



# Business plan 2024-25

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 2024 to 31 March 2025. It sets out what we will do this year to deliver our strategic vision and aims. It should be read in conjunction with our Strategic Plan 2020-2024.

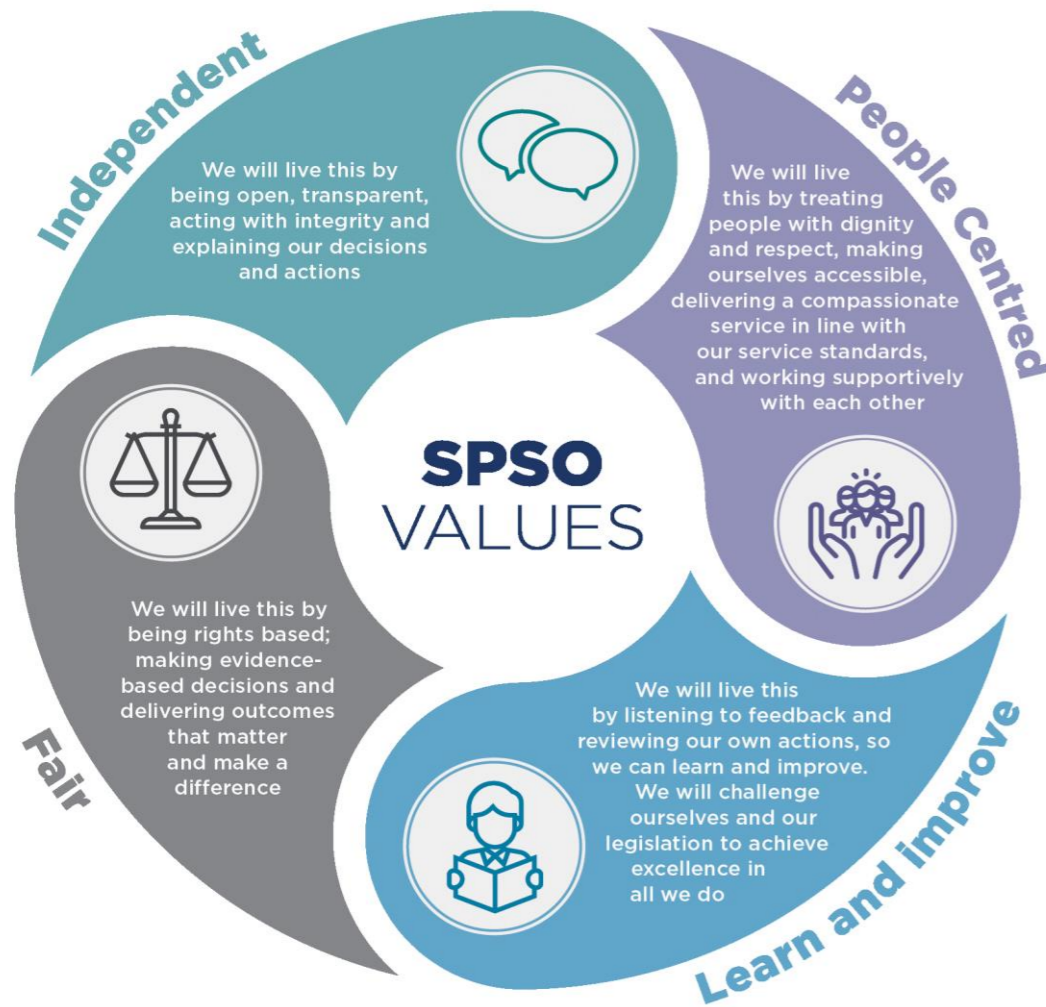
## Vision

The Scottish Public Services Ombudsman contributes actively and positively to high performing Scottish public services. Recognised for our innovative world-leading approach, we put people and learning at the heart of all we do.

## Strategic themes

1. Access to justice through everyday rights
2. Agile capacity
3. Standards and impact
4. Efficiency

## Values



## SPSO Strategic objectives 2024-2028

- We will develop and adopt rights-based approaches to complaints handling; updating and monitoring Model Complaints Handling Procedures and Model National Whistleblowing Standards to ensure rights are reflected in accessibility to public bodies complaints handling.
- 1 Procedures and Model National Whistleblowing Standards to ensure rights are reflected in accessibility to public bodies complaints handling.
  - 2 We will make our own services as accessible, and rights based as they can be, promoting awareness of the right to complain.
  - 3 We will continue to develop stakeholder relationships to contribute to development of fair, accessible Scottish public services, and wider access to justice environment.
  - 4 We will push for legislative change to enable us to make our services and those of other Scottish public bodies accessible and rights based.
  - 5 We will build and maintain our capacity, financial, human and infrastructure, to implement and deliver our statutory functions, taking an agile and flexible approach.
  - 6 We will be acknowledged for having well-trained, properly supported people, who have the tools they need to deliver our services.
  - 7 We will review and develop the support, guidance and training we offer to public bodies, complainants, and whistleblowers to enable them to develop their own capacity, to handle service complaints, whistleblowing concerns and applications to the Scottish welfare fund.
  - 8 We will monitor Scottish public bodies' complaint handling, Scottish Welfare Fund applications and whistleblowing handling, holding them to account for poor performance and giving credit for good performance.
  - 9 We will review the Model Complaints Handling Procedures and National Whistleblowing Standards, to ensure they remain fit for purpose.
  - 10 We will contribute to the development and/ or review of other standards and guidance to ensure they deliver services to the standards required.
  - 11 We will develop our capacity to gather and share information and data to enable us to make efficient and impactful interventions when complaint, and Scottish welfare fund services handling falls below accepted standards.
  - 12 We will promote good practice to drive efficiency in public sector complaints and Scottish welfare fund applications handling, to ensure learning is captured and applied to service delivery improvements.
  - 13 We will manage the organisation to deliver our statutory functions within budget in line with legislative requirements, our published customer service standards, and our performance targets.
  - 14 We will keep our approach under review to drive efficiency and ensure business continuity, taking an agile and open-minded approach to business and process development.

## Resources

**Total SPSO budget for 2024-25 is £7,395,000 broken down as follows:**

- Staff costs £6,118K
- Running costs £564K
- Bridgeside House costs £713k (managed by SPSO on behalf of others)
- Less Total estimated SPSO income (£80k)

## 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.

## 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	Strat Theme 1 Access to justice - rights	Strat Theme 2 Agile capacity	Strat Theme 3 Standards impact	Strat Theme 4 Efficiency	Type Select	Frequency Select	Start	End	Priority Select	Measure/ KPI/ Reporting	Status Select	Comment/ update - why not on target/ exceeded - actual achieved - important milestones achieved - if it is a new addition to the plan - policy decisions taken - why discontinued, or carried forward
1	Case-handling - Assessment and Guidance (assess suitability and maturity; provide advice and signposting; manage Freephone telephone advice service and enquiries inbox; and production of complaint records)	AJtER	Eff	S&I		BAU	Continuous	01/04/24	31/03/25	S	PI1 95% of cases where advice stage was completed within 5 days	Exceeded	In Q1 advice stage was completed in 5 days in 100% of cases
2	Case-handling - Early resolution	AJtER	Eff	S&I		BAU	Continuous	01/04/24	31/03/25	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	In Q1 33% of ER stage cases were completed within 30 days In Q1 65% of ER cases were completed within 80 days (increase of 5% from previous year)
3	Case-handling - Investigations	AJtER	Eff	S&I		BAU	Continuous	01/04/24	31/03/25	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	In Q1 10% of investigation stage cases were completed within 130 days In Q1 21% of cases were completed within 195 days In Q1 31% of cases were completed within 260 days (increase of 5% from previous year)
4	Information sharing casework related intelligence and outreach to relevant sector groups/professionals; e.g.. HIS Sharing Intelligence Group, Strategic Scrutiny Group;	AJtER				BAU	As required	01/04/24	31/03/25	M	- input information/ papers to LT - attendance at meetings - feedback to LT	On target	Regular attendance at HIS Sharing Intelligence Group.
5	Ombudsman groups: chair and contribute to OA (and other) special interest groups operating in the sector to share good practice and learning and development	AJtER				BAU	As required	01/04/24	31/03/25	M	- feedback for SPSO specific items - OA published minutes - ad hoc reports and recommendations as required	On target	OA First Contact meeting 28.6 - chaired by CN. CN attending OA Chairs Meeting 9.7 20.6- Ombudsman Clinical Network Meeting. OA Caseworkers meeting 01.07
6	Service standards - regularly review our communications with complainants about timescales and delays to our service to complainants and BUJs through the process to ensure it accurately reflects what is happening in practice	AC				BAU	Continuous	01/04/24	31/03/25	H	Improved communication with complainants.	On target	17.5 website refreshed re allocation delay now measured in weeks.
7	Resourcing: monitor and plan recruitment to maintain appropriate level of staff resources for C&I	AC				BAU	Monthly	01/04/24	31/03/25	H	- Achievement of KPIs - Carry forward of cases at year end in line with target of less than 1000	On target	Recruitment of CR to support interim structure on fixed term contract completed May 2024. Start date 15 July 2024.
8	Manage, monitor and report on the performance of the Service Improvement Forum	S&I				BAU	Quarterly	01/04/24	31/03/25	S/H	Report of actions to Casework Performance Management Meeting	On target	27.5 AS update re SIF work past and future via team channel. SIF subgroup met 27.5 to progress complaint tracker project, SIF met for 26.6. Paper being developed by SIF members for LT on complaint tracker.
9	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	AC				BAU	Continuous	01/04/24	31/03/25	M	Regular reporting and review through PSC monthly meetings to monitor and ensure quarterly improvements	On target	22.4; 17.5 ; 6.6 & 03.07 managers meeting update-allocation pool numbers monitored; all priority cases currently allocated as they come in. Unallocated numbers remain steady and are reviewed weekly.
10	Workpro templates. Review templates to ensure that they are accessible; accurate and current	AJtER				BAU	Continuous	01/04/24	31/03/25	M	Regular quarterly review	On target	Part 1 email template signatures reviewed ( TA email of 14.5 to PSC Group) . Part 2 is to remove redundant templates from workpro during Q2 . TM & ITO met on 4/07 to determine which templates need review and have identified CRs to carry out review. CRs requested to review any templates no
11	Chair and contribute to SPSO wide collaboratives	AJtER				BAU	Continuous	01/04/24	31/03/25	M	CR participation in collaboratives with feedback from collaboratives at PSC group meetings and ASM	On target	Feedback from collaboratives provided at PSC group meetings held in April and June ( May meeting was a training event so feedback carried over to June ) A&G report weekly at PLOW mtgs. New Chair/Vice Chair roles of Health COP
12	Complete quarterly reviews of customer satisfaction survey results	S&I	Eff			BAU	Quarterly	01/04/24	31/03/25	M	Monthly monitoring at HOS/mng mtgs, updates to QCPM mtg and Annual Report to LT.	slippage	On review of Feb-March pilot, LT agreed to extend into Q1. Distribution improvements in place April 2024. Continuous issues have been identified with the survey being issued by PSC CRs and are being addressed. Q1 survey results will be reviewed by PSC managers July 2024.
13	Contribute to Annual Report	AJtER	S&I			BAU	Annual	01/04/24	30/06/24	M	Contribute to Annual performance report providing the following sections: complaints overview;complaints assessment;complaints investigation;first contact and accessibility	Completed	All sections submitted by deadline of 22/05/24
14	Contribute to Good Complaints Handling/ Complaints Investigation Skills Training Courses	S&I				BAU	Continuous	01/04/24	31/03/25	M	Participate in and contribute to Good complaints handling and Investigation Skills Courses run by ISE	On target	Continued CR participation in scheduled training. CR representation on working group (first meeting held in Q1) set up to review and develop the training programme on offer

