	- Published annual report	On target
28	Governance: Business plan - coordinate and produce annual plan	Access to justice	BAU	Annual	01/04/2021	31/03/2022	H	- Published business plan	On target
29	Governance: Business plan - coordinate quarterly update and publication	Access to justice	BAU	Quarterly	01/04/2021	31/03/2022	H	- Updated plan republished quarterly	On target
30	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	01/04/2021	31/03/2022	S	- Effective incident management - quarterly updates to Leadership Team	On target
31	Governance: Incident register - record and report all Information Governance incidents in line with the Risk and Incident policy and data breach procedures	Access to justice	BAU	As required	01/04/2021	31/03/2022	S	- Effective incident management - quarterly updates to Leadership Team	On target
32	Governance: Risk - Business Continuity Plan - reiew and update annually, undertake tests with IRT	Capacity	BAU	Annual	01/04/2021	31/03/2022	H	- Effective risk management	Not started
33	Governance: Risk - strategic and operations registers - prepare annually in line with business planning process	Capacity	BAU	Annual	01/04/2021	31/03/2022	H	- Effective risk management	On target
34	Governance: Risk - strategic and operations risk registers - coordinate regular reviews, update, and publish strategic risk register.	Access to justice	BAU	Quarterly	01/04/2021	31/03/2022	H	- Effective risk management	On 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>
35	Governance: Secretariat - provide secretariat to Advisory Audit Board and Leadership Team	Access to justice	BAU	Quarterly	01/04/2021	31/03/2022	H	- Annual meeting schedule planned and issued - Papers prepared and issued at least one week prior to meeting - Declarations of interest published	On target
36	HR: Equalities and Human Rights - monitor, report and review practice	Access to justice	BAU	Annual	01/04/2021	31/03/2022	S	- include in annual HR report	On target
37	HR: Equalities and Human Rights - Organise a celebration of International Woman's Day	Access to justice	BAU	Annual	01/01/2022	31/03/2022	L	- Annual events planned for All Staff attendance	Not started
38	HR: Health and wellbeing - IIP Health and Wellbeing review	Capacity	BAU	Continuous	01/04/2021	31/03/2022	M	- Maintain Healthy Working Lives Accreditation	Slippage
39	HR: Health and wellbeing - Implement well-being strategy and plan	Capacity	BAU	Annual	01/04/2021	31/03/2022	H	- TBC by well-being group - % lost days due to sickness to not exceed PS average	On target
40	HR: Health and wellbeing - Monitor and annually report on the activities and achievements of the Mental Health and Wellbeing Group.	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	H	Continue to encourage support from colleagues and deliver objectives of group.	On target
41	HR: Learning and Development - Annual learning and professional development plan - annual manager training	Capacity	BAU	Annual	01/04/2021	31/03/2022	M	- Plan and deliver annual manager training session	On target
42	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	01/04/2021	31/03/2022	M	- PDPs completed with analysis, survey and IIP action plan incorporated - Plan shared with all staff	On target
43	HR: Learning and development - Annual learning and professional development plan - monitor progress against plan, particularly resources.	Capacity	BAU	Quarterly	01/04/2021	31/03/2022	M	- Well skilled workforce - Annual report to LT	On target
44	HR: Payroll - manage and maintain payroll	Access to justice	BAU	Monthly	01/04/2021	31/03/2022	S	- Staff paid promptly and correctly - Successfully audited accounts	On target
45	HR: provide the organisation with an effective HR service	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	- HR stats report to LT of the HR service, including workforce composition, absence management, staff performance management (summary level not personal information)	On target
46	HR: Resourcing - monitor, plan and recruit to maintain appropriate level of staff resource	Capacity	BAU	Monthly	01/04/2021	31/03/2022	H	- Delivery of CS statutory duties - Achievement of KPIs	On target
47	HR: Strategy - Annual staff survey and accompanying action plan		BAU	Annual	01/04/2021	31/03/2022	H	-Analysis of 2018-19 survey and action plan produced for 2019-20 business planning.	On target
48	HR: Strategy - Implement annual IIP assessment and agree actions	Access to justice	BAU	Annual	01/04/2021	31/03/2022	H	- IIP review and report completed and action plan produced for 2019-20 business planning.	On target
