



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.

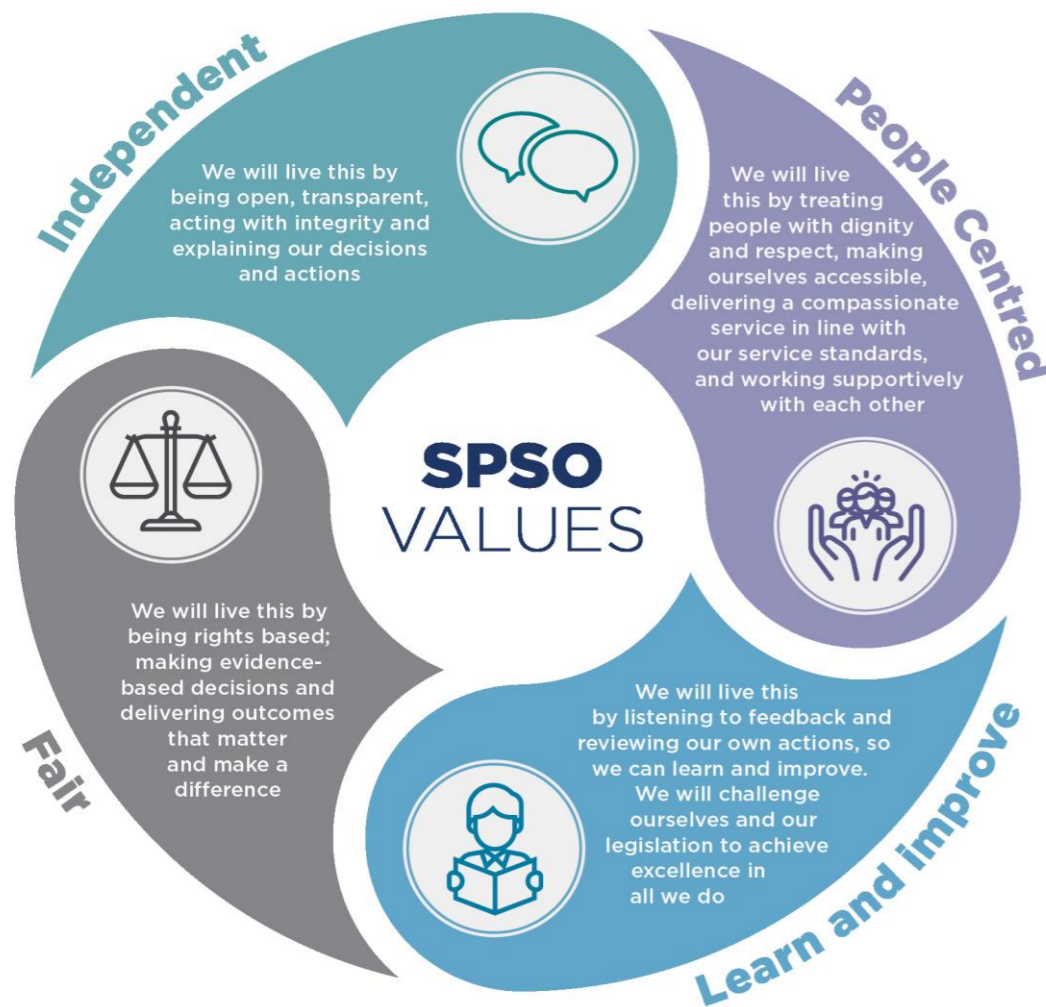
Vision

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.
- 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.
- 7 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 <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>
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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.	Not started	
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)	Not started	
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	Not started	

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>
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	Not started	
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	Not started	
13	Finance: Audit, External - Shared service Audit Activity - prepare and provide all financial statements to External Auditors				Eff	BAU	Annual	01/04/23	31/10/24	S	Provide financial statements and supporting evidence in line with agreed dates - External Audit Report	Not started	
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	Not started	
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	
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	Not started	
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	- Published current contract list	Not started	
18	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.	Not started	
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	Not started	
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	Not started	
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	
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	Not started	
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	Not started	

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: - Cyber Essentials certification		AC			BAU	Annual	01/10/24	31/03/25	H	Cyber Essentials certification achieved	Not started	
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	Not started	
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	
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	
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	
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	
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	Not started	
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	
32	Facilities: Bridgeside House - office use revision project - support the first floor works as required				Eff	Project	Project defined	01/06/24	31/03/25	M	Works completed satisfactorily for all stakeholders.	Not started	
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	
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	