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15	Complete and carry out review of DCR Efficiency Agile Project (Statement of Reasons)	AC	Eff			Project	Project defined	01/04/24	30/09/24	H	Scrum reports; Report to LT	Completed	DCR team carried out a full review at an in office day on 7 May. Agile project paperwork sent to LT for consideration. Project signed off as complete by LT at 9 July meeting
16	Statement of Reasons: Once current DCR Efficiency Agile Pilot outcomes are known scope the possibility of using the Statement of Reasons format for other ER casework	AC	Eff			Project	Project defined	01/07/24	30/09/24	H	Monitoring of both output and quality. Trial by UPP. QA at 6 month point.	On target	Paper with new agile project proposal for other ER casework prepared and sent to LT for consideration on 9 July, along with BP15. Paper approved at LT on 9 July - proceeding with initial phase of project which will be review of SOR template in conjunction with UPP team members and then phase 1 roll
17	Agile Project-creating linked groups on Workpro to allow us to efficiently track multiple complaints from a complainant	Eff	AC			Project	Project defined	01/04/24	30/12/24	M	Scrum reports: report to LT	On target	Scrum meetings held May & June. Work to move known cases into new link groups complete. Training / instruction delivered to PSC staff at PSC group meeting in June. Continue to monitor new arrangements before taking paper to LT in Q2 (likely September)
18	Explore developing a search or reporting system on Workpro that will help CRs to identify similar cases. Consider the use of more specific subject codes, summaries, keywords and drop-down menus for capturing data.	Eff	S&I			Project	Project defined	01/04/24	31/03/25	M	New search / reporting prepared for Workpro and addition of any specific subject codes required.	On target	Meeting held on 3/6/24. A prototype has been developed for discussion at our next meeting.
19	Ensure that we are capturing relevant data on Workpro regarding the work we do in relation to SAERs	Eff	S&I			Project	Project defined	01/04/24	31/12/24	M	New fields prepared for Workpro in relation to capturing data on AERs.	On target	Meeting held on 3/6/24. Currently drafting a list of potential issues in relation to AERs.
20	Review the learning from the unallocated pool project to identify mechanisms for sifting and triage of post DCR going forwards	AC	Eff			Project	Project defined	01/10/24	31/12/24	M	To be carried out Q3 with paper to LT outlining key learning points from the project with recommendations for future development	Not started	Project to start in Q3 given increased volume of cases received
21	Consent: Simplify the process for obtaining consent and consider building in opportunities for people to provide the consents we need at earlier stages.	AJtER	Eff			Project	Project defined	01/07/24	31/12/24	M	Review current consent process to identify the appropriate points in the process to obtain informed consent to avoid delay post allocation. Report to PSC Managers Meeting	Not started	Project to commence Q2. Working group to be set up to involve ISE RO- for child -friendly input and LPO
22	Improve working practices in relation to the use and management of Connect Workspaces to improve efficiency	AC	Eff			Project	Project defined	01/04/24	30/06/24	M	Efficient working practices in place in relation to the use and management of Connect Workspaces.	Completed	Reviewed by ITOs in Q4 2023/24 and from April 2024 ITOs manage all buj workspaces and CRs manage adviser workspaces; instructions provided to CRs re how this will be managed (email of 28/2/24); tracker set up for ITOs to keep a note of every workspace with weekly reminders sent to
23	Develop IDEA 2024/25 workplan including adjustments and accessibility guidance document.	AJtER	Eff			BAU	Annual	01/04/24	31/03/25	M	Report to IDEA group; minutes from group	Completed	Completed by IDEA chair and communicated at AS mtg, June 2024.
24	Prison Information leaflet 1 – review and refresh	AJtER	Eff			Project	Project defined	01/04/24	31/12/24	M	Draft leaflets 1&2 to be approved by prison collab members, SPS then launched.	On target	This is a 2 part task. Part 1, prison premature sendback leaflet has been completed and is with comms for design work. Prison premature leaflet being developed by A&G.
25	HE/FE online subject specific complaint form	AJtER	Eff			Project	Project defined	01/10/24	31/03/25	M	HE/FE complainants channeled to subject specific form on website where unique subject specific information is obtained at first contact.	Not started	Start date moved to Q3 as HE/FE collab currently working on an improved subject specific leaflet. When complete this could inform the development work for the form.
26	Online complaint form – review wording and order of questions to encourage better quality responses	AJtER	Eff			Project	Project defined	01/10/24	31/12/24	M	Improved communication with complainants.	Not started	Project to commence Q3 to be informed by development of website complaint checker and changes now needed to form to incorporate CF information.
27	Develop website complaint checker (A&G with SIF)	AJtER	Eff			Project	Project defined	01/04/24	31/12/24	M	Complaint checker to be drafted and reviewed at PSC managers meeting to improve communication with complainants.	On target	SIF sub group meet 29/4 and 27/5 - project development underway. LT will be presented a proposal Q2.
28	Review health paper form to align with online form	AJtER	Eff			Project	Project defined	01/04/24	30/09/24	M	Improved communication with complainants and ensuring complainants are not digitally excluded.	On target	Completed 24/4. With comms.
29	Develop guidance website page and leaflet for complainants experiencing difficulty receiving a response to their complaint from BUJs including advocacy/support available	AJtER	Eff			Project	Project defined	01/07/24	30/09/24	M	Website page and leaflet to be drafted. Leaflet to be reviewed by PSC managers; website page reviewed by comms/ISE	Not started	Project to commence Q2.

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30	Phrase cards – refresh and develop for challenging conversations	AC	Eff			Project	Project defined	01/04/24	31/12/24	M	Improved staff confidence in dealing with challenging calls. Improved communication with complainants.	On target	Development underway after discussion at A&G away day May 2024.
31	Conduct themed call reflections for A&G and team discussions to develop skills/techniques/tools	AC	Eff			Project	Project defined	01/04/24	31/03/25	M	peer and group reflection and discussion(s) and note recorded of group discussion.	On target	Long calls reviewed and reflected upon at A&G Away Day May 2024.
32	Produce vulnerabilities training package for BUJs (with University of Glasgow and Kent University)	S&I	Eff			Project	Project defined	01/04/24	30/06/24	M	record of organisations downloading resource from website will be monitored.	Completed	Launched at OA conference, June 2024. Training package available on website June 2024
33	Consider potential outreach with female prison to introduce SPSO's service and establish reasons for minimal contact from female prison population.	AJIER				Project	Project defined	01/07/24	30/09/24	M	Improved communication with female prisoners.	On target	Initial scoping meetings held with SG 24.6 and 27.07. Workshops planned with a view to understanding prisoners experiences.
34	Review agile project re test 10 cases	AC	Eff			Project	Project defined	01/04/24	30/09/24	M	Scrum reports , report to LT	On target	Test 10 introduced Oct 23. As at 23.05 used 16 times.( 11 DCR; 2 UPP; 3 other CRs. As part of review CRs emailed on 23.05 and asked for comments. Paper giving update and asking for comments on next steps / sign off to be prepared for LT in Q2 (likely August)
35	Consider our approach to thematic reports and whether these need to be increased to drive efficiency and impact in our casework process.	AC				Project	Project defined	01/04/24	30/09/24	M	Bench marking exercise with other Ombudsman schemes re their approach to thematic reporting. Report to LT with recommendations	Completed	Bench marking exercise completed. Report recommendations approved by LT 30-07-24 in particular producing short focused spotlight type reports. Currently piloting this approach on an emerging issue in relation to SWF. The ECM to consider how learning from this can be
36	Produce Investigation Tips guidance for CRs	AC	Eff			Project	Project	01/04/24	30/09/24	M	Guidance document to be prepared and disseminated to relevant staff	Completed	Guidance document drafted by Hol and circulated to team managers for comment 01/05. Comments incorporated and guidance finalised. Disseminated to staff by email on 09/06 and incorporated into PSC Useful Guidance doc
37	Review PSC workflow descriptors and DCR function name	AC	Eff			Project	Project	01/07/24	31/12/24	M	Workflow descriptors that reflect the work carried out at each stage of the PSC process and DCR function name that reflects the work carried out at this stage of the PSC process	On target	Project proposal approved by LT 30/07/24

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1	Case-handling - <b>Advice</b> (provide advice and signposting; and manage Freephone telephone advice service)	AJtER	S&I			BAU	Continuous	01/04/2024	31/03/2025	S	95% of cases advice stage completed within 5 working days	Not started	
2	Case-handling - <b>Initial Assessment</b> (assess suitability and maturity; take action on premature cases )	AJtER	S&I			BAU	Continuous	01/04/2024	31/03/2025	S	95% of cases closed/ moved to Investigation within 60 working days	On target	
3	Case-handling - <b>Investigations</b> (including direct investigations and discontinued investigations)	AJtER	S&I			BAU	Continuous	01/04/2024	31/03/2025	S	80% of investigations completed within 260 working days	On target	
4	Case-handling - <b>Recommendations and post closure engagement</b> (follow up on recs and apply SIP as appropriate)	S&I	AJtER			BAU	Continuous	01/04/2024	31/03/2025	S	95% of recommendations followed up by deadline, and SIP engaged as appropriate	On target	
5	Ensure INWO guidance and templates are updated regularly and in line with evolving case handling practices, in year changes from peer review and L&D activities	AC	Eff			BAU	As required	01/04/2024	31/03/2025	M	- Improvements identified through casework and QA - Guidance docs updated to reflect practices - LT informed of changes via quarterly reporting	On target	
6	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	AC				BAU	Monthly	01/04/2024	31/03/2025	H	Adequate resources to complete statutory functions to time and quality. - Report to LT through quarterly reporting	On target	
7	Maintain and promote professional development of staff and ensure team is appropriately resourced and skilled.	AC	Eff			BAU	Continuous	01/04/2024	31/03/2025	M	PDPs and team training plan in place	On target	
8	Performance standards - monitor performance against service standards using internal and stakeholder feedback and CSC, and identify and implement improvements	S&I	Eff			BAU	Quarterly	01/04/2024	31/03/2025	M	Quarterly report to LT as part of business plan update, including learning, recs and details of action taken and planned	On target	
10	Engage with other regulators on case-work, to ensure effective handling of high risk/ overlapping cases and effective signposting	S&I				BAU	Continuous	01/04/2024	31/03/2025	M	Regular meetings with regulators - Case specific engagement where appropriate - Report of activity to LT	On target	
11	Share casework intelligence, feeding into ISE and SCHIN on themes and trends.	S&I				BAU	Monthly	01/04/2024	31/03/2025	H	Provide casework updates for SCHIN as appropriate Actions from SCHIN	Slippage	Changes to SCHIN group require a change in approach to gathering and reporting intelligence. Focus is now on trends and themes.
12	Produce content for INWO section of the Annual Report and Accounts	AJtER	S&I			BAU	Annual	06/05/2024	22/05/2024	S	AR performance content	On target	
13	Produce Prescribed Persons report for relevant period	AJtER	S&I			BAU	Annual	10/05/2024	30/09/2024	S	LT sign off Published	On target	Final draft expected June 24
14	Analyse board annual reports, update good practice guide and produce findings report.	S&I	AJtER			Project	Annual	01/04/2024	30/04/2024	H	Measure against KPIs within the standards. Hold workshop for NHS orgs Produce & publish findings report and updated guidance. Report to LT.	Completed	In addition developed and provided excel recording tool for Boards to use
15	Update INWO customer survey approach for investigations, to enable feedback from both parties, reflecting PSC questions whenever appropriate.	AJtER	Eff			Project	As required	01/04/2024	30/07/2024	H	Adapt existing customer survey approach used in wider SPSO for INWO investigation cases Feedback received & analysed Develop standard approach to engaging with BUJs at close of investigation cases	Slippage	
18	Reflect on learning from surveys and culture investigations. Ensure good practice is embedded in INWO processes and share learning with external stakeholders.	S&I	AJtER			Project	As required	01/05/2024	30/12/2024	H	- Build on work carried out during investigations - Develop methodology in INWO guidance - Develop team survey skills - Consider what guidance would be appropriate L19to support boards	Slippage	Scoping doc. required
19	Review Workpro functioning, and work with ICT to take forward appropriate changes	AC	Eff			Project	As required	01/04/2024	30/09/2024	M	- Complete project started in 23/24 - potential changes already identified - Liaise with LT re scale of changes suggested - Liaise with ICT to take forward changes	On target	
20	Reflect on first five resolution cases closed and consider what staff development may be appropriate to progress such cases. (review wider SPSO mediation project)			S&I	Eff	Project	As required	01/06/2024	30/09/2024	M	Develop team skills and confidence in facilitating resolution conversations Identify appropriate training, cost and seek approval from LT Likely to be shared across the org.	Not started	Scoping Doc required 29/05/24 INWO do yet have 5 cases, 4 at the moment

