



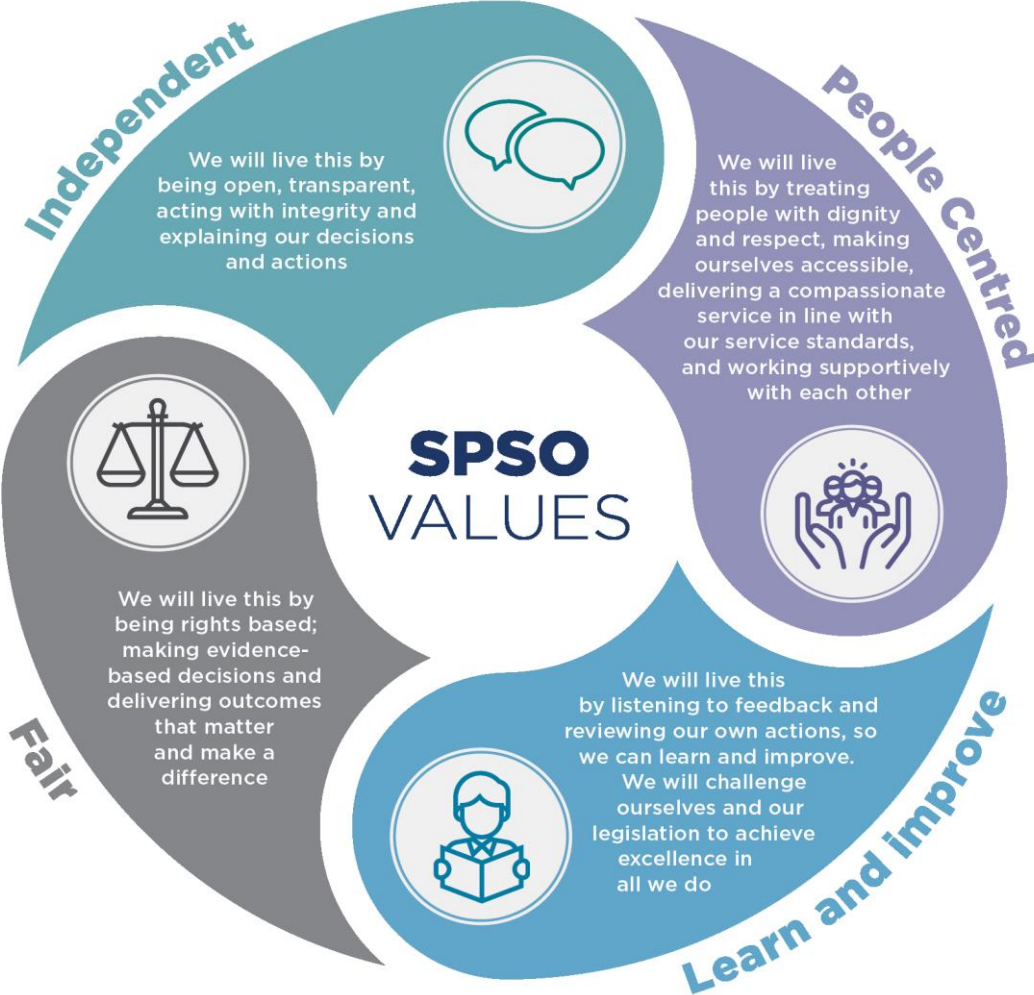
Business plan 2026-27

Scottish Public Services Ombudsman



Introduction

This document sets out the Scottish Public Services Ombudsman’s annual business plan for the period from 1 April 2026 to 31 March 2027. 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 2024-2028.

Vision The Scottish Public Services Ombudsman contributes actively and positively to high performing Scottish public services. Recognised for our innovative world-leading approach, we put people and learning at the heart of all we do.	Strategic themes 1. Access to justice through everyday rights 2. Agile capacity 3. Standards and impact 4. Efficiency
Values 	SPSO Strategic objectives 2024-2028 We will develop and adopt rights-based approaches to complaints handling; updating and monitoring Model Complaints Handling Procedures and Model National Whistleblowing Standards to ensure rights are reflected in accessibility to public bodies complaints handling. 1 Procedures and Model National Whistleblowing Standards to ensure rights are reflected in accessibility to public bodies complaints handling. 2 We will make our own services as accessible, and rights based as they can be, promoting awareness of the right to complain. 3 We will continue to develop stakeholder relationships to contribute to development of fair, accessible Scottish public services, and wider access to justice environment. 4 We will push for legislative change to enable us to make our services and those of other Scottish public bodies accessible and rights based. 5 We will build and maintain our capacity, financial, human and infrastructure, to implement and deliver our statutory functions, taking an agile and flexible approach. 6 We will be acknowledged for having well-trained, properly supported people, who have the tools they need to deliver our services. 7 We will review and develop the support, guidance and training we offer to public bodies, complainants, and whistleblowers to enable them to develop their own capacity, to handle service complaints, whistleblowing concerns and applications to the Scottish welfare fund. 8 We will monitor Scottish public bodies’ complaint handling, Scottish Welfare Fund applications and whistleblowing handling, holding them to account for poor performance and giving credit for good performance. 9 We will review the Model Complaints Handling Procedures and National Whistleblowing Standards, to ensure they remain fit for purpose. 10 We will contribute to the development and/ or review of other standards and guidance to ensure they deliver services to the standards required. 11 We will develop our capacity to gather and share information and data to enable us to make efficient and impactful interventions when complaint, and Scottish welfare fund services handling falls below accepted standards. 12 We will promote good practice to drive efficiency in public sector complaints and Scottish welfare fund applications handling, to ensure learning is captured and applied to service delivery improvements. 13 We will manage the organisation to deliver our statutory functions within budget in line with legislative requirements, our published customer service standards, and our performance targets. 14 We will keep our approach under review to drive efficiency and ensure business continuity, taking an agile and open-minded approach to business and process development.