49	ICT: Applications - Ad hoc - ensure appropriate software applications are available and fit for purpose	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	H	- Appropriate applications available for staff to complete their roles and responsibilities	On target
50	ICT: Applications - Case-handling system (Workpro) - manage the maintenance and enhancement of application and casework EDMS	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	H	- Case-handling application up-to-date and meeting business and information management requirements	Slippage
51	ICT: Applications - Communication tools, including video conferencing - ensure appropriate software applications are available and fit for purpose	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	H	- Appropriate communication channels available for staff to complete their roles and responsibilities	On target
52	ICT: Applications - Document sharing (Connect) - ensure application is fully embedded and fit for purpose	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	H	- Appropriate document sharing applications available for staff to complete their roles and responsibilities	On 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>
53	ICT: Applications - eRDM - manage the maintenance and enhancement of non-casework electronic document file system	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	H	- EDMS meeting information management requirements	On target
54	ICT: Applications - Performance reporting - support the development of statistical reports from case-handling system, providing liaison with contractor.	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	M	- SQL Report builder and data bases are correct and working, all issues reported to Contractor on time	On target
55	ICT: Hardware - monitoring and management of IT hardware	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	H	- Functioning, fit for purpose hardware - exception reporting - Annual statement to LT	On target
56	ICT: Security and cyber resilience - implement Public Sector Action Plan for Cyber Resilience, monitor actions and report	Access to justice	BAU	Quarterly	01/04/2021	31/03/2022	H	- Acceptable level of residual risk - Exception reporting to LT - Up-to-date Information and Data related Policies and Procedures	On target
57	ICT: Security and cyber resilience - Annual refresher training for all staff on Cyber Security and IT Code of Conduct	Access to justice	BAU	Annual	01/04/2021	31/03/2022	S	- Appropriate use of ICT systems	On target
58	ICT: Security and cyber resilience - Cyber Essentials re-certification	Access to justice	BAU	Annual	01/04/2021	31/03/2022		- Cyber Essentials re-certification achieved	On target
59	ICT: Security and cyber resilience - Induction, training and user support	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	M	- Users operating all systems effectively	On target
60	ICT: Security and cyber resilience - IS installation (network) - monitor the maintenance of security and cyber resilience standards by contractor	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	H	- Regular meetings with business partner and annual service report.	On target
61	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	01/04/2021	31/03/2022	H	- Appropriate response times for level 1 ICT requests - Escalated calls logged with external contractors in good time	On target
62	ICT: Technical Support - Team ICT Champions - manage and support the network of Level 1 ICT support in teams.	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	M	- ICT Champs informed and confident, providing support effectively to team members	On target
63	ICT: Technical Support - Video conferencing tools - provide support and administration for executive level on-line meetings	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	H	- Appropriate communication channels available for LT/Management to complete their roles and responsibilities	On target
64	ICT: Telephony - monitoring and management of telephony network and hardware, including mobile communications and connectivity; providing technical support where required.	Accessibility	BAU	Continuous	01/04/2021	31/03/2022	H	- telephony functionality available for staff to complete their roles and responsibilities	On target