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21	Support ISE with engagement work, including ad hoc INWO resources and materials, speak up week, and contributions to network events as appropriate			S&I		BAU Plus	Continuous	01/04/2024	31/03/2025	M	Production of resources Delivery of SUW Improvements supported by data & feedback Engagement calendar	On target	
22	<b>Approach to specifying/summarising a concern, review HOC approach, ensure outcome focused</b> Review our current approach and consider other approaches, ensure consistency in approach across team.			S&I	Eff	Project	As required	01/05/2024	31/03/2025	H	Scoping Doc approved 21/05/24	On target	
23	<b>Discontinue Project</b> Put Guidance & templates in place to deal with any case which is discontinued, withdrawn or resolved.			S&I	Eff	Project	As required	01/04/2024	30/07/2024	M	Scoping Doc approved 21/05/24	Slippage	
24	<b>Recommendations - Outcome focused Training &amp; Tool</b> Deliver training session using outcomes focussed materials & put tool in place to improve Recs and consistence			S&I	Eff	Project	As required	01/05/2024	31/03/2025	H	Scoping Doc approved 21/05/24	On target	
25	<b>Detriment</b> Clarify the definition & approach in our casework, check jurisdiction & legal aspects including Employment law/HR. What protections can be offered. To apply to casework and communicate more widely.	AJtER		S&I	Eff	Project	As required	01/05/2024	30/12/2024	H	Scoping Doc approved 21/05/24	On target	
26	<b>Human Factors - Systems Thinking Project</b> Reviewing current work in this area and how this could be applied in whistleblowing, particularly scope of investigations and setting of recommendations.	AJtER			Eff	Project	As required	01/05/2024	31/03/2025	L	Scoping Doc approved 21/05/24	On target	
26	<b>Scoping Project - Review of the Standards</b> Establish what we mean by review of the WB Standards -major revisiting of the Standards -light touch review to address immediate things and incorporation of matters that had been subject of FAQs -something in between recognising there need to be some fixes to particular areas and whether it needs to be on the face of the standards and/ or in supporting guidance			S&I		Project	As required	01/08/2024	30/10/2024	M	See EC draft options doc.	Not started	
27	<b>Review temporary structure INWO sign off Arrangements in Q3</b> Sign off arrangements are within Section 1 of the guidance As agreed with RA and TU INWO arrangements differ to other areas due to risk, its agreed that this approach can be reviewed in Q3 with a view to assessing risk at that time and potentially bringing some areas in line with PSC			S&I		Project	Q3	01/08/2024	30/10/2024	M	See current temporary arrangements and review amendments and comms with RA and TU Review risk areas against risk register Review PSC to assess what can be brought in line	Not started	



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													- why not on target/ exceeded - actual achieved - important milestones achieved - if it is a new addition to the plan - policy decisions taken - why discontinued, or carried forward
1	Case-handling times - SWF Reviews of Crisis Grants	AJtER			Eff	BAU	Continuous	01/04/24	31/03/25	S	95% of cases closed or progressed in 1 working day or fewer (from receiving all information)	On target	There is an issue with the KPI in report at present so it isn't possible to give an accurate figure - confident this will be over 95%, however. Ticket raised
2	Case-handling times - SWF Reviews of Community Care Grants	AJtER			Eff	BAU	Continuous	01/04/24	31/03/25	S	95% of cases closed or progressed in 21 working days or fewer (from receiving all information)	On target	As above - believe target met but aware of 2/3 cases that were over timescale (report showing 100% met)
3	Case-handling process SWF - monitor practice, review and update case handling guidance, and disseminate through updates and training	AJtER		S&I		BAU	Continuous	01/04/24	31/03/25	S/H	Report to LT quarterly confirming learning captured and action taken and planned	On target	
4	Reconsiderations	AJtER				BAU	Continuous	01/04/24	31/03/25	H	95% of decisions are correct, Quarterly reporting to LT	On target	18 reconsiderations determined. Decision correct in 17 and decision amended in one.
5	As part of SG's Guidance Review Committee, review SWF Guidance, provide feedback and engage in SG review	AJtER		S&I		BAU	Continuous	01/04/24	31/03/25	S/H	Report to LT quarterly confirming changes and impact	On target	Detailed feedback issued in writing to Cabinet Secretary on 8 April 2024 and 9 May 2024. Follow up letter sent to SG on 18 June 2024 highlighting some concerns around the approach taken and emerging concerns relating to the impact of the High Most Compelling priority rating.
6	Produce content for SWF section of annual report			S&I		BAU	Annual	06/05/24	22/05/24	S/H	Published Annual Report	Completed	
7	Resourcing: monitor, plan and arrange recruitment to maintain appropriate level of staff resources for SWF	AJtER				BAU	Continuous	01/04/24	31/03/25	S/H	Achievement of KPIs	On target	
8	Performance reporting: Service standards - monitor performance against service standards using internal and stakeholder feedback and identify and implement improvements. A particular focus should be placed on analysing new customer survey results.	AJtER	AC			BAU	Quarterly	01/04/24	31/03/25	H	- Quarterly report to LT as part of business plan update	On target	
9	Maintain effective engagement with stakeholders via appropriate channels, working with ISE			S&I		BAU	As required	01/04/24	31/03/25	M	- Quarterly report to LT as part of business plan update	On target	Attended Practitioner's Forum on 28 May. Delivered six training sessions to local authorities.
10	Produce SWF text for monthly commentary as well as additional comms materials as and when required.	AJtER		S&I		BAU	Monthly	01/04/24	31/03/25	M	- monthly content to ISE	On target	
12	Maintain and promote professional development of staff and ensure team is appropriately resourced and skilled.		AC			BAU	Continuous	01/04/24	31/03/25	H	Achievement of SWF function and business plan objectives.	On target	
13	Monitor and escalate recurring casework issues in line with the Support and Intervention Policy	AJtER		S&I		BAU	Continuous	01/04/24	31/03/25	H	- Quarterly report to LT via QCPM	On target	Four new issues escalated via SIP including recurring written communication issues, the decision making process not being followed, and case notes not demonstrating dignity and respect.
14	CF: With support from ISE, share our expertise with SG in relation to action plan commitment 18 'Implement guidelines and standards for Tier-One Reviews to include a focus on learning from the outcomes of review and sharing this learning	AJtER		S&I		Project	Project defined	11/04/24	31/10/24	H	- Quarterly report to LT via QCPM	On target	We shared our suggestions for implementing standards for first tier reviews in our letter to the Cabinet Secretary on 8 April 2024. We reiterated these in our follow up letter dated 18 June 2024.
15	CF: Establish a formal data sharing process with the DWP and SSS. This may require support from LPO.	AJtER	AC			Project	Project defined	01/04/24	tbc - SSS unclear on timescales	L	- Quarterly report to LT via QCPM	Slippage	SSS have advised that there will be delays due to resourcing.
15B	Review results of team QA measures including the sign-off procedure and peer findings QA. Feedback and implement changes as required.	AJtER	AC			BAU	Continuous	01/04/24	31/03/25	H	- Quarterly report to LT via QCPM	On target	QA exercise planned for June cases. Implementing a spreadsheet to capture learning.
17	Develop an approach, in partnership with SG, for ensuring there is a commitment to learning and improvement across the wider SWF in line with the review action plan commitment 22, in which we are named. This will include quality measures and consistent approaches to the way in which application and review information is monitored, reviewed and reported.	AJtER		S&I		Project	Project defined	01/05/24	TBC workstream 3 in programme	H	- Quarterly report to LT via QCPM	Not started	This is in workstream three in SG's Action plan which has not commenced yet.

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18	Work with SG to investigate and introduce further training for Local Authority decision-makers in line with review action plan commitment 1, in which we are named.	AJtER		S&I		Project	Project defined	01/04/24	TBC although we will progress internal training	M	- Quarterly report to LT via QCPM	On target	We have continued to support local authorities with support and training and have delivered six training sessions to local authorities in Q1. Plans with SG to be agreed in the coming weeks.
19	Develop templates and guidance documents to support High Most Compelling decision making.		AC		Eff	Project	Project defined	01/04/24	30/06/24	M	- Quarterly report to LT via QCPM	Completed	Guidance document issued to staff in May 2024.
20	Develop resources/materials for advisors/ advocates to support them with the review process. Consider media options	AJtER				Project	Project defined	01/04/24	31/12/24	L	- Quarterly report to LT via QCPM	Not started	
21	Working with comms, develop a video for explaining the review process for our users	AJtER				Project	Project defined	01/04/24	30/09/24	M	- Quarterly report to LT via QCPM	On target	Discussions with ISE have taken place - Agreement to produce a video (currently costing options)
22	Explore how we can publish more information about our decisions for learning purposes.	AJtER		S&I		Project	Project defined	01/07/24	31/03/25	M	Report findings to LT	On target	Working with ISE on developing 'HMC Spotlight' report
23	Review the format and content of our case summaries to have more of a focus on learning and impact.			S&I		Project	Project defined	01/06/24	30/09/24	L	Report findings to LT	Not started	
24	Review the tone and language used in our communication (to include TST, email templates and general communication) with a particular focus on treating applicants with dignity and respect.	AJtER				Project	Project defined	01/04/24	30/06/24	M	- Quarterly report to LT via QCPM	Slippage	Dependent on Project 30 completing
25	With support from ISE, analyse data on application and review volumes to identify areas of focus for engagement. Thereafter, if resources allow, investigate the possibility of targeted engagement in these areas.	AJtER		S&I		Project	Quarterly	01/07/24	31/03/25	L	- Quarterly report to LT via QCPM	Not started	
26	Develop some further subject specific fact sheets to aid consistency in decision making e.g. our approach with savings, timebar etc .		AC		Eff	Project	Continuous	01/06/24	31/03/25	L	- Quarterly report to LT via QCPM	Not started	
27	With support from ISE, review approach to SIP data analysis once CAS fix in place for SIP enquiry tracker.	AJtER		S&I		Project	Project defined	01/06/24	01/09/24	L	- Quarterly report to LT via QCPM	On target	
29	CF: Scope project work to develop our own customer charter	AJtER		S&I		Project	Project defined	01/04/24	30/10/24	M	- Quarterly report to LT via QCPM	Not started	Consider if this project should continue in light of the SG review - commitments to the SSS charter principles? AJ comment 27/6 - now this will be looking at a review/refresh of service standards as an achievable aim this financial year with the view to a potential charter approach being developed in future years. Meeting with managers planned in August.
30	Scope - Review the accessibility of our decision letters, including content and length. This will involve capturing user and/or third sector feedback and learning from other organisations (e.g. potentially SSS). We will also need to consider the content we are required to include to meet transparency/ legal requirements.	AJtER			Eff	Project	Project defined	01/05/24	30/07/24	M	Report findings to LT	Slippage	EC - Scoping doc not yet complete. However first meeting booked for 01/08/2024 now have two team members supporting project. Likely to be an agile project. New end date Sep/Oct 24 - Follow on to Project 24

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<b>Team Role Descriptors &amp; BAU</b>													
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.	Eff				BAU	Continuous	01/04/24	31/03/25	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	On target	
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.	AC				BAU	Continuous	01/04/24	31/03/25	S/H	1. Completion of ISE projects linked to Engagement and Communications team. 2. 6 month report to LT on progress against the objectives in the Engagement and Communications Strategy. Review and updating of objectives as required. 3. E&C impact reported quarterly	On target	
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.	AJ/ER				BAU	Continuous	01/04/24	31/03/25	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	On target	
4	To provide advice and guidance externally and across SPSO around compliance with the Model Complaints Handling Procedures and good practice in complaints handling in order to support learning and improvement.	S&I				BAU	Continuous	01/04/24	31/03/25	S/H	1. Responding to external and internal 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 guidance to BUJs and internally to SPSO colleagues 5. Monitoring practice, and promoting best practice in relation to complaints handling (currently reactive, aiming to move to a more proactive footing). 6. Monitoring use of the Support and Intervention Policy internally, and running awareness sessions with staff periodically. Providing support where necessary when SIP action is taken 7. Responding to LT ad hoc project requests	On target	
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	AC				BAU	Continuous	01/04/23	31/03/24	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	On target	
6	To provide advice and guidance across SPSO and externally around INWO related enquiries and good practice to support learning and improvement for all boards / BUJs. Supporting other ISEROs around compliance with the MCHP and complaints handling learning and improvement.	AC				BAU	Continuous	01/04/23	31/03/24	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 INWO projects 5. Supporting ISERO members where required responding to queries relating to the MCHP / standards / L&I,.	On target	
7	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	AC				BAU	Continuous	01/04/23	31/03/24	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	On target	
8	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	AC				BAU	Continuous	01/04/23	31/03/24	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	On target	Compendium continually published on time and ad hoc communications support and external engagement activity completed in a timely manner.