Resources Total SPSO budget for 2026-27 is £8,400,000 broken down as follows: Staff costs £6,750K Running costs £849K Bridgeside House costs £801k (managed by SPSO on behalf of others) Less Total estimated SPSO income (£50k)	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

Ho: Heads of (function)

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

2026-27 BUSINESS PLAN

Vision	Strategic Objective	Key Strategic Priorities
Putting people and learning at the heart of what we do. Achieving the best outcomes for people and drive efficiency in public services through the impact of shared learning from complaints oversight.	Service: SPSO continues to deliver a high quality, fair, and efficient service, ensuring accountability for our performance.	1. Delivering our service / BAU We will deliver an excellent service across casework functions: PSC, INWO, SWF
		2. Efficiency and proportionality We will continue to identify and implement efficiency and proportionality working to reduce wait times [reduce and prevent backlog]
		3. Service Improvement, Quality, Accessibility
	Impact: SPSO's independent and unique insight helps improve public services	4. Impact We will build the profile, visibility and impact of SPSO and its work
		5. Insight We will share learning and casework insights that help lead to better public services and seeks to manage demand for SPSO
		6. Good complaints handling We will use our insight, experience and statutory powers to improve public service complaints handling
	Enablers / Enabling strategies	7. Enablers / Enabling strategies: - People, culture and wellbeing (including EDI) - Resources, Accountability & Governance - Digital change: AI, data and insight - Relationships & Collaboration

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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	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)	X	X						BAU	Continuous	01/04/26	31/03/27	S	PI1 - under review	Not started	UNDER REVIEW
2	Case-handling - Early decision (ED) and Preliminary Investigation (PI)	X	X						BAU	Continuous	01/04/26	31/03/27	S	PI2 - under review	Not started	UNDER REVIEW
3	Case-handling - Investigations	X	X						BAU	Continuous	01/04/26	31/03/27	S	PI3 - under review	Not started	UNDER REVIEW
4	Information sharing casework related intelligence and outreach to relevant sector groups/professionals; e.g.. HIS Sharing Intelligence Group, Strategic Scrutiny Group;	X		X	X				BAU	As required	01/04/26	31/03/27	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	X		X	X				BAU	As required	01/04/26	31/03/27	M	- feedback for SPSO specific items - OA published minutes - ad hoc reports and recommendations as required	Not started	OA First Contact Interest Group chaired 27 June 2026.
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	X		X					BAU	Continuous	01/04/26	31/03/27	H	Improved communication with complainants.	Not started	
7	Resourcing: monitor and plan recruitment to maintain appropriate level of staff resources for C&I	X							BAU	Monthly	01/04/26	31/03/27	H	0	Not started	
8	Manage, monitor and report on the performance of the Service Improvement Forum	X		X	X	X			BAU	Quarterly	01/04/26	31/03/27	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	X	X						BAU	Continuous	01/04/26	31/03/27	M	Regular reporting and review through PSC monthly meetings to monitor and ensure quarterly improvements	Not started	
10	Workpro templates. Review templates from both sender and recipient viewpoint with a focus on sense and usability to ensure that they are accessible; accurate and current including ensuring availability in email format where appropriate	X	X						BAU	Continuous	01/04/26	31/03/27	M	Regular quarterly review	Not started	
11	Chair and contribute to SPSO wide collaboratives	X		X		X			BAU	Continuous	01/04/26	31/03/27	M	CR participation in collaboratives with feedback from collaboratives at PSC group meetings and ASM	Not started	
12	Complete quarterly reviews of customer satisfaction survey results and produce Annual Report. Launch new questions and analyse results against service standards throughout the year, developing quarterly and annual analysis reports.	X		X					BAU	Quarterly	01/04/26	31/03/27	M	Monthly monitoring at HOS/mng mtgs, updates to QCPM mtg and Annual Report to LT.	Not started	

	Activity	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	Type	Frequency	Start	End	Priority	Measure/ KPI/ Reporting	Status	Comment/ update
No	description of task/ activity/ project								Select	Select			Select		Select	- 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
13	Contribute to Annual Report				X	X			Annual	As required	01/04/26	30/06/26	M	Contribute to Annual performance report providing the following sections: complaints overview; complaints assessment; complaints investigation; first contact and accessibility	Not started	
14	Contribute to Good Complaints Handling/ Complaints Investigation Skills Training Courses			X			X		BAU	Continuous	01/04/26	31/03/27	M	Participate in and contribute to Good complaints handling and Investigation Skills Courses run by ISE	Not started	
15	Explore the ability to publish summaries on preliminary investigation cases where we achieve good outcomes.		X	X	X				Project	Project defined	01/04/26	31/03/27	M	Report outlining options with recommendations for LT	Not started	
16	Review public report criteria and process for reporting significant cases.	X	X		X	X			Project	Project defined	01/04/26	30/09/26	H	Revised public report criteria	Not started	
17	Prison health care complaint stationery : develop draft concept stationery for prison health complaints to be submitted to prison health care teams and escalated to NHS boards to improve access to the complaint process for prisoners and compliance with CHP for health care complaint handlers.	X		X			X		Project	Project defined	01/04/26	31/03/27	M	Prison health care stationary developed for use by prison health complaint handlers	Not started	
18	Prison complaint form : address high level of premature complaint submissions via SPSO prison complaint form by developing cover sheet clearly indicating essential supporting documents which should be included and if not that can be used to return with instructions for the prisoner on how to resubmit.	X		X			X		Project	Project defined	01/04/26	31/03/27	M	Cover sheet developed	Not started	
19	Review SPSO’s complaint form questions to improve the quality of responses received at first contact and consider supporting information to accompany the paper form. To include: • Information for complainants on what documentation we need/don't need at an early stage. and the following options: • I am bringing this complaint to SPSO for information only • I am bringing this complaint to SPSO because I want an additional outcome.	X		X			X		Project	Project defined	01/04/26	31/03/27	M	SPSO complaint form questions reviewed	Not started	
20	Create additional templates to support/repeat initial advice offered to complainants who are having difficulty obtaining a response from a BUJ. Assuring that 1. advice is correct and 2. that we will not continue repeating the advice or accept the complaint prematurely.	X		X			X		Project	Project defined	01/04/26	30/06/26	M	Additional; templates created	Not started	
21	Expanded review of PSC process (including guidance) with a focus on improving efficiency in case handling	X	X	X	X				Project	Project defined	01/04/26	30/9/26	H	Reviewed and updated guidance published	Not started	
22	Develop template to efficiently reroute AI generated enquiries to complaint checker and/or online complaint form.	X	X				X		Project	Project defined	01/04/26	30/4/26	M	Template developed	Not started	

		Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	Type	Frequency	Start	End	Priority			