65	Information Governance: DP Subject access requests (including all DP rights requests)	Standards	BAU	Continuous	01/04/2021	31/03/2022	S	- Reporting performance against statutory target of one month	Slippage
66	Information Governance: FOI/EIR Requests and Reviews	Standards	BAU	Continuous	01/04/2021	31/03/2022	S	- Reporting performance against statutory target of 20 days	On target
67	Information Governance: manage information risks, coordinate mitigation procedures, and log and risk assess information assets	Standards	BAU	Continuous	01/04/2021	31/03/2022	S	- up-to-date log - report to LT in line with governance arrangements	On target
68	Information Governance: monitor compliance, and ensure documentation, controls and procedures are in place and applied (incl. DP registration, register of processing, DPIAs, DSAs, DPO MoU, privacy notices, processor contracts, EU exit, records management)	Standards	BAU	Continuous	01/04/2021	31/03/2022	S	- Non compliance reported to LT	On target
69	Information Governance: Progress Update Review of Records Management Plan	Standards	BAU	Annual	01/04/2021	31/6/2021	M	Review submitted	On target
70	Information Governance: Publication Scheme - review and update SPSO Publication Scheme, and Re-use, to ensure compliance	Standards	BAU	Annual	01/04/2021	31/03/2022	S	- Publication scheme compliant	Not started

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>
71	Information Governance: Retention and disposal - ensure retention and disposal of casework documents in line with policy (non-casework automated in eRDM)	Standards	BAU	Quarterly	01/04/2021	31/03/2022	S	- Annual assurance statement to LT - Annual file location audit - 100% of hard copy case files located securely and correctly recorded on CMS - ad hoc updating as required	On target
72	Information Governance: Training - implement compulsory data protection and ad-hoc information governance training and inductions	Standards	BAU	As required	01/04/2021	31/03/2022	S	- Evidence ALL staff receive update/ refresher training	On target
73	Ombudsman groups: contribute to OA (and other) special interest groups	Access to justice	BAU	As required	01/04/2021	31/03/2022	L	- As required	On target
74	Ombudsman groups: manage membership	Access to justice	BAU	As required	01/04/2021	31/03/2022	L	- Representatives identified and resource available	On target
75	Performance reporting: collation of quarterly statistics and year-to-date performance (FOI/EIR and DP rights requests eg SARs)	Access to justice	BAU	Quarterly	01/04/2021	31/03/2022	H	- Submitted to SIC on time - quarterly analysis report to LT	On target
76	Performance reporting: Professional advice - collation of statistics and year-to-date performance	Access to justice	BAU	Monthly	01/04/2021	31/03/2022	H	- quarterly analysis report to LT	On target
77	Performance Reporting: UAP - monitor application and effectiveness	Access to justice	BAU	Monthly	01/04/2021	31/03/2022	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
78	Professional Advice Service: Annual Report on advice service	Access to justice	BAU	Annual	01/04/2021	31/03/2022	M	Report on service	Not started
79	Professional Advice Service: deliver a well-resourced professional advice service	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	Continued reduction in the % of advice responses received in excess of 20 working days. (2016-17 Baseline 64.1%)	On target
80	Quality assurance: annual quality assurance plan proposal	Access to justice	BAU	Annual	01/04/2021	31/03/2022	H		On target
81	Quality assurance: Casework	Access to justice	BAU	Annual	01/04/2021	31/03/2022	H	- 95% of decisions correct - annual N77 report to LT of learning and action taken and recommendations for wider improvement initiatives	Not started
82	Quality assurance: Professional advice	Access to justice	BAU	6 monthly	01/04/2021	31/03/2022	H	- Six monthly report to LT of learning and action taken, and recommendations for wider improvement initiatives	Not started
83	Quality assurance: SWF decisions	Access to justice	BAU	6 monthly	01/04/2021	31/03/2022	H	- 95% of decisions correct - Annual report to LT of learning and action taken and recommendations for wider improvement initiatives	Not started
84	Quality assurance: Telephone	Access to justice	BAU	Annual	01/04/2021	31/03/2022	H	- Annual report to LT - assessment of quality of telephone calls against customer service standards. Actions taken and recommendations for wider improvement initiatives made	Not started