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9	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.	S&I				BAU	Continuous	01/04/23	31/03/24	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 performance 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 development of statistical reports from Workpro for all SPSO casework	On target	
10	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	Eff				BAU	Continuous	01/04/23	31/03/24	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.	On target	
<b>Statutory &amp; High Priority Projects</b>													
11	Link Accessible CSC Process to MCHP	AJIER	AC			Project	Project defined	01/04/24	31/05/25	H	1. Ensure CSC process is accessible 2. Work with ISEROs to ensure CSC process is updated following MCHP refresh 3. Line up CSC standards with external new standards	On target	Complaints about the Office holder have now been incorporated into the CSC process and communicated with SPCB.
12	Engagement Strategy	AC				Project	Continuous	01/04/24	31/03/25	H		On target	Service user engagement plans circulated to team managers for comment including: - Proposals to improve 1 star reviews - Overarching draft service user plan. - Spotlight reports will be compiled by ISE TM.
13	Data Strategy: Staff Training	Eff				Project	Project defined	01/04/24	31/03/25	M	1. Collaboration and research with Data Working Group (Q1-Q2) 2. Develop training module and embed into L&D process (Q2-Q4) 3. Process for feedback and review (Q4)	On target	Data Working Group met for the first time on 12/06/2024. LT paper on data skills training plan is being drafted.
14	Awareness raising campaigns	AC				Project	As required	01/04/24	31/03/25	H	1. Develop awareness raising campaigns for key stakeholder groups 2. Measure effectiveness and impact of campaigns	On target	-Mini campaign to promote vulnerability workshop training materials was organised. -Blog written by FR for National Whistleblower Day was publicised on LinkedIn.
15	Front End Website Development	AC				Project	Project defined	01/04/24	31/03/25	M	1. Research development of new website functionality (Q1-Q2) 2. Develop user-tested website design (Q3-Q4) 3. Updated internal process for website updates (Q4)	On target	Content meetings with different teams completed. Work to resume on site map.
16	Accessible communications	AC				Project	Project defined	01/04/24	31/03/25	H	1. Template letters (Q1) 2. Process review and recommendations implemented (Q2-Q3) 3. Accessible online documents (Q2-Q3)	Not started	No update. Will start in Q2.
17	Officer Guide	Eff				Project	Project defined	01/04/24	28/06/24	H	1. Updated officer guide (Q2)	Not started	No update. Will start in Q2.
18	Internal newsletter	Eff				Project	Project defined	01/04/24	31/03/25	M	1. Develop content process for newsletter (Q2) 2. Design newsletter (Q2) 3. Launch newsletter (Q3) 4. Monitor impact and review (Q4)	Not started	No update. Will start in Q2.
19	Data Strategy: Developing Internal Communications	Eff				Project	Project defined	01/04/24	31/03/25	H	1. Launch data communication channels Q1-Q2 2. Launch data section of the internal newsletter 3. Monitor and review 3. Lead data working group and communicating their work officewide	On target	Data Working Group developing live bank of case studies to be used for training, newsletter etc.
20	Social Media Strategy	AC				Project	Project defined	01/04/24	31/03/25	M	1. Research and implement strategy Q2-3 2. Process for monitoring and reporting impact Q3	Not started	No update. Will start in Q2.

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21	CIS Training Development (incl. sector specific training)	S&I				Project	Project defined	01/04/24	27/09/24	H	1. Sector specific case studies Q1-Q2 2. Updates to external slides Q1-2 3. Research and updates on external links and resources Q2-3 (any outdated materials)	On target	Short term working group set up and had their first meeting on 20/06/2024. In person workshop will be held to map out training.
22	GCH Update & Review	S&I				Project	Project defined	01/04/24	27/09/24	H	1. Course content updates and improvements Q1-Q2	On target	All short term working group members are taking the GCH training again, after which they will share comments and ideas for updating the content to GCH
23	Support SWF to develop web tools, resources and training materials for LAs, to improve practice and promote learning	Eff				Project	Project defined	01/03/24	30/06/24	H	1. Support with development of new training modules and/or resources	On target	Work on training development has started.
24	Officewide Engagement	AJtER				BAU Plus	Continuous	01/04/24	31/03/25	H	1. Monitor and improve tracking methods Q1-2	Not started	Starts in Q2, links in with Engagement Strategy project.
25	Collation of Quarterly Reporting	S&I				BAU	Continuous	01/04/24	31/03/25	H	1. Produce quarterly reports (ISE, CSC, Positive Feedback) 2. Improve consistency within CSC reporting through guidance document	On target	-Taken over ISE report, Open & Closed Actions reports, Engagement Policy Update, EC report -Collated Open and Closed actions report within ISE Report -EC report: engagement rate now based on public metrics for more meaningful comparisons
26	ISE Handbook	Eff				Project	Project defined	01/04/24	31/03/25	H	1. Ensure all processes within the ISE team are documented into one file with links to folders/files/process notes	On target	Draft shared with team for them to update with their process notes by the end of summer.
27	CSC Template Review	S&I	AC			Project	Project defined	01/04/24	31/03/25	H	1. Review existing CSC templates and refresh/remove where necessary	On target	- CSC Stage 2 Decisions Letter template updated with reference to Stage 3 - ICSCR acknowledgement template removed due to not being used - File note template removed due to not being used
28	Review of the Statement of Complaints Handling Principles	S&I				Project	Project defined	01/04/24	31/03/25	S	1. Review the Statement of Complaints Handling Principles to take account of developments in human rights and child friendly complaints. Review will be conducted in line with section 16A of the SPSO Act 2002.	On target	-Project plan approved by LT. -Complaints handling network notified.
29	Planning for MCHP review	S&I				Project	Project defined	01/01/25	31/03/25	S	1. Initial planning for review of the Model Complaints Handling Procedures (all sectors except NHS) following the review of the Statement of Complaints Handling Principles	On target	-Complaints handler networks being notified of forthcoming reviews. -Continuing to gather ideas for MCHP review.
30	Ensuring CSC process aligns with the current MCHP	S&I				Project	Project defined	01/04/24	31/03/25	H	1. Aligning CSC with the MCHP with for Scottish Government, Scottish Parliament and associated public authorities	Not started	No update. Will start in Q2.
31	Review Customer Service Standards	S&I				Project	Project defined	01/04/24	31/03/25	M	Review wording to simplify and streamline and allow better data collection / application of the standards. Ensure that template letters at stage 2 link directly in wording to the standard being referenced.	Not started	No update. Will start in Q2.
32	Develop FAQs for BUJs under 'For Organisations' section of SPSO website	S&I				Project	Project defined	01/04/24	31/03/25	M	Either create new protocol, or refresh existing protocol, for introducing new BUJs (and possibly OBOs) to SPSO and their complaints handling responsibilities.	Not started	Project reallocated between ISEROs.
33	Scope out project for Rights based approaches to investigating complaints	S&I				Project	Project defined	01/04/24	31/03/25	L	Work with SHRC and ChF ISERO / ISERO (NHS CHP) to embed rights based approaches	Not started	No update. Will start in Q2.
34	Rewording how we define our purpose	S&I				Project	Project defined	01/04/24	31/03/25	L	Wording to be defined and updated in line with our statutory functions	Not started	No update. Will start in Q2.
35	Hosting vulnerabilities workshop resources	Eff				Project	Project defined	01/04/24	31/03/25	M	Resources hosted and shared	Completed	Workshop hosted with A&G. Resources online. Project completed.
36	Mediation Project Group	AJtER				Project	Project defined	01/04/24	31/03/25	M	Participate in SPSO project to produce internal guidance for SPSO CRs to use mediation in case handling.	Discontinued	Project discontinued by LT on 240409

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37	Framework for Monitoring Practice	S&I				Project	Project defined	01/04/24	31/03/25	H	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	No update. Will start in Q2.
38	Engagement with SPSO Advisers	Eff				Project	Project defined	01/04/24	31/03/25	H	1. Plan and co-ordinate seminars/ sessions for SPSO advisers and seek feedback from them about how these sessions are run / content most relevant / beneficial to them	On target	Adviser survey launched, which received 41 responses. Findings shared with advisers in June newsletter. Project reallocated between ISEROs. AF drafting paper with recommendations for future engagement based on survey results.
39	Develop FAQs for BUJs under 'For Organisations' section of SPSO website	S&I				Project	Project defined	01/04/24	31/03/25	M	1. Identify key FAQs asked by BUJs 2. Draft answers for FAQs 3. Request Comms to create FAQs webpage and publish FAQs	Not started	Project reallocated between ISEROs.
40	Child Friendly Complaints Principles	S&I				Project	Project defined	01/04/24	16/07/24	S	1. Secure parliamentary approval 2. Circulate principles to BUJs 3. Awareness raising	On target	Process guidance approved for launch and shared with BUJs.
41	Child Friendly Complaints Procedure	S&I				Project	Project defined	01/04/24	31/03/25	S	1. Final testing period/soft launch 2. Final amendments 3. Launch w/ BUJs ahead of 16/07/24 UNCRC duties commencement 4. Monitor usage of procedure by BUJs	On target	Process guidance approved for launch and shared with BUJs.
42	Child Friendly Complaints SPSO Review	AC				Project	Project defined	01/04/24	31/03/25	S	1. Co-design of process w/ SPSO staff 2. Sign-off of final process 3. Launch & monitoring	On target	-Designed workshops held with PSC & A&G staff. -Progress tracker set up for launch. -Internal training sessions planned for PSC. -Changes to complaints form and internal documents planned
43	Child Friendly Guidance Materials	AJtER				Project	Project defined	16/07/24	31/03/25	H	1. Plan content and materials 2. Consult w/ relevant groups inc. children 3. Sign-off and design of materials 4. Awareness raising	On target	Project plan submitted to LT.
44	Child Friendly Complaints Training	S&I				Project	Project defined	16/07/24	31/03/25	M	1. Plan content & format 2. Compile content 3. Launch & awareness raising	On target	Initial project planning session has taken place. Outline structure for training and steps required yet to outline. Second planning session to cover content.
45	Speak Up Week	S&I				Project	Annual	01/04/24	31/03/25	H	1. Deliver successful Speak Up Week 2024 2. Use feedback and analytics from Speak Up Week 2024 to inform Speak Up Week 2025 planning.	On target	Work progressing in line with project plan. Theme and daily subtopics agreed, planning webinar delivered on 15/05/24, external contributors secured, production schedule for content agreed on. Promotion of SUW at Speak Up, WBC, and WB Practitioners' Forums 17/06/24 and 24/06/24.
46	INWO Training Module / Review of Turas	S&I				Project	Project defined	01/04/24	27/09/24	H	1. Design self-directed online training module to add to existing training offer for INWO 2. Launch and promote training module 3. Develop process for feedback and review	On target	Engagement with NHS has identified it is unlikely a stage 1 module would meet current needs. Feedback that there is greater need for an in-depth CIS type training module. More engagement will be needed to scope out the viability of this training, as we would need INWO staff to deliver the training.
47	Relaunch INWO Practitioners' Forum	S&I				BAU Plus	As required	01/04/24	31/03/25	H	1. Support sector to relaunch INWO Practitioners' Forum	Completed	First meeting of Forum took place on 26/06/24. Forum being run by chairs and co-chairs. Project completed.
48	Revise INWO Annual Reporting Guidance	S&I				Project	Project defined	01/04/24	28/06/24	H	1. Work with INWO team to revise existing reporting guidance 2. Test at workshop with sector 3. Publish and promote revised guidance	On target	Guidance published on INWO website and promoted at WB Practitioners' Forum on 26/06/24. Personalised letters to be sent in Q2.
49	Revamp INWO Bulletin (+ create index of previous editions)	S&I				Project	Project defined	01/04/24	31/03/25	M	1. Produce index of previous editions to identify key content to refresh/republish in future editions and house elsewhere on INWO website 2. Work with Comms to revamp INWO Bulletin to bring in line with SPSO newsletter	Not started	No update. Will start in Q2.
50	Responding/Influencing Parliamentary Human Rights Bill, Commissioners Enquiry and National Care Service	AJtER				BAU Plus	As required	01/04/23	01/04/24		1. Meet deadlines for responses 2. SPSO quoted in analysis of consultation and reports 3. Positive legislative changes to support improvements to SPSO and complaints handling	On target	-Evidence submitted to the Commissioner's enquiry and still awaiting report. -National Care Service Stage 2 drafts lodged and still to prepare briefing. -Expecting human rights bill no earlier than September
51	Section 19 (H&S)	Eff				Project	Project defined	01/04/22	01/04/24			On target	Working on second draft and impact assessments.