No	Activity <i>description of task/ activity/ project</i>								Select	Select			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
23	New / revised proportionality tests: • Develop a new proportionality or enhanced test 3 / 5 in a way that allows some decisions to be made early via a standard template letter with limited input by CR. • Scope the potential impact of developing a further proportionality test that supports only taking forward cases where the injustice appears significant or there would be wider public impact in taking the complaint forward. • Develop a new proportionality test for cases where further action is still to be taken by C/BUJ	X	X						Project	Project defined	01/04/26	30/9/26	H	New/revised proportionality tests developed/tested and incorporated into PSC guidance	Not started	
24	Evaluate handling of reasonable adjustment requests to ensure clear, consistent messaging and identify any gaps in guidance. Develop a structured approach for managing requests, including how decisions on requests are communicated and recorded within Workpro.	X		X					Project	Project defined	01/04/26	31/03/27	M	Policy developed and included in PSC guidance	Not started	
25	Develop AI statement to be included placed on online complaint form.	X	X						Project	Project defined	01/04/26	31/05/26	H	Improved online complaint submissions	Not started	
26	Develop internal prisoner FAQs list which can be referred to when responding to complex enquiries from prisoners via the advice line.	X	X				X		Project	Project defined	01/04/26	31/03/27	M	FAQs developed and circulated to relevant staff	Not started	
27	Review contact us page on website to reroute complainants from advice line, to key information available on website.			X					Project	Project defined	01/04/26	31/03/27	H	Contact page reviewed and refreshed on website	Not started	
28	Develop website page with information on mental health/wellbeing support – Samaritans, Breathing Space, Families Outside, bereavement support etc.			X					Project	Project defined	01/04/26	31/05/26	M	Launch page on website	Not started	
29	Conduct reflective telephone call reviews in A&G themed around : 1. BUJ complaint handling delays 2. Effective Signposting 3. Multi layered complaints/appeals.			X					Project	Project defined	01/04/26	31/03/27	M	Reflective review calls conducted and learning disseminated	Not started	
30	Improve complaints checker to address common recurring issues including lack of responses to enquiries / that we are not a route of appeal / we cannot provide a diagnosis or treatment plan / we cannot get records changed. Include links to revised sections on website.	X	X	X			X		Project	Project defined	01/04/26	31/03/27	M	Complaint checker reviewed. Links added	Not started	
31	Improve advice line closure message to deliver key messages to callers when the line is closed on maturity and progressing complaints with BUJs who are not responding.	X		X					BAU Plus		06/01/26	31/07/26	M		Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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	Case-handling - Advice - provide advice and signposting; and manage Freephone telephone advice service	✓					✓		BAU	Continuous	01/04/2026	31/03/2027	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	✓					✓		BAU	Continuous	01/04/2026	31/03/2027	S	95% of cases closed/ moved to Investigation within 60 working days	Not started	
3	Case-handling - Investigations Stage 3 - including direct investigations and discontinued investigations	✓					✓		BAU	Continuous	01/04/2026	31/03/2027	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	✓			✓		✓		BAU	Continuous	01/04/2026	31/03/2027	S	Follow up on outstanding recs within 3 days of deadline; SIP action taken as appropriate.	Not started	
5	Casework monitoring - Identify and implement improvements in casework handling, monitor casework performance and volumes and to ensure efficient handling.		✓	✓			✓		BAU	Monthly	01/04/2026	31/03/2027	H	- Improvements identified through casework, QA and customer feedback - Guidance docs updated to reflect practices - Casework volume monitoring to identify when mitigations needed - Actively monitor casework handling and performance - Process mapping to identify efficiencies in process and understand timescales	Not started	
6	Casework Reflective Reviews - Identify and complete casework reflective reviews in line with the criteria set out in the INWO casework guidance		✓	✓			✓		BAU	As required	01/04/2026	31/03/2027	M	Follow criteria to select appropriate cases - follow process to complete reviews - share recommendations and final report with LT	Not started	
7	Team knowledge, skills, L&D opportunities - Identify and support team L&D to ensure all capabilities met - align with PDP and monthly one to one process.	✓					✓		BAU	Continuous	01/04/2026	31/03/2027	H	PDPs in place Learning request system in place Mandatory training in place Working with HR to progress any issues	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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>
8	Stakeholder engagement and promoting INWO including: - Supporting ISE and Comms engagement plans - Sharing themes and trends via SCHIN and with regulators - Promoting good concerns handling with NHS providers - Supporting Speak Up Week - attending relevant conferences and events			✓	✓	✓	✓	✓	BAU	Continuous	01/04/2026	31/03/2027		- Regular engagement with regulators, SHCIN and BUJs, providing support and intel - Engage with BUJs and regulators re high risk cases as appropriate - Assist ISE with resources, engagement, themes and trends and SUW - Support ISE with direct engagement with BUJs as appropriate - Report activity to LT as appropriate	Not started	
9	INWO Customer survey - Ensure customer surveys are sent at each case closure, analyse results, make improvements and report quarterly and annually.	✓		✓		✓	✓		BAU	Quarterly	01/04/2026	31/03/2027	H	Continue INWO customer survey approach for advice and investigation cases; Link with wider SPSO customer survey for advice	Not started	
10	NHS Board Annual reporting on Whistleblowing - Analyse all submitted board annual reports (2025-26) and produce an assurance report.			✓	✓	✓	✓		BAU Plus	Annual	01/08/2026	31/01/2027	H	Measure against KPIs within the standards. Produce & publish findings report and updated guidance. Report to LT.	Not started	
11	SPSO Annual Report - Confirm data/stats and prepare written commentary for INWO to support the organisational annual publication process.				✓	✓	✓	✓	BAU	Annual	01/04/26	30/05/26	H	Review and sign off annual data/stats Prepare commentary by organisational deadline Content signed of by HoI Publication of INWO data included in SPSO annual Report	Not started	
12	Produce Prescribed Persons report - prepare a report for the relevant period, in line with previous years.				✓	✓	✓		BAU	Annual	01/05/2026	30/09/2027	S	LT sign off report Publish report by end Sept.	Not started	
13	Work Collaboratively with Healthcare Improvement Scotland (HIS) to produce a raising whistleblowing concerns joint route map for NHS staff (recommendation 41 from HIS review report)		✓		✓				BAU	Project defined	01/04/2026	30/06/2026	M	Guidance published and shared with stakeholders	Not started	
14	Improve whistleblowing data insight - Analyse INWO & NHS Board data, identify trends/patterns & work with 5 NHS Boards as a pilot to explore triangulation of data benefits - to help identify areas of improvement in the system, take a preventative approach and to support speak up culture work.			✓	✓	✓			BAU	Project defined	01/04/2026	31/03/2027	M	Develop shared data insight with stakeholders Test data findings/conclusions with stakeholders Finings shared and inform any local or internal improvements identified	Not started	