85	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	01/04/2021	31/03/2022	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	Slippage

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>
86	SPSO Policy Handbook: all volumes - ensure reviewed by owners and update in line with policy review cycle and ensure effective dissemination	Access to justice	BAU	Continuous	01/04/2021	31/03/2022	S	- Up-to-date, legally and standards compliant, policies and procedures - Annual self-certification by all staff	Slippage
87	SPSO Policy Handbook: Complaints and investigations guidance and processes - review and update, disseminate through updates and training, and monitor practice.	Access to justice	BAU	Quarterly	01/04/2021	31/03/2022	H	Report to LT quarterly confirming learning captured and action taken and planned	On target
88	SPSO Policy Handbook: Finance- review, update and ensure implementation of good governance arrangements.	Access to justice	BAU	Annual	01/04/2021	31/03/2022	S	- Internal audit report to LT	On target
89	SPSO Policy Handbook: Governance, risk and incident management policy - review annually in line with business planning process	Access to justice	BAU	Annual	01/04/2021	31/03/2022	S	- Internal audit report to LT	Not started
90	SPSO Policy Handbook: HR volumes - review and update, disseminate through updates and training, and monitor practice. (3-yr. rolling review of volumes)	Access to justice	BAU	Annual	01/04/2021	31/03/2022	H	- Review undertaken and signed off by LT	Slippage
91	SPSO 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	01/04/2021	31/03/2022	H	- Annual review undertaken and signed off by LT	Not started
92	SPSO Policy Handbook: Information governance - review and update information governance policies, processes and guidance covering data protection (including rights, breaches, security), FOI/EIR, records management, and supporting measures	Access to justice	BAU	Annual	01/04/2021	31/03/2022	S	- Review undertaken and signed off by LT	Not started
93	Survey management: administration and advice on all electronic surveys issued, including Customer, BUJ, SWF, Staff, etc.	Access to justice	BAU	As required	01/04/2021	31/03/2022	M	- Results provided on time	On target
94	Training ISE training officer administrative support. Booking forms, invoices, handouts and updating of materials	Access to justice	BAU	As required	01/04/2021	31/03/2022	H		On target
95	BH: Shared Area Management - Project to improve facilities - 1. Enhance shared areas to promote enhanced conference communication with remote video to reduce environmental impact 2. Enhance changing facilities to improve clean environment and wellbeing 3. Lighting Project for all BH offices and shared spaces to improve office environment 4. Future working initiatives to improve health, well-being, safety and security	Access to justice	Project	Project defined	01/04/2021	31/03/2022	M	- Delivery video conference to Boardroom - Deliver enhanced changing facilities - Deliver improved lighting for office facilities - Deliver future working initiatives	Completed
96	Finance: Audit, External - Annual report and Accounts - review the requirements in relation to Climate Change Financial Disclosures that will be mandatory by 2022	Access to justice	Project	Project defined	01/04/2021	31/03/2022	S	Report of findings and recommendations to LT.	Not started
97	HR: Accreditation - Achieve Carer First Accreditation	Access to justice	Project	Project defined	01/07/2019	31/03/2020	M	Accredited	Not started
98	HR: Business Continuity Planning - Scoping for moving to fully electronic HR service	Access to justice	Project	Project defined	01/04/2021	30/09/2021	M	Report to LT with recommendations	Not started
99	HR: Equalities and Human Rights - Review our commitments outlined in SPSO BSL Plan to ensure best practice	Capacity	Project	Project defined	01/04/2021	31/03/2022	M	- Report to LT with recommendations	Not started
100	HR: Future Working Arrangements Project	Capacity	Project	Project defined	01/04/2021	30/06/2021	H	- Project findings and recommendations on proposals for future working arrangements	On target
101	HR: HR policy review	Access to justice	Project	Project defined	01/04/2020	31/03/2021	M	- Up-to-date HR policies	Not started
102	HR: IT application - Scope HR and payroll information systems	Capacity	Project	Project defined	01/04/2020	31/03/2021	M	- Report to LT with recommendations	Not started
103	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	01/04/2021	31/03/2022	M	Implemented training programme	Not started