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52	To review how we approach and communicate early closures from a customer service perspective	AC				Project	As required	01/04/23	01/04/24			On target	To confirm with PSC and comms colleagues how to integrate with their work.
53	Support Rights Confidence / Awareness	AJ/ER				Project	As required	01/04/23	04/01/24			On target	Session held with SWF on their role and rights and possible future developments.
54	Data Strategy: Stage 2 Vulnerabilities	S&I				Project	Project defined	01/04/24	31/03/25	H	1. Gather LA etc whole complaint numbers to identify percentage of complaints received by SPSO (Insight Off) 2. Map third sector/advocacy/mediation services in targeted areas to engage with (Insight Off) 3. Develop stakeholder engagement groups to raise awareness (ISEROs)	Completed	Stage 2 project plan approved.
55	Data Strategy: Data Related Horizon Scanning	S&I				Project	Project defined	01/06/24	31/03/25	H	1. Conduct data related horizon scanning 2. Report to SPSO LT on a (quarterly/bi-monthly) basis (depending on availability of suitable material)	Not started	No update. Will start in Q2.
56	QA Data	AJ/ER				Project	As required	01/04/24	31/03/25	M	1. QA a sample of cases and how casework data is collected in Workpro eg SIP	Not started	No update. Will start in Q2.
57	Data Strategy: Data Audit	S&I				Project	Project defined	01/04/24	31/03/25	M	1. Data audit: review of (Workpro / Casework) Reports Subscriptions and Dataset report 2. Identify users and investigate gaps in reports	On target	1. Continue review and update of file to ensure all current reports are listed, all report subscriptions are up to date, change management is updated on an ongoing basis 2. Engage with the Stats Performance group to identify users of and gaps in reports
58	Revise Q Basic Data Sets	S&I				BAU Plus	Continuous	01/06/24	31/03/25	L	1. Development of quarterly casework performance reporting after SPSO structure change 2. HoISE, ISE TA, Insight Officer to meet to discuss 3. Consider adding executive summary to main reports: ISE, CSC, Dashboard 4. Revise Process Notes to align to new process	Not started	No update. Will start in Q2.
59	Accessible Version CSC Process in Workpro	AC				Project	Project defined	01/04/24	31/03/25	M	1. Clarity on CSC capture of data in Workpro and how we report it	Not started	No update. Will start in Q2.
<b>ALL</b>													
60	Prepare for Ombudsman Transition									M		Not started	No update. Will start closer to transitioning period.
<b>In-year, ongoing &amp; Short life projects</b>													
61	Ad hoc Workpro / casework report investigation	S&I				Project	Project defined	01/04/24	31/03/25	L	1. Identify ad hoc reports that teams manually prepare regularly 2. Consider if they can be automatically ran from Workpro 3. If appropriate build reports for teams with ICT Analyst	Not started	No update. Will start in Q2.
62	Development of analysis of data sets captured by LA / NHS	AC				Project	Project defined	01/04/24	31/03/25	M	1. Development of the use of Scotland wide data that will influence reporting, engagement and theme analysis	On target	Follow on from Vulnerabilities project.
63	Development of improved information and guidance about inquiries	AJ/ER				Project	Project defined	01/04/24	31/03/25	L	1. Create landscape map 2. Identify existing approach 3. If required generate guidance and possibly public FAQs or other information	Not started	No update. Will start in Q2.
<b>Repeating projects</b>													
64	SPSO Conference 2025	S&I				Project	Project defined	01/01/25	31/03/25	H	1. Venue research 2. Theme, agenda and format research	Not started	No update. Will start in Q2.
65	Annual report	Eff				Project	Project defined	01/04/24	31/03/25	S/H	1. Publication of Annual Performance Report and lay before Parliament on time (Q3 (October))	On target	Incorporated feedback from AAB into draft report. Draft report now with external auditors for review.
<b>Other BAU that are not contained in section 1</b>													

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66	Data cleansing process for Performance Stats Group for year end reporting	S&I				BAU Plus	Project defined	01/04/24	31/03/25	L	1. Create guidance for Performance Stats Group on data cleansing for year-end stats	Not started	No update. Starts in Q3.
67	Annual Performance Reporting Stats	AJHER				BAU	Annual	01/04/24	31/03/25	S	1. Prior to year-end data cleanse stats and check tables 2. At year-end prepare stats reports for publication 3. Present to LT for approval 4. Pass to E&C Team for publication of Annual stats tables on SPSO website	Completed	Statistics for PSC on the website. Project completed.
68	Engagement activities plan Internal: <a href="https://erdm.scotland.gov.uk:8443/documents/A44537988/details">https://erdm.scotland.gov.uk:8443/documents/A44537988/details</a> External: <a href="https://erdm.scotland.gov.uk:8443/documents/A44537989/details">https://erdm.scotland.gov.uk:8443/documents/A44537989/details</a>	Eff				BAU	Continuous	01/04/23	31/03/24	H	Engagement activities that support BAU and BP items / impact	On target	Engagement activities will be focussed from trends and data analysis for session 2024/20025



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1	Climate change duties: - produce and publish Climate Change Annual Report (including discharging duties under section 32 (1)(a) of the PSR Scotland Act 2010)	AJtER				BAU	Annual	01/04/24	30/11/24	S	- Published annual report	On target	Q1 - climate figures calculated for annual report
2	Climate change duties: - produce and publish Environment, Sustainability and Biodiversity Annual Report	AJtER				BAU	Annual	01/04/24	30/11/24	S	- Published annual report	On target	Q1 - climate emission figures calculated for annual report
3	Climate change duties: 2020 CCAT actions - Implement actions from workplan; working towards 2030 target of Net Zero.	AJtER				BAU	Continuous	01/04/24	30/06/24	M	- Action plan implemented and reported in Climate Change Duties report	Completed	Final actions from 2020 CCAT in place by May 2024.
4	ECO Quality assurance: During the year identify areas of risk for QA through Decision Reviews and discussion with management. Prepare draft QA annual plan by 31.01.2024.	AJtER				BAU	Continuous	01/04/24	31/03/25	H	Draft plan prepared for LT consideration.	Completed	Eisk vbased QA plan approved by LT.
5	ECO Quality assurance: Carry out risk based Quality Assurance each quarter for PSC, SWF, INWO and Advice based on agreed QA annual plan.	AJtER				BAU	Continuous	01/04/24	31/03/25	H	QA reports to be signed off by LT when QA complete each quarter and any follow up actions completed.	On target	Jurisdiction QA has been carried out. Report to be prepared and submitted to LT.
6	ECO Quality assurance: Submit draft plan for QA for LT approval and sign off by end of March 2025.	AJtER				BAU	Continuous	01/04/24	31/03/25	H	Implementation of plan when approved by LT.	Not started	
7	ECO-Decision Reviews: Triage cases and manage reviews so that they are carried out in a timely manner.	AJtER				BAU	Continuous	01/04/24	31/03/25	H	Internal quarterly report and published annual report.	Slippage	Whilst KPI of 95% in 90 days is still being met, we are not meeting the target of 40% in 50 days.
8	ECO-Policy Handbook: Complaints and investigations guidance and processes - review and update, disseminate through updates and training, and monitor practice	AJtER				BAU	Continuous	01/04/24	31/03/25	H	Updated Guidance in line with changes implemented throughout the year.	Not started	
9	ECO-Reviews: Decision Review: Keep an up-to-date issues log to identify any common areas for CR training or further development of the guidance, and report on this quarterly.	AJtER				BAU	Continuous	01/04/24	31/03/25	H	Internal quarterly report.	On target	Issues log maintained on a daily basis and issued each quarter as part of quarterly report. Last issued on 8.05.2024.
10	Finance: Audit, External - Annual report and Financial Statements - prepare contributors, review requirements, coordinate contributions and timelines for the three sections - Coordinate the provision of information and evidence to support the performance reporting				Eff	BAU	Annual	01/04/24	30/09/24	S	Draft Annual Report and Accounts provided to Auditor and Ombudsman in good time	Completed	
11	Finance: Audit, External - Audit Activity - 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				Eff	BAU	Annual	01/04/24	30/09/24	S	Agreed External Audit annual plan Provide financial statements and supporting evidence in line with agreed dates External Audit Report	On target	
12	Finance: Audit, Internal - produce, coordinate activities and deliver Internal Audit Plan				Eff	BAU	Continuous	01/04/24	31/03/25	M	- Internal Audit Plan, signed off by LT - Internal Audit reports to LT and AAB, accompanied by Dir-CS responses to any recommendations	On target	
13	Finance: Budget - plan and prepare submission for SPCB, including resource planning, staff and non-staff; profile approved budget				Eff	BAU	Annual	01/07/24	02/09/24	H	- Annual budget submission, signed off by LT	Not started	Q2 activity

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14	Finance: Expenditure - monitor and manage expenditure against budget plan				Eff	BAU	Continuous	01/04/24	31/03/25	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	Q1 report completed.
15	Finance: Income - SPSO - issue and monitor receipt of payment for all Training Unit and ad hoc income	AJIER				BAU	Continuous	01/04/24	31/03/25	M	All income received in year, reported to LT quarterly	On target	Q1 report completed.
16	Finance: Procurement - SPSO professional advice - procure and manage contracts for services and professional advice ensuring best value for money	AJIER				BAU	Continuous	01/04/24	31/03/25	H	Weekly progress procurement updates listed to IPA Lead Adviser	On target	
17	Governance: Business plan - coordinate and produce annual plan				Eff	BAU	Annual	01/01/25	31/03/25	M	- Published business plan	Not started	Q4 activity.
18	Governance: Business plan - coordinate quarterly update and publication				Eff	BAU	Quarterly	01/04/24	31/03/25	M	- Updated plan republished Qtly	On target	Baseline published.
19	Governance: Incident register - record and report all ICT incidents in line with the Risk and Incident policy and data breach procedures		AC			BAU	As required	01/04/24	31/03/25	S	- Effective incident management - Qtly updates to Leadership Team	On target	Q1 - no ICT incidents reported in Q1
20	Governance: Risk - Business Continuity Plan - review and update annually, undertake tests with IRT				Eff	BAU	Annual	01/08/24	31/03/25	H	- Effective risk management	On target	Induction meeting completed. IRT meeting planned for August.
21	Governance: Risk - Strategic and Operations registers - prepare draft registers annually in line with business planning process				Eff	BAU	Annual	01/01/25	31/03/25	M	- Effective risk management	Not started	Q4 activity.
22	Governance: Risk - Strategic <del>and Operations risk registers</del> - coordinate regular reviews, update, and publish strategic risk register.				Eff	BAU	Quarterly	01/04/24	31/03/25	M	- Effective risk management	On target	Strategic baseline published.
23	Governance: Secretariat - provide secretariat to Advisory Audit Board and Leadership Team				Eff	BAU	Quarterly	01/04/24	31/03/25	M	Annual meeting schedule planned and issued - Papers prepared and issued at least one week prior to meeting - Declarations of interest published	On target	
24	ICT: Applications - Ad hoc - ensure appropriate software applications are available and fit for purpose		AC			BAU	Continuous	01/04/24	31/03/25	H	- Appropriate applications available for staff to complete their roles and responsibilities	On target	
25	ICT: Applications - Case-handling system (Workpro) - manage the maintenance and enhancement of application and casework EDMS				Eff	BAU	Continuous	01/04/24	31/03/25	H	- Case-handling application up-to-date and meeting business and information management requirements	Slippage	Q1 - slippage on development work due to lack of contractor availability. Batch of development work planned in Q2.
26	ICT: Applications - Communication tools - training and support to embed MS teams and functions into the working environment for all staff.				Eff	BAU	As required	01/04/24	31/03/25	M	MS Teams training and guidance materials provided to staff on aspects to support roles and responsibilities	On target	Q1 - all staff updated to new MS Teams upgrade
27	ICT: Applications - Communication tools, including video conferencing - ensure appropriate software applications are available and fit for purpose				Eff	BAU	Continuous	01/04/24	31/03/25	M	-Appropriate communication channels available for staff to complete their roles and responsibilities	On target	