No	Activity description of task/ activity/ project	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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
15	Produce Spotlight report - A publication demonstrating learning and the position after five years of implementation of the National Whistleblowing Standards and looking forward with recommendations for improvement.			✓	✓	✓			Project	Project defined	01/04/26	30/09/26	H	Produce & publish report Engage with stakeholders to highlight insight and get buy in on recommendations Comms plan to publicise report	Not started	
16	NHS Staff & Whistleblowers engagement - Support colleagues & the INWO to complete the engagement plan.				✓	✓			Project	Project defined	01/04/26	30/09/26	H	service and those who haven't The INWO will visit NHS facilities to meet staff Record and utilise thematic insight from the engagement to promote system and speak up culture improvement	Not started	
17	INWO end to end process mapping - Review after 5 years of implementation & learning - identify streamlining opportunities - produce process map, average timescales for casework stages and a demand - resources model.		✓	✓					Project	Project defined	01/05/26	30/08/26	H	Produce process map, average timescales for casework stages and a demand - resources model.	Not started	
18	Resolution Approach - Review our approach to resolution cases, in particular the timescales with a view to identifying barriers and improving the process to reduce timescales and manage risk.	✓	✓	✓		✓	✓		Project	Project defined	06/01/27	31/03/27	M	Review sample of previous resolution cases, review average timescales to resolve, identify risks, identify process improvements & prepare recommendations and update process	Not started	
20	Reflective learning Review on detriment casework- In addition to the BAU reflective review process, complete a reflective review on detriment casework as this remains an area with minimal casework experience. Use findings and any recommendations to support learning and casework processes relating to detriment.		✓	✓		✓	✓		Project	Project defined	01/04/26	30/06/25	M	- Complete reflective review and develop rec for casework improvement - Report findings and improvement actions to LT	Not started	
21	Website Accessibility Project- Carry out review of the main channels of receiving complaints and make required improvements, consider whistleblowing data, customer feedback and potentially excluded groups.	✓		✓	✓	✓			Project	Project defined	01/04/26	31/06/2026	H	- Finish off proposals for changes to website to improve accessibility and content for WBlowers - Work with Comms to deliver improvements to website	Not started	
22	TURAS Training - Scope a review and update of the training with ISE. Gather feedback from users and report to LT.	✓		✓	✓	✓			Project	Project defined	01/04/26	31/05/26	H	- Finalise LT paper for sharing - Follow up on agreed actions	Not started	
23	Management Quality Assurance - Carry out QA on a sample (15%) of stage 1 and stage 2 cases, set appropriate criteria, identify any quality issues, recommendations, produce report and feedback to CR's and LT			✓		✓			Project	Project defined	01/08/26	30/09/26	H	15% of stage 1 & 2 cases QA checked QA report produced with any issues and recommendations identified Feedback to CR's Share report with LT at LTO	Not started	
24	Revise & Update NHS TURAS Whistleblowing Training Content & Platform			✓		✓			Project	Project defined	01/07/26	31/03/27	H	Develop and deliver updated online training for NHS staff and managers with support of developer. ISE updates to Turas web pages, including: training on how to use, update to video and quotes from former Omb, and uploading of new content	Not started	
25	Carry Out Sigma Six Lean Process Review - Carry out this review as a team exercise based on established Lean process improvement methodology to identify potential process efficiencies to support planned reduction in resources and service delivery performance.			✓		✓			Project	Project defined	01/07/26	30/08/26	H	Complete Sigma Six Lean exercise Use the results to identify and implement any process improvements identified	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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	Case-handling times - SWF Reviews of Crisis Grants	✓					✓		BAU	Continuous	01/04/26	31/03/27	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	✓					✓		BAU	Continuous	01/04/26	31/03/27	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		✓	✓			✓		BAU	Continuous	01/04/26	31/03/27	S/H	Report to LT confirming learning captured and action taken and planned	Not started	
4	Reconsiderations	✓					✓		BAU	Continuous	01/04/26	31/03/27	S	95% of decisions are correct, Quarterly reporting to LT	Not started	
5	Produce content for SWF section of annual report				✓	✓			BAU	Annual	01/04/26	30/04/26	S/H	Published annual report	Not started	
6	Resourcing: monitor, plan and arrange recruitment to maintain appropriate level of staff resources for SWF	✓	✓						BAU	Continuous	01/04/26	31/03/27	S/H	Achievement of KPIs	Not started	
7	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 customer survey results and other feedback gathered.			✓	✓	✓			BAU	Quarterly	01/04/26	31/03/27	H	Quarterly report to LT as part of operational plan update	Not started	
8	Maintain effective engagement with stakeholders via appropriate channels, working with ISE	✓		✓	✓	✓		✓	BAU	As required	01/04/26	31/03/27	M	Quarterly report to LT as part of operational plan update	Not started	
9	Produce SWF text for monthly commentary as well as additional comms materials as and when required.				✓	✓			BAU	Monthly	01/04/26	31/03/27	M	Monthly content to ISE	Not started	
10	Maintain and promote professional development of staff and ensure team is appropriately resourced and skilled.	✓					✓		BAU	Continuous	01/04/26	31/03/27	H	Quarterly report to LT as part of business plan update	Not started	
11	Monitor and escalate recurring casework issues in line with the Support and Intervention Policy	✓		✓	✓	✓	✓		BAU	Continuous	01/04/26	31/03/27	H	Quarterly report to Governance Committee	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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>
12	Complete management quality checks of casework. Feedback and implement changes as required			✓		✓			BAU Plus	Continuous	01/07/26	31/03/27	H	Quarterly report to Governance Committee	Not started	
13	CF: With support from LPO, establish a formal data sharing process with the DWP	✓							Project	Project defined	01/04/26	30/09/26	M	Quarterly report to LT	Not started	
14	CF: Investigate potential changes to our online form. To include mirroring the initial call flow, capturing data more effectively and encouraging consent upfront from representatives.	✓	✓	✓			✓		Project	Project defined	01/04/26	31/03/27	M	Quarterly report to LT as part of business plan update.	Not started	
15	CF:Building on last year's activity, when we piloted a new accessible letter template following stakeholder consultation; apply the same approach and principles across all SWF communications (including TST). Amend all templates to Aptos font for accessibility.	✓		✓	✓		✓		Project	Project defined	01/04/26	30/09/27	H	Report findings to LT	Not started	
16	CF: Review the criteria for reconsiderations to ensure that the approach is efficient, accessible and fair.	✓	✓	✓	✓	✓	✓		Project	Project defined	01/04/26	30/06/27	M	Report findings to LT	Not started	
17	Analyse application and review data to identify potential accessibility barriers, particularly for under-represented groups, and use the findings to inform targeted engagement and external activity to improve equitable access to the SWF process.	✓			✓	✓	✓		Project	Project defined	01/04/26	31/12/26	M	Report findings to LT	Not started	