104	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	01/10/2021	31/03/2022	M	Report to LT and include any recommendation within the IIP/staff survey action plan recommendations	Not started

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>
105	HR: Learning and Development - Review of competency framework and associated HR activities	Access to justice	Project	Project defined	01/04/2020	31/03/2021	M	- Updated and approved values-based competency framework - Update recruitment, performance management, learning and development processes and documents in line with outcomes	Not started
106	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	01/10/2021	31/03/2022	M	Project findings and recommendations	Not started
107	HR: Resourcing - Diversity: Review SPSO approach to diversity, inclusion and equality across all areas of work: what we measure, how and how frequently, and contribute to a new Diversity, Equality and Accessibility Strategy.	Accessibility	Project	Project defined	01/04/2020	31/03/2021	S	Approved and effective Diversity and Inclusion Policy and Plan	Not started
108	HR: Resourcing - explore option of creating additional complaints investigation capacity through establishment of a pool of contractor CRs	Access to justice	Project	Project defined	01/09/2020	31/03/2021	M	- Delivery of project outcome	Not started
109	HR: Strategy - Develop and implement people strategy	Capacity	Project	Project defined	01/04/2021	31/03/2022	M	- People strategy to LT	Not started
110	HR: Strategy - Develop Inclusion Diversity Equality and Accessibility Strategy	Capacity	Project	Project defined	01/04/2021	31/03/2022	H	- Inclusion and diversity strategy to LT	Not started
111	HR: Strategy - Organisational succession planning	Capacity	Project	Project defined	01/10/2021	31/03/2022	M	- Scoping, and report to LT with recommended plan	Not started
112	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	01/04/2021	31/03/2022	M	Recommendations and training implemented	Slippage
113	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	01/04/2021	31/03/2022	H	MS Teams training and guidance materials provided to staff on aspects to support roles and responsibilities	On target
114	ICT: Internal Support - review and evaluate effectiveness of ICT champion structure	Capacity	Project	Project defined	01/04/2021	31/03/2022	M	Project findings and recommendations	On target
115	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	01/04/2021	31/03/2022	M	Review submitted	Not started
116	Information Governance: Accountability Framework self assessment	Capacity	Project	Project defined	01/04/2021	31/03/2022	M		On target
117	Information Governance: Publication Scheme. A best practice self assessment using module 4 of the SIC toolkit also taken into account the actions identified by OSIC in their recent mystery shopping exercise 2018.	Access to justice	Project	Project defined	01/01/2020	31/03/2020	M	- Publication scheme compliant, demonstrating best practice	Not started
118	Professional Advice Service: Review the adviser raters	Access to justice	Project	Project defined	01/04/2021	20/09/2021	H	Report of findings and recommendations to LT.	Not started
119	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	01/04/2021	01/09/2021	H	Report of findings and recommendations to LT.	Not started
120	Quality Assurance: develop process and carry out QA of INWO cases	Standards	Project	Project defined	01/01/2022	31/03/2022	M	QA report	Not started
121	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	01/04/2021	31/03/2022	M	Report of findings and recommendations to LT.	Not started
122	BH: Shared Services Project - set-up and provide facilities services to the Biometrics Commissioner	Capacity	Project	Project defined	01/04/2021	31/03/2022	H	New accommodation and building services set up for the Biometrics Commissioner.	On target
123	Corporate Services: Shared Services Project - set-up and provide finance and governance services to the Biometrics Commissioner	Capacity	Project	Project defined	01/04/2021	31/03/2022	H	New finance and governance pro	On target
124	HR: Shared Services Project - set-up and provide HR services to the Biometrics Commissioner	Capacity	Project	Project defined	01/04/2021	31/03/2022	H	New HR services implemented for	On target