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28	ICT: Applications - Document management (eRDM) - manage the maintenance and enhancement of non-casework electronic document file system				Eff	BAU	Continuous	01/04/24	31/03/25	H	- eRDM meeting information management requirements	On target	
29	ICT: Applications - Document sharing (Connect) - ensure application is fully embedded and fit for purpose				Eff	BAU	Continuous	01/04/24	31/03/25	H	- Appropriate document sharing applications available for staff to complete their roles and responsibilities	On target	Q1 - continued work with PSC to improve BUJ use of Connect.
30	ICT: Applications - Performance reporting - support the development of statistical reports from case-handling system, providing liaison with contractor.			S&I		BAU	Continuous	01/04/24	31/03/25	M	- SQL Report builder and data bases are correct and working, all issues reported to contractor on time	On target	Q1 - new INWO recs and INWO decision review reports created. Continued development of existing reports.
31	ICT: Hardware - monitoring and management of IT hardware		AC			BAU	Continuous	01/04/24	31/03/25	H	- Functioning, fit for purpose hardware - Exception reporting - Annual statement to LT	On target	
32	ICT: Security and cyber resilience - Annual refresher training for all staff on Cyber Security and IT Code of Conduct		AC			BAU	Annual	01/04/24	31/12/24	H	- Appropriate use of ICT systems	On target	Q1 - Cyber and IT Code of Conduct training rolled out on Learning Hub - due for completion by November
33	ICT: Security and cyber resilience - contribute to iTECS Cyber Security Awareness Leads group and Security Champions Network		AC			BAU	Continuous	01/04/24	31/03/25	M	- Attend meetings, report to LT as required	On target	Q1 - continued attending regular meetings
34	ICT: Security and cyber resilience - Cyber Essentials re-certification		AC			BAU	Annual	01/11/24	21/12/24	H	- Cyber Essentials re-certification achieved	Not started	Q3 activity
35	ICT: Security and cyber resilience - implement Public Sector Action Plan for Cyber Resilience and Public Sector Cyber Resilience Framework, monitor actions and report		AC			BAU	Quarterly	01/04/24	31/03/25	H	- Exception reporting to LT - Up-to-date Information and Data related Policies and Procedures	On target	Q1 - annual PSCRF survey submitted to SG CRU. Completed initial assessment against updated framework.
36	ICT: Security and cyber resilience - Induction, training and user support		AC			BAU	Continuous	01/04/24	31/03/25	H	- Users operating all systems effectively	On target	
37	ICT: Security and cyber resilience - IS installation (network) - monitor the maintenance of security and cyber resilience standards by contractor		AC			BAU	Continuous	01/04/24	31/03/25	H	- Regular meetings with business partner and annual service report.	On target	
38	ICT: Security and cyber resilience - Research Cyber Essentials Plus certification		AC			BAU	Annual	01/06/24	30/09/25	M	Paper to LT with recommendation	Not started	Q2 activity
39	ICT: Security and cyber resilience - review Cyber Incident Response Plan and associated Playbooks		AC			BAU	Annual	03/01/25	31/03/25	H	Review complete and signed off by LT	On target	Q1 - review completed, to be included in review of BCP / IRP
40	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				Eff	BAU	Continuous	01/04/24	31/03/25	H	Appropriate response times for level 1 ICT requests Escalated calls logged with external contractors in good time	On target	
41	ICT: Technical Support - Team ICT Champions - manage and support the network of Level 1 ICT support in teams.				Eff	BAU	Continuous	01/04/24	31/03/25	M	- ICT Champs informed and confident, providing support effectively to team members	On target	Q1 - supported upgrade to new MS Teams

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42	ICT: Technical Support - Video conferencing tools - provide support and administration for executive level online meetings				Eff	BAU	Continuous	01/04/24	31/03/25	M	- Appropriate communication channels available for LT / Management to complete their roles and responsibilities	On target	
43	ICT: Telephony - monitoring and management of telephony network and hardware, including mobile communications and connectivity; providing technical support where required.		AC			BAU	Continuous	01/04/24	31/03/25	H	Assist with move to new telephone contract - clearing backlog ticket wth new provider, telephony functionality available for staff to complete their roles and responsibilities	On target	
44	Information Governance: Advice - provide a data protection and information governance advice and consultancy service for all SPSO business areas				Eff	BAU	As required	01/04/24	31/03/25	S	- actions and recommendations reported to LT	On target	
45	Information Governance: Breach response and monitoring - manage, record, review and monitor data security incidents and personal data breaches, and feedback learning				Eff	BAU	As required	01/04/24	31/03/25	S	- effective incident management and up to date log - Qtly updates to LT	On target	
46	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)				Eff	BAU	As required	01/04/24	31/03/25	S	- Qtly assurance reporting to LT - data protection and information governance audits and compliance checks reported to LT	On target	
47	Information Governance: Data protection fee - review and update details and pay annual fee to the Information Commissioner (ICO)				Eff	BAU	Annual	26/11/24	26/11/24	S	- fee paid & registration up to date	Not started	Q3 activity
48	Information Governance: Data protection group - chair regular data protection group meetings with representatives across SPSO business areas, raising awareness and feeding back learning				Eff	BAU	Quarterly	01/04/24	31/03/25	M	- report to LT in line with governance arrangements	On target	
49	Information Governance: Data Protection Impact Assessments - advise on screening checklists and DPIAs of new and high risk processing, and reviews of existing DPIAs				Eff	BAU	As required	01/04/24	31/03/25	S	- signed off by LT	On target	
50	Information Governance: Data Protection Officer - review and update DPO service Memorandum of Understanding				Eff	BAU	Annual	01/01/25	31/03/25	S	- MoU signed	B/F from last year	Q4 activity. New DP law on pause, resume original arrangement.
51	Information Governance: FOI/EIR statistics - submit data to the Scottish Information Commissioner about our requests to see how FOI is used in Scotland, for publication				Eff	BAU	Quarterly	01/04/24	31/03/25	H	- stats submitted to SIC	On target	
52	Information Governance: Freedom of Information - log, track, monitor, and deal with FOI/EIR requests and reviews within statutory timescales				Eff	BAU	As required	01/04/24	31/03/25	S	- reporting performance against statutory target of 20 days	On target	
53	Information Governance: Freedom of Information - manage and respond to FOI/EIR appeals to the Scottish Information Commissioner				Eff	BAU	As required	01/04/24	31/03/25	S	- reporting to LT	On target	
54	Information Governance: Individual rights - log, track, monitor, and deal with data protection requests and complaints within statutory timescales				Eff	BAU	As required	01/04/24	31/03/25	S	- reporting performance against statutory target of one month	On target	
55	Information Governance: Individual rights - manage and respond to data protection complaints to the UK Information Commissioner				Eff	BAU	As required	01/04/24	31/03/25	S	- reporting to LT	On target	

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56	Information Governance: Information asset register - maintain, review and update the asset register, and risk-assess information assets				Eff	BAU	As required	01/04/24	31/03/25	S	- up-to-date register - report to LT in line with governance arrangements	On target	
57	Information Governance: Leadership and oversight - data protection and information governance assurance reporting				Eff	BAU	Quarterly	01/04/24	31/03/25	M	- Qtly / YE assurance paper - DPO assurance statements - reporting to AAB - Annual report and accounts	On target	
58	Information Governance: Performance reporting - collation of quarterly statistics and year-to-date performance (FOI/EIR and DP rights requests, enquiries, appeals, incidents and complaints)				Eff	BAU	Quarterly	01/04/24	31/03/25	M	- Qtly / YE analysis report to LT	On target	
59	Information Governance: Policies and procedures - create, 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				Eff	BAU	As required	01/04/24	31/03/25	S	- signed off by LT	On target	
60	Information Governance: Publishing information - maintain, review and update SPSO Publication Scheme (incl. Re-use, and Open data)				Eff	BAU	As required	01/04/24	31/03/25	S	- publication scheme compliance reported to LT	On target	
61	Information Governance: Records Management Plan - maintain, review and update our RMP				Eff	BAU	As required	01/04/24	31/03/25	S	- progress update review (PUR) submitted to Keeper of Records Scotland	On target	
62	Information Governance: Register of processing activities and lawful basis - maintain, review and update the ROPA (carry out information audits / data mapping exercises)				Eff	BAU	As required	01/04/24	31/03/25	S	- up-to-date register - report to LT in line with governance arrangements	On target	
63	Information Governance: Retention and disposal - ensure retention and disposal of casework documents in line with policy (non-casework automated in eRDM)				Eff	BAU	Quarterly	01/04/24	31/03/25	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	
64	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				Eff	BAU	As required	01/04/24	31/03/25	S	- evidence ALL staff receive induction/ update/ refresher training - annual declarations - training program signed off by LT	On target	
65	Information Governance: Transparency - maintain, review and update privacy information and notices				Eff	BAU	As required	01/04/24	31/03/25	S	- report to LT	On target	
66	Performance reporting: Professional advice - collation of statistics and year-to-date performance				Eff	BAU	Monthly	01/04/24	31/03/25	M	- Qtly analysis report to LT	On target	Q1 report completed.
67	Policy and procedures: Finance - review, update and ensure implementation of good governance arrangements and supporting procedures and processes.				Eff	BAU	Annual	01/01/25	31/03/25	M	Recommendations for changes or amendments provided to all office-holders	On target	
68	Policy and procedures: Governance - review annually in line with business planning process				Eff	BAU	Annual	01/01/25	31/03/25	M	Recommendations for changes or amendments provided to LT	On target	

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69	Policy and procedures: Risk Management and Business Continuity - review annually in line with business planning process				Eff	BAU	Annual	01/01/25	31/03/25	H	Recommendations for changes or amendments provided to LT	Slippage	2023 review delayed until HoCSS was in post. IRT review planned in August, with desk-top exercise planned for Q3.
70	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.		AC			BAU	Continuous	01/07/24	31/03/25	M	- Annual review undertaken and signed off by LT	Not started	Q2 activity
71	Professional Advice Service - deliver a well-resourced professional advice service		AC		Eff	BAU	Continuous	01/04/24	31/03/25	H	Continued reduction in the % of advice responses received in excess of 20 working days. (2016-17 Baseline 64.1%)	On target	Q1 % advices returned within 20 days: 81% Q1 average turnaround time: 12.7 days Q1 average allocation time: 4.5 days
72	Professional Advice Service - provide an Annual Report on advice service				Eff	BAU	Quarterly	01/04/24	30/09/24	M	Report on service	Completed	Reported to LT in August
73	Survey management: administration and advice on all electronic surveys issued, including Staff, ad hoc working groups, etc.	AJtER				BAU	As required	01/04/24	31/03/25	M	- Results provided on time	Completed	Staff survey completed. No other surveys planned in 2024-25
74	Survey management: support the general use of MS forms or Survey Monkey application by other colleagues	AJtER				BAU	Continuous	01/04/24	31/03/25	L	Support provided on request	On target	Support provided when requested.
75	Climate Change duties reporting: - Review the actions for the 5 areas of Climate Change Duties reporting.	AJtER				BAU	Continuous	01/07/24	30/09/24	M	Review of activities planned for year	On target	Preparing report with ISA
76	Climate change duties: 2020 CCAT actions - Develop a carbon emergency strategy and organisational changes	AJtER				Project	Project defined	01/04/24	30/09/24	M	Climate Strategy approved by LT and published	Completed	Strategy completed, will be internally launched during Climate Change week in Q3.
77	Climate change duties: Climate Change Assessment Tool 2024 - Workshop to reassess for 2023, and establish new actions for 2024-27	AJtER				Project	Project defined	01/01/25	31/03/25	M	New assessment results and action plan	Not started	Q3 activity. Workshop to be undertaken in Q3, recommendations to LT in Q4, actions to be included in 2025-26 business plan.
78	Governance: Corporate Social Responsibility policy - draft policy document in conjunction with the COP, incorporating Fair Work Practice.				Eff	Project	Project defined	01/08/24	31/03/25	L	Draft policy issued to LT	Slippage	
79	ICT: Applications - Case-handling system (Workpro) - Complete ICT user needs analysis to assess areas for additional training and support				Eff	Project	Project defined	01/07/24	31/03/25	M	Review submitted to LT	B/F from last year	Q2 activity
80	ICT: Applications - Case-handling system (Workpro) - develop e-learning on SPSO Learning Hub to improve induction and training experience		AC			Project	Project defined	01/04/24	31/12/24	L	Workpro training uploaded to SPSO Learning Hub and accessible to staff	Slippage	Low priority, videos under construction as resource is available.
81	ICT: Applications - Case-handling system (Workpro) - Enable multi-factor authentication for all Workpro users		AC			Project	Project defined	01/04/24	31/05/24	H	MFA enabled for all staff	Slippage	Not currently possible in present configuration. Working closely with SCOTS and CAS to find a workable solution.
82	ICT: Applications - Case-handling system (Workpro) - Scope project for implementing enhancements to the system, including user interface (linked to CS048)				Eff	Project	Project defined	01/07/24	31/03/25	M	Project scoping document with options submitted to LT	B/F from last year	Q2 activity