18	Conduct Learning Through Data pilot using the approach co-designed with pilot local authorities. This activity, which is in line with SWF Review Action Plan Commitment 22, aims to improve consistency in how application and review information is monitored, reviewed and reported. Evaluate the effectiveness of pilot and prepare for national rollout if successful.			✓	✓	✓			Project	Project defined	01/04/26	30/03/27	H	Report findings to LT and the SG. Project evaluation to take place in Q3.	Not started	
19	Publish findings to maximise impact and inform improvement. Key areas of focus will include reporting on the continued inequity arising from the use of the High Most Compelling priority, identifying and sharing best practice in SWF service provision, and highlighting accessibility concerns relating to first-tier reviews.				✓	✓	✓		Project	Project defined	01/04/26	30/03/27	H	Report proposals to LT. Monitor reach and impact of any publications.	Not started	
20	Explore opportunities to improve data capture within Workpro, including the potential for automated insight generation, such as extracting information from the R&D template. Consider whether making additional fields mandatory could strengthen data quality and consistency.		✓	✓					Project	Project defined	01/04/26	30/06/27	M	Report findings to LT	Not started	
21	Contribute to the annual review of the SWF Statutory Guidance as members of the Standing Statutory Guidance Committee		✓	✓	✓	✓			BAU	Annual	01/10/26	31/01/27	S	Report to LT to approve proposed changes - success measured by whether changes taken forward.	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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	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 to ensure effective governance, discharge the functions of the strategic plan & provide evidence to parliamentary committees.				✓	✓	✓	✓	BAU	Continuous	01/04/26	31/03/27	S	1. Monthly Leadership Team meetings 2. Quarterly LT performance, Business Planning and governance meetings. 3. Oversight and overall responsibility for project completion for each officer of ISE projects. 4. External engagement with wider stakeholders, focus on parliamentary / committees 5. <i>CSC oversight</i>	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 and associated delivery plans. Provide a supportive role for everyone at the organisation to support the delivery of the 2024-28 Strategic Plan				✓	✓	✓	✓	BAU	Continuous	01/04/26	31/03/27	S/H	1. Completion of ISE projects linked to Engagement and Communications team. 2. Input into quarterly, Business Planning and Governance LT meetings 3. Development of E&C team members	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.				✓	✓	✓	✓	BAU	Continuous	01/04/26	31/03/27	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, Child Friendly Complaints Handling Principles and Process Guidance, and good practice in complaints handling in order to support learning and improvement.					✓	✓	✓	BAU	Continuous	01/04/26	31/03/27	S/H	To fulfil our S.16G responsibilities in relation to public service complaints, on promotion of best practice etc, we will: 1. Respond to external and internal enquiries and requests for support 2. Participate in external networks and related meetings 3. Participate in and presenting to non-network meetings and engagement events 4. Lead Complaints Investigation Skills training sessions 5. Monitor practice, and promote best practice in relation to complaints handling (currently reactive, aiming to move to a more proactive footing). 6. Monitor use of the Support and Intervention Policy internally, and run awareness sessions with staff periodically. Provide support where necessary when SIP action is taken	Not started	
5	To provide advice and guidance across SPSO and externally around compliance with the National Whistleblowing Standards and good practice to support learning and improvement for all boards / BUJs.					✓	✓	✓	BAU	Continuous	01/04/26	31/03/27	S/H	To fulfil our S.16G responsibilities in relation to public service complaints, on promotion of best practice etc, we will: 1. Respond to external and internal enquiries and requests for support 2. Participate in external networks and related meetings 3. Participate in and presenting to non-network meetings and engagement events 4. Monitor use of the Support and Intervention Policy internally, and run awareness sessions with staff periodically. Provide support where necessary when SIP action is taken	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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>
6	To provide support to the wider ISE team including handling the administration of the training courses, uploading reports, maintaining records of publications etc. 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							✓	BAU	Continuous	01/04/26	31/03/27	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. CSC stage 2 and 3 admin and reporting 6. Maintaining records of products, policies and publications. 7. Training administration 8. Support admin and delivery of officewide engagement reporting	Not started	
7	To lead the development and delivery of external communication materials. Build the public profile of SPSO and promote our work, while providing support, knowledge and expertise in communications to all SPSO staff. To ensure our service is accessible to all.				✓	✓	✓		BAU	Continuous	01/04/26	31/03/27	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 incl. SPSO newsletter 5. Oversee website 6. Oversee external publications 7. Webinar support	Not started	
8	To lead the delivery of direct engagement activities with our stakeholders. Support knowledge sharing, learning and improvement to both internal and external stakeholders.				✓	✓	✓		BAU	Continuous	01/04/26	31/03/27	S/H	1. Completion of assigned ISE projects in Business Plan 2. Timely ad hoc communications support from other internal business areas. 3. Publish compendium on time. 4. Lead on and provide support for external engagement activity 5. Lead on engagement with advisors incl. newsletter 6. Webinar support 7. Social media and campaigns 8. Website support 9. Training platform developments	Not started	
10	To lead the management, analysis and reporting of SPSO statistics, ensuring accurate and timely quarterly and annual outputs while supporting governance and external publication requirements. To provide expert advice on data capture and performance statistics, maintain strong internal and external relationships, and support continuous improvement through system development, audit processes, and engagement in data-related activities.					✓		✓	BAU	Continuous	01/04/26	31/03/27	S/H	1. Quarterly reports prepared accurately and within deadline for Q LT Governance + LT Ops meetings 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 8. Participate in data related networking / training sessions 9. Administer the data audit review of Workpro / Casework Reports Subscriptions and Dataset report	Not started	
Statutory & High Priority Projects																

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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	Annual Report 25/26				✓				Project	Annual	01/04/26	30/11/26	S/H	Report delivered on time and within budget Stats included are accurate and fairly reflect the organisations performance	Not started	
12	Parliamentary Engagement Plan				✓				Project	Continuous	01/04/26	31/03/27	H	Engagement activities outlined in the plan delivered	Not started	
13	INWO Engagement Plan				✓				Project	Continuous	01/04/26	31/03/27	S/H	Engagement activities outlined in the plan delivered	Not started	