125	BH: SPSO Facilities - provide appropriate seating arrangements and workstations to incorporate INWO restructure and additional staff into the 2nd floor office, including provision to support paper-lite and new filing process.	Capacity	Project	Project defined	01/08/2021	31/12/2021	M	Seating plan in place	On 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>
1	Develop communications plan for INWO function: to include engaging with external stakeholders, publicising outcomes and sharing learning/good practice.	Accessibility	Project	Project defined	01/04/2021	31/03/2022	H	Project scope signed off by LT. Comms strategy for INWO to identify types, methods and frequency of communications	On target
2	Implement INWO Comms plan.	Accessibility	BAU	Monthly	01/01/2021	31/03/2022	H	Preparation and publication of monthly compendium updates and as appropriate quarterly reports of other Comms/Inwo engagements. All appropriate stakeholders notified. Monitoring of feedback and Comms activity undertaken & reported.	On target
3	Develop SWF Support and Intervention Policy for inclusion in SPSO SIP (x-ref to SWF21)	Capacity	Project	Project defined	01/04/2021	30/06/2021	H	SPSO SiP updated to reflect SWF legislative powers and SWF intervention/support process.	Completed
4	Develop INWO Support and Intervention Policy for inclusion in SPSO SIP	Capacity	Project	Project defined	01/04/2021	30/06/2021	H	SPSO SiP updated to reflect INWO legislative powers and INWO intervention/support process.	Completed
5	Review of Communities of Practice (what adds value, what can be improved)	Capacity	Project	Project defined	01/08/2021	31/12/2021	H	Project scope signed off by LT. Report with findings, conclusions and recommendations prepared for LT sign off.	On target
6	Finalise User engagement policy, ensuring accessibility / rights approach is integral to our approach	Accessibility	Project	Project defined	01/04/2021	30/06/2021	S/H	Project scope signed off by LT (completed). Policy developed for LT sign off, following testing with public/public bodies.	On target
7	Training: Training Officer support for other internal business areas' projects	Capacity	Project	As required	01/04/2021	31/03/2022	M	Support provided as required for training development led or initiated by other teams - dependent on priorities, available resources, and LT approval of project proposals.	On target
8	Plan and deliver annual event for Whistleblowing Champions	Standards	BAU	Annual	01/10/2021	31/12/2021	H	Content scope identified and signed off by LT. Location/date of event identified. Event delivered	Not started
9	Introduce Network of network chairs to share good practice across sectors and act as a sector Sounding Board in the way that SPSO interfaces with public bodies	Standards	Project	Project defined	01/07/2021	31/03/2022	L	Project scope signed off by LT. Network chairs consulted and terms of network identified and agreed.	C/F to next year
10	SPS Residential First Line Manager CH Network	Standards	Project	Project defined	01/10/2021	31/03/2022	L	Collaborative approach agreed with SPSO LT (for CR involvement) and with the SPS. Working jointly with 'expert CR' Terms of reference for network identified and agreed. Network introduced as BUA with support from ISE/Standards staff.	C/F to next year
11	Review and improve SPSO prisoner communications products - need to ensure accessibility for prisoners to SPSO.	Accessibility	Project	Project defined	01/03/2022	31/03/2023	L	Approach (including collaborative with PSC Manager colleague) identified and signed off by LT. Findings, conclusions and recommendations prepared for LT	C/F to next year
13	The independent review on Police complaints handling, (investigations and misconduct issues): Respond to recommendations/work collaboratively with PIRC	Standards	BAU	Project defined	01/04/2021	31/03/2022	M	Collaborative approach with PIRC as required	On target
14	Monitor and manage SPSO' s public profile.	Accessibility	BAU	As required	01/04/2021	31/03/2022	H	- Media monitoring – number of media mentions, media types - Engagement with SPSO newsletter, social media - Web traffic	On target
15	Implement (and monitor) the introduction of the Communications Strategy .	Capacity	BAU	As required	01/10/2020	31/03/2021	S/H	Were communication(s) received by target audience? When/how did they access information? Are target needs being met?	On target
16	Compile and Publish monthly compendium	Accessibility	BAU	Monthly	01/04/2021	31/03/2022	S	Compendium prepared to time and quality standard. Compendium published on time.	On target