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>
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	Not started	
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	Not started	
3	Climate change duties: CCAT actions - Implement actions from plan; working towards 2030 target of Net Zero.	AJtER				BAU	Continuous	01/04/24	31/03/25	M	- Action plan implemented and reported in Climate Change Duties report	Not started	
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.	Not started	
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 for to be signed off by LT when QA complete each quarter and any follow up actions completed.	Not started	
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.	Not started	
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.	Not started	
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	31/10/24	S	Draft Annual Report and Accounts provided to Auditor and Ombudsman in good time	Not started	
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	31/10/24	S	Agreed External Audit annual plan Provide financial statements and supporting evidence in line with agreed dates External Audit Report	Not started	
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	Not started	
13	Finance: Budget - 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	

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>
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	Not started	
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	Not started	
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	-Published current contract list	Not started	
17	Governance: Business plan - coordinate and produce annual plan				Eff	BAU	Annual	01/01/25	31/03/25	M	- Published business plan	Not started	
18	Governance: Business plan - coordinate quarterly update and publication				Eff	BAU	Quarterly	01/04/24	31/03/25	M	- Updated plan republished Qtly	Not started	
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	Not started	
20	Governance: Risk - Business Continuity Plan - review and update annually, undertake tests with IRT				Eff	BAU	Annual	01/01/25	31/03/25	H	- Effective risk management	Not started	
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	
22	Governance: Risk - Strategic and Operations risk registers - coordinate regular reviews, update, and publish strategic risk register.				Eff	BAU	Quarterly	01/04/24	31/03/25	M	- Effective risk management	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	

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>
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	
35	ICT: Security and cyber resilience - implement Public Sector Action Plan for Cyber Resilience, 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	Not started	
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	Not started	
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.	Not started	
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	
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	Not started	
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	Not started	
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	Not started	

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>
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	Not started	
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	- telephony functionality available for staff to complete their roles and responsibilities	Not started	
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	Not started	
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	Not started	
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	Not started	
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	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	

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>
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	

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>
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	Not started	
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	01/04/24	31/03/25	M	- Annual review undertaken and signed off by LT	Not started	
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%)	Not started	
72	Professional Advice Service - provide an Annual Report on advice service				Eff	BAU	Quarterly	01/04/24	31/03/25	M	Report on service	Not started	
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	Not started	
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	Not started	
75	Climate Change duties: - Review Climate change activities	AJtER				Project	Project defined	01/07/24	30/09/24	M	Review of activities planned for year	Not started	
76	Climate change duties: 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	Not started	
77	Climate change duties: Climate Change Assessment Tool - Workshop to reassess for 2023, and establish new actions for 2024-27	AJtER				Project	Project defined	01/08/24	01/12/24	M	New assessment results and action plan	Not started	
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	B/F from last year	
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	Not started	
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	Not started	
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	Not started	
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	Not started	

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>
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	Not started	
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	Not started	
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	Not started	
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	
87	ICT: Electronic working arrangements - Review arrangements and processes for working electronically to ensure these are efficient and fit for purpose including document scanning, editing, formatting and systematising formats SPSO accepts as submission				Eff	Project	Project defined	01/07/24	30/09/24	M	- Review submitted	Not started	
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	Not started	
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	M	Report in Qtly assurance paper	Not started	

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	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	Not started	
2	Equalities, Diversity and Inclusion: Implement EDI strategy and plan	AC	Eff			BAU	Annual	01/07/24	31/03/25	H	- Implement EDI strategy and plan	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	B/F from last year	
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	Not started	
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	Not started	
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	B/F from last year	
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	Not started	
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	Not started	

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>
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	Not started	
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	Not started	
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	Not started	
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	B/F from last year	
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	Not started	
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	Not started	
20	Accreditation: Become a Disability Confident employer	AC				Project	Project defined	01/04/24	31/05/24	M	- Report and recommendations to LT	B/F from last year	
21	Accreditation: Become a Disability Confident employer	AC				Project	Project defined	01/06/24	30/09/24	M	- Achieve accreditation	Not started	
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	B/F from last year	
23	Equalities, Diversity and Inclusion: Develop EDI policy	AC	Eff			Project	Project defined	01/04/24	30/09/24	H	- Consultation and agreement of policy with relevant groups, LT and trade union - Publish policy	B/F from last year	
24	Equalities, Diversity and Inclusion: Develop EDI strategy and plan	AC	Eff			Project	Project defined	01/04/24	30/06/24	H	- Consultation of strategy and plan with appropriate groups - Launch strategy and plan	B/F from last year	
25	Health and Wellbeing: Support Wellbeing Action Group to develop Health and Wellbeing Strategy	AC				Project	Continuous	01/04/24	30/06/24	L	- Health and wellbeing strategy produced	B/F from last year	
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	B/F from last year	
27	HR: Records management - Preparing shared HR mailboxes for Outlook mailbox archiving	AC				Project	Project defined	01/06/23	31/12/23	L	- Retention and disposal of records in line with policy - Improved long term electronic records filing process	B/F from last year	