14	Internal Engagement Plan				✓				Project	Continuous	01/04/26	31/03/27	H	Engagement activities outlined in the plan delivered	Not started	
15	PSC/BuJ Engagement Plan				✓				Project	Continuous	01/04/26	31/03/27	S/H	Engagement activities outlined in the plan delivered	Not started	
16	Spotlight Reports					✓			Project	As required	01/04/26	31/03/27	H	Up to three spotlight reports delivered throughout the year between Q2 and Q4	Not started	
17	Vulnerabilities Project					✓			Project	Project defined	01/04/26	31/03/27	M	Complaints map updated on statistics page of the website to reflect updated SIMD figures Report delivered on engagement with service users at CABs	Not started	
18	Committee Reports				✓	✓			BAU Plus	As required	01/04/26	31/03/27	M	Parliamentary committee reports delivered to relevant committees on a regular basis throughout the year to ensure they have the right information at the right time.	Not started	
19	SPSO Conference 2027/28 (multi year)				✓				Project	Project defined	01/04/26	31/03/27	S/H	Deliver project activities as outlined in Conference Delivery plan	Not started	
20	BSL Plan Year 2 commitments							✓	BAU Plus	Continuous	01/04/26	31/03/27	S	1) Deliver BSL training to an initial cohort of staff 2) BSL report - delivered by Q3	Not started	
21	Revise CSC procedure			✓			✓		Project	Project defined	01/06/26	30/09/2026	H	As a matter of good practice, we will align the SPSO's CSC with	Not started	
22	Develop and pilot a framework for monitoring BUJ complaints handling practice				✓		✓		Project	Project defined	01/06/26	24/12/2026	H	To support our S.16G responsibilities, we will: 1. Identify data sources to be used for monitoring 2. Develop a method for using data sources to monitor standards 3. Confirm outputs from and impact of monitoring	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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>
23	Targeted engagement with key BUJs based on internal quarterly T&T report			✓	✓		✓		Project	Project defined	01/04/26	30/09/26	H	To support our S.16G responsibilities, we will engage with specific BUJs that the quarterly T&T report shows are in need of advice and support to improve complaint handling.	Not started	
24	Draft and issue practice guidance note to BUJs on new ICO process for complaints under DUAA						✓		Project	Project defined	05/11/26	19/06/26	H	Due to the DUAA 2025, we need to clarify for BUJs whether they can or should use the MCHP for data protection complaints.	Not started	
25	For SWF team, develop QA tool for LAs and present on how to use QA tool						✓		Project	Project defined	22/04/26	30/06/26	H	As requested by SWF, we will develop a QA tool for LAs dealing with SWF claims, and offer a presentation on how to use it.	Not started	
26	Media Engagement Plan				✓				Project	Continuous	01/04/26	31/03/27	H	Engagement activities outlined in the plan delivered	Not started	
27	Learning Centre development					✓			BAU Plus	Quarterly	01/04/26	30/04/27	H	Sharing of intelligence to direct work, engagement and spotlight or public reporting themes. Identify themes and trends	Not started	
37	Coordinate the submission of a business case to LT for the purchase of Power BI		✓	✓	✓	✓			Project	As required	26/05/26	31/07/26	H	Establish a working group to develop a business case for the purchase of Power BI, include costs, aims, key milestones and expected organisational impact. Submit and present the completed business case to LT for review and approval.	Not started	
38	Review the SPSO Data Strategy and update			✓					Project	Project defined	26/05/26	31/12/26	M	Modernise the organisational approach to data. Assess progress against the previous data strategy and produce an updated data maturity action plan.	Not started	
39	Vulnerabilities Refresh Project			✓		✓			Project	Project defined	01/10/26	31/12/26	M	1. Prepare a process note following Stage 1 method for repeat exercise 2. Prepare a master file to populate with updated SIMD/Stats 3. SIMD revision expected late 2026 - repeat project with updated SIMD data	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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)							✓	BAU	Annual	01/06/26	30/11/26	S	Published annual report	Not started	
2	Climate change duties: - produce and publish Environment, Sustainability and Biodiversity Annual Report							✓	BAU	Annual	01/06/26	30/11/26	S	Published annual report	Not started	
3	Climate change duties: 2024-2027 CCAT actions - Review the actions for the 5 areas of Climate Change Duties reporting. - Implement actions from workplan; working towards 2030 target of Net Zero.							✓	BAU	Continuous	01/04/26	31/03/27	M	Action plan implemented and reported in Climate Change Duties report	Not started	
4	ECO Decision Reviews: - Triage cases and manage reviews so that they are carried out in a timely manner.	✓							BAU	Continuous	01/04/26	31/03/27	H	Internal quarterly report to Governance meeting and published annual report.	Not started	
5	ECO Decision Reviews: - 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.			✓					BAU	Continuous	01/04/26	31/03/27	H	Internal quarterly report to Governance meeting.	Not started	
6	ECO Quality assurance: - During the year identify areas of risk for QA through Decision Reviews, discussion with management and the internal QA consultation process.			✓					BAU	Continuous	01/04/26	31/03/27	H	Draft plan to be prepared for 2027-8 QA and submitted for LT consideration and sign off before the start of year 2027.	Not started	
7	ECO Quality assurance: - Carry out risk based Quality Assurance each quarter based on agreed QA plan.			✓					BAU	Continuous	01/04/26	31/03/27	H	QA reports to be signed off by LT when QA complete each quarter and any follow up actions completed.	Not started	
8	ECO Quality Assurance: - Monitor the implementation of any actions required within SPSO following the LT sign off of any QA report on any given area			✓					BAU	Continuous	01/04/26	31/03/27	H	Internal Quarterly report to Governance meeting.	Not started	
9	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							✓	BAU	Annual	01/03/26	31/08/26	S	Draft Annual Report and Accounts provided to Auditor and Ombudsman in good time	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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>
10	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)							✓	BAU	Annual	01/02/26	31/08/26	H	Agreed External Audit annual plan Provide financial statements and supporting evidence in line with agreed dates External Audit Report	Not started	
11	Finance: Audit, Internal - produce, coordinate activities and deliver Internal Audit Plan							✓	BAU	Continuous	01/04/26	31/03/27	M	- Internal Audit Plan, signed off by LT - Internal Audit reports to LT and AAB, accompanied by management responses to any recommendations	Not started	
12	Finance: Budget - plan and prepare submission for SPCB, including strategic priorities, resource planning for staff and non-staff; and Bridgeside House property.							✓	BAU	Annual	01/07/26	31/08/26	H	Annual budget submission, signed off by LT	Not started	
13	Finance: Expenditure - monitor and manage expenditure against budget plan							✓	BAU	Continuous	01/04/26	31/03/27	H	- 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	
14	Finance: Income - SPSO - issue and monitor receipt of payment for all Training Unit and ad hoc income							✓	BAU	Continuous	01/04/26	31/03/27	M	All income received in year, reported to LT quarterly	Not started	
15	Finance: Procurement - SPSO professional advice - procure and manage contracts for services and professional advice ensuring best value for money							✓	BAU	Continuous	01/04/26	31/03/27	H	Weekly progress procurement updates listed to IPA Lead Adviser	Not started	