17	Compile, draft, coordinate and Publish Annual Report and Accounts 2019/20	Capacity	BAU	As required	01/04/2021	31/03/2022	S/H	Publish Annual Report and Accounts: Draft report by June 2021 Final report prepared for September 2021, Annual Report and Accounts 2020/21 laid before Parliament October (and published) 2021	On target
18	A. Communications support for other internal business areas' BAU	Capacity	BAU	As required	01/04/2021	31/03/2022	M	Support provided as required subject to resource availability and other priorities.	On target
19	B. Communications support for other internal business areas' projects and improvement development	Capacity	Project	Monthly	01/04/2021	31/03/2022	M	Support of at least 1 day per month for the development of improvement plans and projects led or initiated by other team - dependant on priorities, available resources and LT approval of project proposals	On target
20	Complaints handling: engage with public bodies to provide advice, guidance and support on all aspects of good complaint handling and a positive complaints culture (taking into account the need to update materials to reflect modified MCHP/INWO Standards).	Standards	BAU	As required	01/04/2021	31/03/2022	S/H	-Public reporting on activity through SPSO Annual Report and Accounts, including demonstrable positive impact-Updates to LT, to demonstrable activity	On target
21	Support/play an active role in sector wide complaints networks.	Standards	BAU	As required	01/04/2021	31/03/2022	H	SPSO (ISE) presence at each of the sector network events held through the year	On target
22	Standards support advice and awareness for internal business areas	Standards	BAU	As required	01/04/2021	31/03/2022	H	Support provided as required subject to resource availability and other priorities.	On target
23	Conduct data & intelligence analysis to monitor performance	Capacity	BAU	Continuous	01/04/2021	31/03/2022	S/H	Dashboard Monthly/Quarterly reports to LT & CPM on themes, trends, patterns, findings and recommendations where appropriate, learning and actions taken or proposed for external improvements, including outcomes. Including: - Complaints statistics - monthly analysis report - Corporate statistics quarterly analysis report - quarterly analysis report SWF statistics	On target
24	Policy and legal support for other internal business areas	Capacity	BAU	As required	01/04/2021	31/03/2022	M	Support provided as required subject to resource availability and other priorities.	On target
25	Learning and Improvement support for other internal business areas	Accessibility	BAU	As required	01/04/2021	31/03/2022	M	Support provided as required subject to resource availability and other priorities.	On target
26	Customer Service Complaints, monitor and report on performance in service complaints handling	Accessibility	BAU	Quarterly	01/04/2021	31/03/2022	S/H	Preparation of quarterly customer service complaints reports presented to Leadership Team	On target
27	Customer Service Complaints, liaise with the Independent Customer Complaints Reviewer	Accessibility	BAU	As required	01/04/2021	31/03/2022	H	Respond to ICCR requests in a timely manner as required of ICCR	On target
28	Training: ongoing research and development of training materials	Accessibility	BAU	As required	01/04/2021	31/03/2022	M	Ongoing research and development to ensure courses are up-to-date	On target
29	Training: deliver SPSO training products	Capacity	BAU	As required	01/04/2021	31/03/2022	H	Respond to customer requests in a timely manner. Provide quarterly updates on training delivery	On target
30	Develop links with SPSO COPs in delivering ISE objectives for relevant sectors	Capacity	BAU	As required	01/04/2021	31/03/2022	M	ISE attend CoP meeting(s)/CoP rep attends sector network meeting	On target
31	Develop methodology for monitoring standards (CHP, INWO, SWF)	Standards	Project	Project defined	01/04/2021	21/12/2021	M	Project scope prepared and signed off, methodology meets specification in plan	C/F to next year
32	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	31/12/2023	H	Specifically in short term PSRO (Public Service Reform Order) as appropriate PSRO reminder in Autumn or visit SO revise position in Autumn 2020. Potentially, a report to be laid before parliament.	On target
33	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	01/07/2020	31/12/2021	M	Project scope prepared and signed off, change control process developed for LT sign off.	Not started