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83	ICT: Applications - Document management (eRDM) - manage the creation of new eRDM files by SPSO IMSOs				Eff	Project	Project defined	01/12/24	28/02/25	H	All required eRDM files for 2025 set up successfully. Files due for restriction reviewed and necessary information retained	On target	
84	ICT: Applications - Document sharing (Connect) - research possibility of uploading documents from Connect to Workpro				Eff	Project	Project defined	01/04/24	31/12/24	H	Paper to LT with recommendation	On target	Q1 - quote obtained from CAS, discussions ongoing with iTECS
85	ICT: Applications - Document sharing (Connect) - research use of multi-factor authentication within Connect		AC			Project	Project defined	01/04/24	30/09/24	M	Paper to LT with recommendation	On target	Q1 - quote obtained from CAS, discussions ongoing with iTECS
86	ICT: Applications - Windows 11 - manage the upgrade to Windows 11				Eff	Project	Project defined	01/06/24	31/12/24	H	- All staff upgraded to Windows 11 successfully	Not started	Project driven by iTECS timetable. Due later in 2024.
87	ICT: Security and Cyber Resilience - simulated phishing campaign - share analysis of results and use to direct training				Eff	Project	Continuous	01/04/24	31/03/24	M	- report on results to LT	On target	Q1 - moved to monthly phishing campaigns. ISA will report results to LT quarterly.
88	ICT: Telephony - embedding new telephony system within SPSO, induction, training and user support		AC			Project	Project defined	01/04/24	30/09/24	H	All staff successfully using new system All staff received training	On target	Q1 - migration scheduled for mid-July. Minimal work with staff required due to same system being used.
89	Information Governance: Retention and disposal - scan landmark case files and dispose of hard copies.				Eff	Project	Project defined	01/04/24	30/06/24	L	Report in Qtly assurance paper	Not started	Low priority, cases stored securely in the Server Room. Will carefully select those cases for longterm storage for scanning, when resource is available..
90	Finance: Procurement (consumables) - procure and manage office stock, travel, accommodation arrangements and support tender processes, ensuring SPSO procurement policy is followed.				Eff	BAU	Continuous	01/04/24	31/03/25	M	Staff have consumables required to carry out their roles.	On target	
91	Finance: Procurement (ICT) - - procure and manage ICT hardware requirements, including tracking and future planning for replacement equipment.				Eff	BAU	Continuous	01/04/24	31/03/25	M	staff have suitable equipment to carry out their roles. Q1 5 replacement laptops	On target	

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1	Accreditation: Corporate Social Responsibility - Maintain Living Wage status		AC		Eff	BAU	Annual	01/04/24	31/03/25	H	- Annual accreditation with Living Wage Foundation - Annual pay negotiations with trade union	On target		
2	Equalities, Diversity and Inclusion: Implement EDI strategy and plan		AC		Eff	BAU	Annual	01/01/25	31/03/25	M	- Implement EDI strategy and plan	Not started		Linked to HR-24
3	Equalities, Diversity and Inclusion: Monitor, report and review performance		AC		Eff	BAU	Annual	01/04/24	30/06/24	S	- Annual diversity statistics reporting	Completed		
4	Finance: Audit, External - SPSO Annual report and Financial Statements - Prepare and provide payroll, pension, staff and contractor information - provide evidence to External Auditor in good time		AC		Eff	BAU	Annual	01/04/24	31/08/24	S	- Provide HR information in line with agreed dates	On target		
5	Health and Wellbeing - Monitor and report on the activities and achievements of the Wellbeing Action Group.		AC			BAU	Continuous	01/04/24	31/03/25	H	- Provide HR representation and expertise to guide and advise the group on HR related matters - Report summary of activities in the quarterly HR report	On target		
6	HR Operations: SPSO - Provide an effective HR service		AC		Eff	BAU	Continuous	01/04/24	31/03/25	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) - trade union interaction - employee relations matters (including high level reporting on HR procedures e.g. capability, disciplinary, grievance, etc) - HR enquiries tracking	On target		
7	HR Strategy: Annual staff survey and accompanying action plan		AC			BAU	Annual	01/04/24	30/09/24	H	- Analysis of survey and action plan produced for business planning	On target		
8	HR Strategy: Implement IIP assessment and agree actions - year 2 review		AC			BAU	Annual	01/04/24	31/03/25	H	- IIP accreditation report with action plan produced for business planning - Annual review meeting to discuss progress against recommendations	On target		
9	HR: Communications and Engagement - Regular updates, information sharing and raising HR team profile		AC			BAU	Annual	01/04/24	31/03/25	M	- Monthly HR updates - Promotion of L&D activities - Participation in all staff meetings and events	On target		
10	HR: Compliance - Ensure all staff have an up-to-date Disclosure as appropriate to their role and SPSO security requirements		AC			BAU	Continuous	01/04/24	31/03/25	S	- Disclosures updated on a rolling 3-year basis	On target		
11	HR: Health and wellbeing - Implement well-being strategy and plan		AC			BAU	Annual	01/04/24	31/03/25	H	- Up to date wellbeing action plan - Quarterly HR reporting - % lost days due to sickness to not exceed PS average	On target		
12	Learning and development: Annual learning and performance development plan - monitor progress against plan, particularly resources		AC			BAU	Quarterly	01/04/24	31/03/25	M	- Well skilled workforce - Collect feedback and evaluation of L&D activities - Quarterly report to LT - L&D activities delivered to budget	On target		
13	Learning and development: Annual learning and performance development plan - prepare and fully resource plan, including specialist technical training for different staff groups as requested		AC		Eff	BAU	Annual	01/04/24	31/03/25	M	- PDPs completed and analysed with survey and IIP actions incorporated into L&D plan - Plan shared with all staff	On target		



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14	Learning and Development: Annual learning and professional development plan - annual manager training		AC		Eff	BAU	Annual	01/04/24	31/03/25	M	- Plan and deliver annual manager training sessions	On target	
15	Learning and development: Learning Hub - Development and delivery of mandatory training, new start induction programme and skills refresher programme, recording and monitoring of training records		AC		Eff	BAU	Continuous	01/04/24	31/03/25	M	- Implemented training programme - Producing individual training records - Producing management information reports - Quarterly HR reporting	On target	
16	Payroll: SPSO - Manage and maintain payroll		AC		Eff	BAU	Monthly	01/04/24	31/03/25	S	- Staff paid promptly and correctly - Successfully audited accounts	On target	
17	Policy Handbook: SPSO - review and update, disseminate through updates and training, and monitor practice. (3-yr. rolling review of volumes)		AC		Eff	BAU	Annual	01/04/24	30/06/24	H	- Policies signed off by LT and implemented	Completed	Policies signed off by LT and handbooks to be published by the end of July 2024
18	Resourcing: Monitor, plan and recruit to maintain appropriate level of staff resource		AC		Eff	BAU	Monthly	01/04/24	31/03/25	H	- Delivery of CS statutory duties - Achievement of KPIs	On target	
19	Survey management: administration and advice on electronic surveys issued internally and relating to Staff, Learning and Development, etc. using MS Forms		AC		Eff	BAU	As required	01/04/24	31/03/25	M	- Results provided on time - Results collated in quarterly HR reports, etc. - Support provided on request	On target	
20	Accreditation: Become a Disability Confident employer		AC			Project	Project defined	01/04/24	31/12/24	M	- Report and recommendations to LT	Slippage	Project on hold due to HR capacity, will be picked up in Q2
21	Accreditation: Become a Disability Confident employer		AC			Project	Project defined	01/01/25	31/03/25	M	- Implement recommendations agreed by LT - Achieve accreditation	Not started	Linked to HR-20
22	Accreditation: Health and Wellbeing - Achieve Carer Positive Accreditation		AC			Project	Project defined	01/04/24	30/09/24	L	- Implement recommendations agreed by LT - Accredited at Bronze level - Implement activities to achieve Silver level award	On target	
23	Equalities, Diversity and Inclusion: Develop EDI policy		AC		Eff	Project	Project defined	01/01/25	31/03/25	M	- Consultation and agreement of policy with relevant groups, LT and trade union - Publish policy	Slippage	Scoping of EDI policies completed but slippage to policy drafting due to HR capacity
24	Equalities, Diversity and Inclusion: Develop EDI strategy and plan		AC		Eff	Project	Project defined	01/04/24	31/12/24	H	- Consultation of strategy and plan with appropriate groups - Launch strategy and plan	Slippage	Slippage due to HRM capacity to complete the draft and begin consultation
25	Health and Wellbeing: Support Wellbeing Action Group to develop Health and Wellbeing Strategy		AC			Project	Continuous	01/04/24	31/03/25	L	- Health and wellbeing strategy produced	Slippage	Slippage due to Wellbeing Action Group capacity
26	HR Strategy: Develop and implement HR and people strategy		AC		Eff	Project	Project defined	01/10/24	31/03/25	M	- HR and people strategy to LT - Incorporated workforce/succession plan	Not started	Not started due to HRM capacity and awaiting completion of HR-32
27	HR: Records management - Preparing shared HR mailboxes for Outlook mailbox archiving		AC			Project	Project defined	01/04/24	31/12/24	M	- Retention and disposal of records in line with policy - Improved long term electronic records filing process	Slippage	Slippage due to HRM capacity

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28	HR: Records management - Review of paper-based HR records against retention and disposal policy		AC			Project	Project defined	01/04/24	30/06/24	L	- Retention and disposal of records in line with policy - Improved long term paper-based records filing process	Not started	Not started due to HR capacity
29	Learning and Development: Performance Development Planning - Review PDP process and documentation		AC			Project	Project defined	01/04/24	31/12/24	M	- Implement project findings and recommendations agreed by LT	On target	
30	Learning and Development: Review of competency framework and associated HR activities		AC		Eff	Project	Project defined	01/01/25	31/03/25	L	- Updated and approved values-based competency framework - Update recruitment, performance management, learning and development processes and documents in line with review outcomes	Not started	Not started due to HRM capacity
31	Learning and Development: Review offering, giving consideration to setting a minimum offering/CPD requirement, and access to external development opportunities		AC			Project	Project defined	01/04/24	30/09/24	M	- Implement project findings and recommendations agreed by LT	On target	
32	HR Strategy: Workforce Planning - Development of a formalised workforce plan template outlining the current workforce, the future workforce and how the organisation can achieve its required future		AC		Eff	Project	Project defined	01/04/24	31/12/24	M	- Scoping, and report to LT with recommended template and plan	Not started	HoCSS joined SPSO in June and will take forward in due course
33	HR Strategy: Hybrid working trial and policy development		AC		Eff	Project	Project defined	01/04/24	30/09/24	H	- Development of policy as agreed in consultation with LT, staff, managers and trade union	Slippage	Consultation with managers and trade union being carried out in Q1
34	Reward and Benefits: Implement recommendations following review of staff benefits and reward mechanisms to raise awareness		AC			Project	Project defined	01/04/24	31/08/24	L	- Clear and visible rewards and benefits offerings	Slippage	Awaiting Comms team update on website refresh
35	HR: Enhanced disclosure updated for all staff - implement a rolling process to ensure all staff have an up-to-date disclosure as appropriate to their role and SPSO security requirements.		AC			Project	Project defined	01/04/24	31/10/24	S	- Process for updating disclosures in place on a rolling 3-year basis - Up to date Disclosures for relevant staff groups	On target	
36	Learning and development: Explore best practice mechanisms for further raising awareness of and access to learning and development opportunities, including external opportunities.		AC		Eff	Project	Project defined	01/04/24	31/12/24	L	- Report to LT with recommendations	Slippage	Slippage due to HR team capacity