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>
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	
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	B/F from last year	
30	Learning and Development: Review of competency framework and associated HR activities	AC	Eff			Project	Project defined	01/04/24	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	B/F from last year	
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	B/F from last year	

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
Team Role Descriptors & BAU													
1	To provide leadership and strategic direction to the ISE team, by empowering officers to lead, develop and reflect on practice that promotes continuous improvement. As a member of the Leadership Team work collaboratively with the Ombudsman & Director to ensure effective governance, discharge the functions of the strategic plan & provide evidence to the LGHC. Responsible for stage 2 CSC responses.	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	Not started	
2	To lead, support and develop officers and administrators in the Engagement & Communications team to effectively achieve ISE team objectives. To deliver, review and report on the objectives of the Engagement and Communications Strategy. Provide a supportive role for everyone at the organisation to ensure we embed our principles of engagement and communications at the heart of the services we provide.	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	Not started	
3	Provide internal legal and policy support across the office to further SPSO's strategic engagement goals and improve the quality and efficiency of casework and standards advice.	JIER				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	Not started	
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	Not started	
5	Project manager and service designer for development of a child friendly public service complaints process with responsibilities for supporting the standards and improvement work of the wider team	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	Not started	
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.	Not started	
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	Not started	
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	Not started	Compendium continually published on time and ad hoc communications support and external engagement activity completed in a timely manner.

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
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	Not started	
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.	Not started	
Statutory & High Priority Projects													
11	Link Accessible CSC Process to SPCB									H		Not started	
12	Engagement Strategy	AC				Project	Continuous	01/04/24	31/03/25	H		Not started	
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)	Not started	
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	Not started	
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-testeded website design (Q3-Q4) 3. Updated internal process for website updates (Q4)	Not started	
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	
17	Officer Guide	Eff				Project	Project defined	01/04/24	28/06/24	H	1. Updated officer guide (Q2)	Not started	
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	
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 2. Monitor and review 3. Lead data working group and communicating their work officewide	Not started	

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
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	
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)	Not started	
22	GCH Update & Review	S&I				Project	Project defined	01/04/24	27/09/24	H	1. Course content updates and improvements Q1-Q2	Not started	
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	Not started	
24	Officewide Engagement	NJER				BAU Plus	Continuous	01/04/24	31/03/25	H	1. Monitor and improve tracking methods Q1-2	Not started	
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	Not started	
26	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.	Not started	
27	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	Not started	
28	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	
29	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	
30	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	Not started	
31	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	
32	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	B/F from last year	
33	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	Not started	

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
34	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	Not started	
35	Child Friendly Guidance Materials	JtER				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	Not started	
36	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	Not started	
37	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.	Not started	
38	INWO Training Module	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	Not started	
39	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	Not started	
40	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	Not started	
41	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	
42	Responding/Influencing Parliamentary Human Rights Bill, Commissioners Enquiry and National Care Service	JtER				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	Not started	
43	Section 19 (H&S)	Eff				Project	Project defined	01/04/22	01/04/24			Not started	
44	To review how we approach and communicate early closures from a customer service perspective	AC				Project	As required	01/04/23	01/04/24			Not started	To confirm with PSC and comms colleagues how to integrate with their work
45	Support Rights Confidence / Awareness	JtER				Project	As required	01/04/23	04/01/24			Not started	To confirm with PSC and colleagues how to undertake
46	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)	B/F from last year	
47	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	
48	QA Data	JtER				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	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
49	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	B/F from last year	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
50	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	
51	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	
ALL													
52	Prepare for Ombudsman Transition									M		Not started	
In-year, ongoing & Short life projects													
53	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	
54	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	B/F from last year	Follow on from Vulnerabilities project
55	Development of improved information and guidance about inquiries	JIER				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	
Repeating projects													
56	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	
57	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))	Not started	
Other BAU that are not contained in section 1													
58	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	
59	Annual Performance Reporting Stats	JIER				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	Not started	