34	INWO - lead on introduction of INWO practitioners network	Standards	Project	Project defined	01/09/2021	31/03/2022	H	Invite expressions of interest, convene inaugural meeting, develop and agree terms of reference	On target
35	Review ISE resource requirement, plan, prepare and run ISE recruitment as required.	Capacity	BAU	Quarterly	01/04/2021	31/03/2022	H	Recruitment needs agreed by LT.	On target
36	UAP - revise and refresh (including Expected Behaviours)	Accessibility	Project	Project defined	01/04/2021	31/03/2022	H	Revised approach to managing behaviours presented to LT and signed off for implementation	On target
37	Performance reporting: Complaints - collation of statistics and year-to-date performance	Access to justice	BAU	Quarterly	01/04/2020	31/03/2021	S	- Dashboard - monthly analysis report to LT	On target
38	Performance reporting: Service standards - work with A&G mgr/ SIF, to externally report on performance against service standards using internal and stakeholder feedback	Access to justice	BAU	Quarterly	01/04/2020	31/03/2021	M	publish quarterly report	On target
39	Performance reporting: SWF - collation of statistics and year-to-date performance	Access to justice	BAU	Quarterly	01/04/2020	31/03/2021	S	- Dashboard - monthly analysis report to LT	On target
40	Performance Reporting: Annual stats - preparation and data cleansing	Access to justice	BAU	Annual	01/01/2021	31/03/2021	S	Published on website	On target
41	Performance Reporting: Annual stats - Stats production and checking	Access to justice	BAU	Annual	01/04/2020	30/06/2020	S	Published on website	On target
42	Information management - develop, build and maintain statistical reports from case-handling system	Access to justice	BAU	Continuous	01/04/2020	31/03/2021	S/H	- Scheduled reports accurate and issued on time	On target
43	Develop & Support Child Friendly CHP	Accessibility	Project	Project defined	01/04/2021	31/03/2023	S/H	Project scope developed and signed off by LT. Collaborative approach agreed with the Children and Young People's Commissioner Scotland. And other key stakeholders. CHP developed and published.	Not started
44	NHS MCHP review and revision	Standards	Project	Project defined	01/03/2022	31/03/2023	S/H	Project to follow similar scope to previous revisions of MCHPs	Not started
MID-YEAR PROJECTS									
45	Work stream working group leads and representation.	Standards	Project	Project defined	01/03/2021	31/03/2022	M	Individual Project driven	On target
46	Updated calendars to reflect dates when statutory reports must be published	Standards	Project	Project defined	01/07/2021	30/09/2021	M	All Calendars within ISE show clearly dates for publication	On target
47	Data Science Project	Standards	Project	Project defined	01/01/2022	30/09/2022	M	Apply, appoint, support MSc student for dissertation project. Develop a data dashboard to support service improvement	Not started
48	LA overview prep work	Standards	Project	Project defined	30/09/2021	31/03/2022	M	Draft ToR for LACHN after discussion. Need to capture and confirm purpose of LACHN and SPSO in relation to it.	Not started
49	Wider engagement for consultation (potential customers / users)	Accessibility	Project	Project defined			M		C/F to next year
50	ISE overview document	Accessibility	Project	Project defined	01/07/2021	31/12/2021	M		Not started
51	Call recording implementation project	Standards	Project	Project defined		31/12/2021	M		On target
52	Capturing casework at early stages (recommendation from Casework Intel workstream)	Standards	Project	Project defined	01/07/2021	31/03/2022	M	Scope project (led by Casework Intel Workstream - responsibility may pass to another team to take forward once LT sign off the project)	On target
53	ICCR review: activity tracking work	Standards	Project	Project defined	01/07/2021	30/09/2021	M	Recommendation from ICCR report: joint project for statistics working group (chaired by LI&PR Officer) and Heads of Investigation	Not started
54	Build capacity throughout office in knowledge sharing, and monitoring performance through information from SPSO casework management system	Standards	BAU	Project defined	01/07/2021	31/03/2022	S/H	Identifying opportunities and leading initiatives to build confidence and skills within office to run statistical reports and/or draw down information from casework management system; this will partially be fulfilled via the new Statistics working group/COP, but also through developing relationships with key colleagues, all-staff meetings	On target