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1	BH Handbook: Health, safety, security - maintain, review, update and disseminate through updates while monitoring practice.	AJtER				BAU	Annual	01/12/24	28/02/25	S	- Monitor HS with 'competent people' and report changes to LT	On target	*HS handbook been reviewed, just needs final editing and finalised for publication in Q2
2	BH: Facilities Maintenance - maintain and manages facilities and ongoing plans including statutory, and preventative maintenance; Resolve day to day maintenance issues that are prioritised & resolved efficiently; Liaise with landlord, trade engineers and contractors.	AJtER				BAU	Continuous	01/04/24	31/03/25	S	- Bridgeside House facilities maintained - prioritised preventative maintenance actioned - meet statutory standards for HS - provide assurance update	On target	*All maintenace managed *All maintenace from audits being managed and actioned *All statutory maintenace current and up to date *All updates in assurance paper
3	BH: Health, Safety and Security (Fire Safety) - Ensuring statutory regulations are complied with records maintained for legal duties including - fire safety training, fire tests, fire drills, fire extinguishers, qualified first aiders, fire marshals & warden, 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 .	AJtER				BAU	Continuous	01/04/24	31/03/25	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	* annual statement in Q4 *Training DSE complete up to date *low risk remains *2 fire drills planned for later in year Q2 + Q4 Annual HS audit in Q3
4	BH: Health, Safety and Security (H&S service) - promoting health, safety & security with on-going management in Bridgeside House working environment. Provide ongoing effective health and safety service and advice to staff in office and at home.	AJtER				BAU	Continuous	01/04/24	31/03/25	M	-Provide Assurance update -H&S Group meeting deliver on actions -deliver H&S policy aspects for office and home	On target	* Updated in Q1 Assurance paper *Quarterly HS group meeting scheduled for Q2 with new HoCSSS *policy going through final update sit for purpose for office and home
5	BH: Health, Safety and Security (staff training) - new staff complete H&S Inductions(HS, RA, Environment, DSE, Fire safety, shared facilities); annual H&S training, Annual Display Screen Equipment Assessment (DSE) for home and office working, ongoing Awareness training for staff and managers for home and office.	AJtER				BAU	As required	01/04/24	31/03/25	S	- All new staff completed H&S + Security - Annual H&S + Security training - Annual DSE training	On target	*all new staff completed HS induction *Annual HS training programme being rolled out over year. in quarters to meet stauatory *DSE Complete in Q1
6	BH: Mail & delivery management - provide efficient service for pick-up of all mail & deliveries, update and maintain courier procedures in hybrid working.	AJtER				BAU	Continuous	01/04/24	31/03/25	M	- secure & timely mail support services	On target	*tracked post costs and staff training carried out to reduce surcharges *all mail secure and delivered to each office *reduced courier costs
7	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.	AJtER				BAU	Continuous	01/04/24	31/03/25	M	- contracts delivering on service expectations	On target	* contracts closley monitored to meet expectations consistently
8	BH: Shared Area Management - providing a well-coordinated Bridgeside House shared facility service for all five office holders, ensuring the shared areas meet the requirements of the users including shared meeting rooms, booking system, AV & Hybrid technology, supporting events for catering and reception, Health and Safety security coordination. Ensure Cutlery, Crockery and glassware maintained for catering. Flipcharts & pens supplied.	AJtER				BAU	Continuous	01/04/24	31/03/25	H	- shared space, AV & equipment requirements managed fairly and rooms fit-for-purpose.	On target	*all shared meeting rooms managed so fit for purpose and supplies apprpriate
9	Climate change duties: - monitor primary energy usage and waste management	AJtER				BAU	Monthly	01/04/24	31/03/25	S	- Continued reduction in our Baseline carbon footprint (2015/16 72 tCO2e)	On target	*monitor energy usage for gas and electric to continue to reduce
10	Climate change duties: Sustainable Procurement - Implement Actions from Flexible Framework Assessment tool to achieve foundation level. 1. Sustainable objectives agreed and published 2. Adapt procurement policy to be sustainable 3. Sustainable agenda on CCGG and reported in assurance paper 4. Improve supplier contract & tenders to be more robust with sustainable requirements 5. Complete a general assessment of benefits of buying sustainable for a range of key commodities (with the aim to consider reducing emissions, use less water, reduce waste, less packaging or community benefits)		AC			BAU	Continuous	01/04/24	31/03/25	M	- complete sustainable framework assessment tool January 2025 - achieve foundation level	On target	*aim to complete sustainable procurement actions in Q2 +Q3

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11	Finance: Audit, External - Bridgeside House Annual report and Financial Statements - prepare contributors, review requirements, coordinate contributions and timelines for the three sections - Coordinate the provision of information and evidence to support the performance reporting				Eff	BAU	Annual	01/04/24	31/10/24	S	Draft Annual Report and Accounts provided to Auditor and Ombudsman in good time	Completed	
12	Finance: Audit, External - Bridgeside House Audit Activity - 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				Eff	BAU	Annual	01/04/23	31/10/24	S	Agreed External Audit annual plan Provide financial statements and supporting evidence in line with agreed dates External Audit Report	On target	
13	Finance: Audit, External - Shared service Audit Activity - prepare and provide all financial statements to External Auditors				Eff	BAU	Annual	01/07/24	31/10/24	S	Provide financial statements and supporting evidence in line with agreed dates - External Audit Report	Not started	Q2 activity for SHRC and SBC
14	Finance: Audit, Internal - participate in audit activities of other organisations when referencing a shared service provided by the SPSO.				Eff	BAU	As required	01/04/24	31/03/25	M	Provide financial statements and supporting evidence in line with agreed dates	On target	
15	Finance: Budget - Bridgeside House - plan and prepare submission for SPCB, including resource planning, staff and non-staff; profile approved budget				Eff	BAU	Annual	01/08/24	30/09/24	H	- Annual budget submission, signed off by LT	Not started	Q2 activity for SHRC and SBC
16	Finance: Expenditure - Bridgeside House - monitor and manage expenditure against budget plan				Eff	BAU	Continuous	01/04/24	31/03/25	M	- 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	Q1 report will be issued by end August.
17	Finance: Procurement (consumables) - procure and manage office stock, travel, accommodation arrangements and support tender processes, ensuring SPSO procurement policy is followed.				Eff	BAU	Continuous	01/04/24	31/03/25	M	Office holders responsible for all office consumables	Discontinued	
18	Finance: Procurement (ICT) - Support the procurement and management of ICT hardware requirements.				Eff	BAU	Continuous	01/04/24	31/03/25	M	- staff have suitable equipment to carry out their roles.	On target	Ad-hoc support as required.
19	Governance: Shared service reporting - provide a quarterly service performance report for shared service activities provided				Eff	BAU	Quarterly	01/04/24	31/03/25	M	Performance report to office-holders on service provided	On target	Q1 report will be issued by end August.
20	Governance: Shared service support - provide information, support and resources to ensure a robust public service organisation				Eff	BAU	Continuous	01/04/24	31/03/25	M	Information provided on service provided in good time	On target	
21	HR Finance: Audit, External - Prepare and provide payroll, pension, staff and contractor information - provide evidence to External Auditor in good time				Eff	BAU	Annual	01/04/24	31/08/24	S	- Provide HR information in line with agreed dates	Not started	SBC and SHRC audits begin in Q2
22	HR Finance: Payroll - Manage and maintain payroll				Eff	BAU	Monthly	01/04/24	31/03/25	S	- Staff paid promptly and correctly - Successfully audited accounts	On target	
23	HR Operations: - Provide an effective HR service				Eff	BAU	Continuous	01/04/24	31/03/25	S	- Enquiries and time recording log - Quarterly shared service HR and L&D report	On target	

No	Activity <i>description of task/ activity/ project</i>	Strat Theme 1 <i>Access to justice - rights</i>	Strat Theme 2 <i>Agile capacity</i>	Strat Theme 3 <i>Standards impact</i>	Strat Theme 4 <i>Efficiency</i>	Type <i>Select</i>	Frequency <i>Select</i>	Start	End	Priority <i>Select</i>	Measure/ KPI/ Reporting	Status <i>Select</i>	Comment/ update <i>- why not on target/ exceeded - actual achieved - important milestones achieved - if it is a new addition to the plan - policy decisions taken - why discontinued, or carried forward</i>
24	ICT: - provide support as required for Cyber Essentials certification		AC			BAU	Annual	01/10/24	31/03/25	H	Cyber Essentials certification achieved	On target	As requested. SBC - Cyber Essentials achieved in April 2024. SHRC - Jul - advised on PSCRF and recommended seeking ITECS CRM advice regarding Cyber Essentials certification.
25	ICT: - provide an ICT support service, that compliments the SCOTS provision, across all disciplines to the SBC and SHRC as required.				Eff	BAU	Continuous	01/04/24	31/03/25	H	Performance report to SBC and SHRC on service provided	On target	As requested.
26	Learning and development: Learning Hub - Development and delivery of mandatory training, new start induction programme and skills refresher programme, recording and monitoring of training records				Eff	BAU	Continuous	01/04/24	31/03/25	M	- Implemented training programme - Producing individual training records - Producing management information reports - Quarterly Shared Service reporting	Not started	Awaiting formal agreement to be put in place through shared services agreement
27	Policy and procedures: Bridgeside House MOU - review, update and ensure implementation of good governance arrangements and supporting procedures and processes.				Eff	BAU	Annual	01/01/25	31/03/25	M	Recommendations for changes or amendments provided to all office-holders	Not started	Q4 activity
28	Policy and procedures: Finance - review, update and ensure implementation of good governance arrangements and supporting procedures and processes.				Eff	BAU	Annual	01/01/25	31/03/25	M	Recommendations for changes or amendments provided to all office-holders	Not started	Q4 activity
29	Policy and procedures: Shared Services Agreements - review, update and ensure implementation of good governance arrangements and supporting procedures and processes.				Eff	BAU	Annual	01/01/25	31/03/25	M	Recommendations for changes or amendments provided to all office-holders	Not started	Q4 activity
30	Policy Handbook: HR - review and update, disseminate through updates and training, and monitor practice. (3-yr. rolling review of volumes)				Eff	BAU	Annual	01/04/24	30/06/24	H	- Policies signed off and implemented	On target	SPSO policies signed off by LT, updated policies to be shared with SBC and SHRC in Q2
31	Climate change duties: Sustainable Procurement - Annual Review Complete Sustainable Procurement Prioritisation Assessment tool; Focus on actions to improve sustainability for highest procurement products groups.		AC			Project	Project defined	01/01/25	28/02/25	M	- Consider Action plan with Climate Change and Green Group & sustainable Procurement Champions - Review progress in January 2025	Not started	*aim to complete prioritisation tool in Q4
32	Facilities: Bridgeside House - office use revision project - support the first floor works as required				Eff	Project	Project defined	01/10/24	31/03/25	M	Works completed satisfactorily for all stakeholders.	Not started	Q3/4 activity
33	HR: Policy Review - Support the Scottish Human Rights Commission to update and review HR and employment policies				Eff	Project	Project defined	01/04/24	31/12/24	M	- Up to date policies that have been reviewed and consulted on with TU	Not started	Awaiting SHRC for update on policy review and any support required from SPSO
34	HR: Shared Services Project - Set-up and provide HR services to the Patient Safety Commissioner, including set up of payroll, recruitment of staff, development of policies and providing L&D support				Eff	Project	Project defined	01/06/24	31/03/25	S	- Payroll in place and processing begins with new staff joining - Support and advise recruitment and selection processes - Share and support with the development of HR policies and procedures - Access to the Learning Hub and mandatory training commences	Not started	Patient Safety Commissioner recruitment underway with SPCB, awaiting update
35	Finance: Expenditure - Shared service: SPSO, SBC, SHRC - pay invoices against approved orders and process payment of creditors	AJtER				BAU	Continuous	01/04/24	31/03/25	S	100% of undisputed invoices paid within 30 working days Reported in Qly to LT	On target	Q1 report will be issued by end August.