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
60	Engagement activities plan Internal: https://erdm.scotland.gov.uk:8443/documents/A44537988/details External: https://erdm.scotland.gov.uk:8443/documents/A44537989/details	Eff				BAU	Continuous	01/04/23	31/03/24	H	Engagement activities that support BAU and BP items / impact	Not started	Engagement activities will be focussed from trends and data analysis for session 2024/20025

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 Date	End Date	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 - Advice (provide advice and signposting; and manage Freephone telephone advice service)	AJIER	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 - Initial Assessment (assess suitability and maturity; take action on premature cases)	AJIER	S&I			BAU	Continuous	01/04/2024	31/03/2025	S	95% of cases closed/ moved to Investigation within 60 working days	Not started	
3	Case-handling - Investigations (including direct investigations and discontinued investigations)	AJIER	S&I			BAU	Continuous	01/04/2024	31/03/2025	S	80% of investigations completed within 260 working days	Not started	
4	Case-handling - Recommendations and post closure engagement (follow up on recs and apply SIP as appropriate)	S&I	AJIER			BAU	Continuous	01/04/2024	31/03/2025	S	95% of recommendations followed up by deadline, and SIP engaged as appropriate	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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 - Share relevant intelligence of themes and trends	Not started	
12	Produce content for INWO section of the Annual Report and Accounts	AJIER	S&I			BAU	Annual	06/05/2024	22/05/2024	S	AR performance content	Not started	
13	Produce Prescribed Persons report for relevant period	AJIER	S&I			BAU	Annual	01/08/2024	30/11/2024	S	LT sign off Published	Not started	
14	Analyse board annual reports, update good practice guide and produce findings report.	S&I	AJIER			Project	Annual	01/04/2024	30/04/2024	H	Measure against KPIs within the standards. Produce findings report and update guide. Report to LT.	B/F from last year	
15	Update INWO customer survey approach for investigations, to enable feedback from both parties, reflecting PSC questions whenever appropriate.	AJIER	Eff			Project	As required	01/04/2024	30/06/2024	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	Not started	
16	Continue INWO customer service approach for advice, and implement customer surveys for investigations; take forward findings to improve internal processes.	AJIER	S&I			BAU	Quarterly	01/04/2024	31/03/2025	H	Continue INWO customer survey approach for advice Implement new approach for investigation cases; Link with wider SPSO customer survey for advice	Not started	
17	Continue INWO peer review process and take forward associated service improvements.	S&I	Eff			BAU	Quarterly	01/04/2024	31/03/2025	M	- Implement peer review process - Update LT via quarterly reporting	Not started	
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	AJIER			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 - Update LT via quarterly reporting	B/F from last year	
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	B/F from last year	

No	Activity <i>description of task/ activity/ project</i>	Strat Theme 1 Access to justice - rights	Strat Theme 2 Agile capacity	Strat Theme 3 Standards impact	Strat Theme 4 Efficiency	Type <i>Select</i>	Frequency <i>Select</i>	Start Date	End Date	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>
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	
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	Not started	
22	Approach to specifying/summarising a concern, review HOC approach, ensure outcome focused Review our current approach and consider other approaches, ensure consistency in approach across team.			S&I	Eff	Project	As required	01/05/2024	30/09/2024	H	Awaiting Scoping doc	Not started	
23	Discontinue Project 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	Awaiting Scoping doc	B/F from last year	
24	Recommendations - Outcome focused Training & Tool 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	30/06/2024	H	Awaiting Scoping doc	Not started	
25	Detriment 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.	AJIER		S&I	Eff	Project	As required	01/05/2024	30/10/2024	H	Awaiting Scoping doc	Not started	
26	Human Factors - Systems Thinking Project Reviewing current work in this area and how this could be applied in whistleblowing, particularly scope of investigations and setting of recommendations.	AJIER			Eff	Project	As required	01/05/2024	30/08/2024	L	Awaiting Scoping doc	Not started	
26	Scoping Project - Review of the Standards 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	