16	Finance: Procurement - Tenders for services - provide advice and support for any tenders for services to ensure SPSO procurement policy is followed.							✓	BAU	As required	01/04/26	31/03/27	M	Advice and administration support provided as required.	Not started	
17	Finance: Procurement (consumables) - procure and manage office stock, travel, accommodation arrangements, ensuring SPSO procurement policy is followed.							✓	BAU	Continuous	01/04/26	31/03/27	M	Staff have consumables required to carry out their roles.	Not started	
18	Finance: Procurement (ICT) - - procure and manage ICT hardware requirements, including tracking and future planning for replacement equipment.							✓	BAU	Continuous	01/04/26	31/03/27	M	staff have suitable equipment to carry out their roles. Q1 5 replacement laptops	Not started	
19	Governance: Business plan - coordinate and produce annual plan							✓	BAU	Annual	01/02/27	31/03/27	M	Published business plan	Not started	
20	Governance: Business plan - coordinate quarterly update and publication							✓	BAU	Quarterly	01/04/26	31/03/27	M	Updated plan published Qtly	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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>
21	Governance: Incident register - record and report all ICT incidents in line with the Risk and Incident policy and data breach procedures							✓	BAU	As required	01/04/26	31/03/27	S	- Effective incident management - Qtly updates to Leadership Team	Not started	
22	Governance: Risk - Business Continuity Plan - review and update annually, undertake tests with IRT							✓	BAU	Annual	01/10/26	31/12/26	H	Effective risk management	Not started	
23	Governance: Risk - Strategic and Operations registers - prepare draft registers annually in line with business planning process							✓	BAU	Annual	01/02/27	31/03/27	M	Effective risk management	Not started	
24	Governance: Risk - Strategic risk register - coordinate regular reviews, update, and publish strategic risk register.							✓	BAU	Quarterly	01/04/26	31/03/27	M	Effective risk management	Not started	
25	Governance: Secretariat - provide secretariat to Advisory Audit Board and Leadership Team							✓	BAU	Quarterly	01/04/26	31/03/27	M	Annual meeting schedule planned and issued - Papers prepared and issued at least one week prior to meeting - Declarations of interest published	Not started	
29	ICT: Applications - Ad hoc - ensure appropriate software applications are available and fit for purpose							✓	BAU	Continuous	01/04/26	31/03/27	H	Appropriate applications available for staff to complete their roles and responsibilities	Not started	
29	ICT: Applications - Artificial Intelligence (AI and other related tech dev) Monitor and report on the activities and achievements of the AI Group and Board.		✓			✓		✓	BAU	Continuous	01/04/26	31/03/27	L	- Provide CS Team representation and expertise to guide and advise the group on ICT and Info Gov related matters - Report summary of activities in the quarterly ICT report	Not started	
31	ICT: Applications - Case-handling system (Workpro) - manage the maintenance and enhancement of application and casework EDMS							✓	BAU	Continuous	01/04/26	31/03/27	H	Case-handling application up-to-date and meeting business and information management requirements	Not started	
32	ICT: Applications - Communication tools, including video conferencing - ensure appropriate software applications are available and fit for purpose							✓	BAU	Continuous	01/04/26	31/03/27	M	Appropriate communication channels available for staff to complete their roles and responsibilities	Not started	
33	ICT: Applications - Document management (eRDM) - manage the creation of new eRDM files by SPSO IMSOs							✓	BAU	Annual	01/01/27	31/03/27	M	- All required eRDM files for the new year set up successfully. - Files due for restriction reviewed and necessary information retained	Not started	
34	ICT: Applications - Document management (eRDM) - manage the maintenance and enhancement of non-casework electronic document file system							✓	BAU	Continuous	01/04/26	31/03/27	H	eRDM meeting information management requirements	Not started	
35	ICT: Applications - Document sharing (Connect) - ensure application is fully embedded and fit for purpose							✓	BAU	Continuous	01/04/26	31/03/27	H	Appropriate document sharing applications available for staff to complete their roles and responsibilities	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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>
36	ICT: Applications - Performance reporting - support the development of statistical reports from case-handling system, providing liaison with contractor.							✓	BAU	Continuous	01/04/26	31/03/27	L	SQL Report builder and data bases are correct and working, all issues reported to contractor on time	Not started	
38	ICT: Hardware - monitoring and management of IT hardware							✓	BAU	Continuous	01/04/26	31/03/27	H	- Functioning, fit for purpose hardware - Exception reporting - Annual statement to LT	Not started	
39	ICT: Security and Cyber Resilience - simulated phishing campaign - share analysis of results and use to direct training							✓	BAU	Continuous	01/04/26	31/03/27	M	Report on results to LT	Not started	
40	ICT: Security and cyber resilience - Annual refresher training for all staff on Cyber Security and IT Code of Conduct							✓	BAU	Annual	01/04/26	31/12/26	H	Appropriate use of ICT systems All staff completed cyber and IT code of conduct training	Not started	
41	ICT: Security and cyber resilience - contribute to ITECS Cyber Security Awareness Leads group and Security Champions Network							✓	BAU	Continuous	01/04/26	31/03/27	L	Attend meetings, report to LT as required	Not started	
42	ICT: Security and cyber resilience - Cyber Essentials re-certification							✓	BAU	Annual	01/11/26	31/12/26	H	Cyber Essentials re-certification achieved	Not started	
43	ICT: Security and cyber resilience - implement Public Sector Cyber Resilience Framework and Cyber Resilience Assessment actions, monitor actions and report							✓	BAU	Quarterly	01/04/26	31/03/27	H	- Exception reporting to LT - Up-to-date Information and Data related Policies and Procedures	Not started	
44	ICT: Security and cyber resilience - Induction, training and user support							✓	BAU	Continuous	01/04/26	31/03/27	H	Users operating all systems effectively	Not started	
45	ICT: Security and cyber resilience - IS installation (network) - monitor the maintenance of security and cyber resilience standards by contractor							✓	BAU	Continuous	01/04/26	31/03/27	H	Regular meetings with customer relationship manager and annual service report.	Not started	
46	ICT: Security and cyber resilience - review Cyber Incident Response Plan and associated Playbooks							✓	BAU	Annual	01/01/27	31/03/27	H	Review complete and signed off by LT	Not started	
47	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							✓	BAU	Continuous	01/04/26	31/03/27	H	Appropriate response times for level 1 ICT requests Escalated calls logged with external contractors in good time	Not started	
48	ICT: Technical Support - Team ICT Champions - manage and support the network of Level 1 ICT support in teams.							✓	BAU	Continuous	01/04/26	31/03/27	M	ICT Champs informed and confident, providing support effectively to team members	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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>
49	ICT: Technical Support - Video conferencing tools - provide support and administration for executive level online meetings							✓	BAU	Continuous	01/04/26	31/03/27	M	Appropriate communication channels available for LT / Management to complete their roles and responsibilities	Not started	