No	Activity <i>description of task/ activity/ project</i>	Strat Theme 1 <small>Access to justice - rights</small>	Strat Theme 2 <small>Agile capacity</small>	Strat Theme 3 <small>Standards impact</small>	Strat Theme 4 <small>Efficiency</small>	Type <i>Select</i>	Frequency <i>Select</i>	Start	End	Priority <i>Select</i>	Measure/ KPI/ Reporting	Status <i>Select</i>	Comment/ update <small>- 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</small>
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				BAU	Continuous	01/04/24	31/03/25	S	PI1 95% of cases where advice stage was completed within 5 days	Not started	
2	Case-handling - Early resolution	AJtER				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	Not started	
3	Case-handling - Investigations	AJtER				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	Not started	
4	Information sharing casework related intelligence and outreach to relevant sector groups/professionals; e.g.. Scottish Water Output Monitoring Group, 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	Not started	
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	Not started	
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.	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
11	Chair and contribute to SPSO wide collaboratives	AJtER				BAU	Continuous	01/04/24	31/03/25	M	feedback from collaboratives at PSC group meetings and ASM	Not started	
12	Complete quarterly reviews of customer satisfaction survey results	S&I	Eff			BAU	Quarterly	01/04/24	31/03/25	M		Not started	
13	Contribute to Annual Report	AJtER	S&I			BAU	Annual	01/04/24	30/06/24	M		Not started	
14	Contribute to Good Complaints Handling/ Complaints Investigation Skills Training Courses	S&I				BAU	Continuous	01/04/24	31/03/25	M		Not started	

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>
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	B/F from last year	
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	01/04/24	30/09/24	H	Monitoring of both output and quality. Trial by UPP. QA at 6 month point.	Not started	
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	31/03/25	M	Scrum reports: report to LT	Not started	
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.	Not started	
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.	Not started	
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	01/04/24	31/12/24	M		B/F from last year	
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	01/04/24	30/09/24	M		B/F from last year	
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	31/03/25	M		Not started	
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	B/F from last year	
24	Prison Information leaflet 1 – review and refresh	AJtER	Eff			Project	Project defined	01/04/24	30/06/24	M		Not started	
25	HE/FE online subject specific complaint form	AJtER	Eff			Project	Project defined	01/04/24	31/12/24	M		Not started	
26	Online complaint form – review wording and order of questions to encourage better quality responses	AJtER	Eff			Project	Project defined	01/04/24	31/12/24	M		Not started	
27	Develop website complaint checker (A&G with SIF)	AJtER	Eff			Project	Project defined	01/04/24	31/12/24	M		Not started	
28	Review health paper form to align with online form	AJtER	Eff			Project	Project defined	01/04/24	30/09/24	M		Not started	
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	01/04/24	31/12/24	M		Not started	

No	Activity <i>description of task/ activity/ project</i>	Strat Theme 1 <small>Access to justice - rights</small>	Strat Theme 2 <small>Agile capacity</small>	Strat Theme 3 <small>Standards impact</small>	Strat Theme 4 <small>Efficiency</small>	Type <i>Select</i>	Frequency <i>Select</i>	Start	End	Priority <i>Select</i>	Measure/ KPI/ Reporting	Status <i>Select</i>	Comment/ update <small>- 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</small>
30	Phrase cards – refresh and develop for challenging conversations	AC	Eff			Project	Project defined	01/04/24	31/12/24	M		Not started	
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		Not started	
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		Not started	
33	Consider potential outreach with female prison to introduce SPSO's service and establish reasons for minimal contact from female prison population.	AJtER				Project	Project defined	01/04/24	31/03/25	M		Not started	
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	Not started	
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		B/F from last year	

No	Activity <i>description of task/ activity/ project</i>	Strat Theme 1 <small>Access to justice - rights</small>	Strat Theme 2 <small>Agile capacity</small>	Strat Theme 3 <small>Standards impact</small>	Strat Theme 4 <small>Efficiency</small>	Type <i>Select</i>	Frequency <i>Select</i>	Start	End	Priority <i>Select</i>	Measure/ KPI/ Reporting	Status <i>Select</i>	Comment/ update <small>- 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</small>
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)	Not started	
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)	Not started	
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	Not started	
4	Reconsiderations	AJtER				BAU	Continuous	01/04/24	31/03/25	H	95% of decisions are correct, Quarterly reporting to LT	Not started	
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	Not started	
6	Produce content for SWF section of annual report			S&I		BAU	Annual	06/05/24	22/05/24	S/H	Published Annual Report	Not started	
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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.	Not started	
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	Not started	
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	Not started	
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	B/F from last year	
15	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	Not started	
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	
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	B/F from last year	
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	Not started	
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	

No	Activity <i>description of task/ activity/ project</i>	Strat Theme 1 <small>Access to justice - rights</small>	Strat Theme 2 <small>Agile capacity</small>	Strat Theme 3 <small>Standards impact</small>	Strat Theme 4 <small>Efficiency</small>	Type <i>Select</i>	Frequency <i>Select</i>	Start	End	Priority <i>Select</i>	Measure/ KPI/ Reporting	Status <i>Select</i>	Comment/ update <small>- 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</small>
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	Not started	
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	Not started	
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	Not started	
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	Not started	
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	
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	Not started	