50	ICT: Telephony - monitoring and management of telephony network and hardware, including mobile communications and connectivity; providing technical support where required.							✓	BAU	Continuous	01/04/26	31/03/27	H	Telephony functionality available for staff to complete their roles and responsibilities	Not started	
52	Information Governance: Advice - provide a data protection and information governance advice and consultancy service for all SPSO business areas	✓						✓	BAU	As required	01/04/26	31/03/27	H	Actions and recommendations reported to LT	Not started	
53	Information Governance: Breach response and monitoring - manage, record, review and monitor data security incidents and personal data breaches, and feedback learning			✓				✓	BAU	As required	01/04/26	31/03/27	S	- Effective incident management and up to date log - Qtly updates to LT	Not started	
54	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)							✓	BAU	As required	01/04/26	31/03/27	S	- Qtly assurance reporting to LT - data protection and information governance audits and compliance checks reported to LT	Not started	
55	Information Governance: Data protection fee - review and update details and pay annual fee to the Information Commissioner (ICO)							✓	BAU	Annual	01/11/26	30/11/26	S	Fee paid & registration up to date	Not started	
56	Information Governance: Data protection group - chair regular data protection group meetings with representatives across SPSO business areas, raising awareness and feeding back learning							✓	BAU	Quarterly	01/04/26	31/03/27	M	Report to LT in line with governance arrangements	Not started	
57	Information Governance: Data Protection Impact Assessments - advise on screening checklists and DPIAs of new and high risk processing, and reviews of existing DPIAs							✓	BAU	As required	01/04/26	31/03/27	S	Signed off by LT	Not started	
58	Information Governance: Data Protection Officer - review and update DPO service Memorandum of Understanding							✓	BAU	As required	01/04/26	31/03/27	S	MoU signed	Not started	
59	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							✓	BAU	Quarterly	01/04/26	31/03/27	H	Stats submitted to SIC	Not started	
60	Information Governance: Freedom of Information - log, track, monitor, and deal with FOI/EIR requests and reviews within statutory timescales							✓	BAU	As required	01/04/26	31/03/27	S	Reporting performance against statutory target of 20 days	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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>
61	Information Governance: Freedom of Information - manage and respond to FOI/EIR appeals to the Scottish Information Commissioner							✓	BAU	As required	01/04/26	31/03/27	S	Reporting to LT	Not started	
62	Information Governance: Individual rights - log, track, monitor, and deal with data protection requests and complaints within statutory timescales							✓	BAU	As required	01/04/26	31/03/27	S	Reporting performance against statutory target of one month	Not started	
63	Information Governance: Individual rights - manage and respond to data protection complaints to the UK Information Commissioner							✓	BAU	As required	01/04/26	31/03/27	S	Reporting to LT	Not started	
64	Information Governance: Information asset register - maintain, review and update the asset register, and risk-assess information assets							✓	BAU	As required	01/04/26	31/03/27	S	- up-to-date register - report to LT in line with governance arrangements	Not started	
65	Information Governance: Leadership and oversight - data protection and information governance assurance reporting							✓	BAU	Quarterly	01/04/26	31/03/27	M	- Qtly / YE assurance paper - DPO assurance statements - reporting to AAB - Annual report and accounts	Not started	
66	Information Governance: Performance reporting - collation of quarterly statistics and year-to-date performance (FOI/EIR and DP rights requests, enquiries, appeals, incidents and complaints)							✓	BAU	Quarterly	01/04/26	31/03/27	M	Qtly / YE analysis report to LT	Not started	
67	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							✓	BAU	As required	01/04/26	31/03/27	S	Signed off by LT	Not started	
68	Information Governance: Publishing information - maintain, review and update SPSO Publication Scheme (incl. Re-use, and Open data)							✓	BAU	As required	01/04/26	31/03/27	S	Publication scheme compliance reported to LT	Not started	
69	Information Governance: Records Management Plan - maintain, review and update our RMP							✓	BAU	As required	01/04/26	31/03/27	S	Progress update review (PUR) submitted to Keeper of Records Scotland	Not started	
70	Information Governance: Register of processing activities and lawful basis - maintain, review and update the ROPA (carry out information audits / data mapping exercises)							✓	BAU	As required	01/04/26	31/03/27	S	- up-to-date register - report to LT in line with governance arrangements	Not started	
71	Information Governance: Retention and disposal - ensure retention and disposal of casework documents in line with policy (non-casework automated in eRDM)							✓	BAU	Quarterly	01/04/26	31/03/27	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	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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>
72	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							✓	BAU	As required	01/04/26	31/03/27	S	- evidence ALL staff receive induction/ update/ refresher training - annual declarations - training program signed off by LT	Not started	
73	Information Governance: Transparency - maintain, review and update privacy information and notices							✓	BAU	As required	01/04/26	31/03/27	S	Report to LT	Not started	
74	Performance reporting: Professional advice - collation of statistics and year-to-date performance							✓	BAU	Monthly	01/04/26	31/03/27	M	Qtly analysis report to LT	Not started	
75	Policy and procedures: Finance - review, update and ensure implementation of good governance arrangements and supporting procedures and processes.							✓	BAU	Annual	01/10/26	31/12/26	L	Recommendations for changes or amendments provided to all office-holders	Not started	
76	Policy and procedures: Governance - review annually in line with business planning process							✓	BAU	Annual	01/10/26	31/12/26	L	Recommendations for changes or amendments provided to LT	Not started	
77	Policy and procedures: 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.							✓	BAU	Annual	01/04/26	30/06/26	M	Annual review undertaken and signed off by LT	Not started	
78	Policy and procedures: Risk Management and Business Continuity - review annually in line with business planning process							✓	BAU	Annual	01/10/26	31/12/26	M	Recommendations for changes or amendments provided to LT	Not started	
79	Professional Advice Service - deliver a well-resourced professional advice service	✓	✓					✓	BAU	Continuous	01/04/26	31/03/27	H	Continued reduction in the % of advice responses received in excess of 20 working days. (2016-17 Baseline 64.1%)	Not started	
80	Professional Advice Service - provide an Annual Report on advice service							✓	BAU	Quarterly	01/04/26	31/03/27	M	Report on service	Not started	
81	Survey management: administration and advice on all electronic surveys issued, including Staff, ad hoc working groups, etc.							✓	BAU	As required	01/04/26	31/03/27	L	Results provided on time	Not started	
82	Survey management: support the general use of MS forms or Survey Monkey application by other colleagues							✓	BAU	As required	01/04/26	31/03/27	L	Support provided on request	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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	Accreditation: Corporate Social Responsibility - Maintain Living Wage status							✓	BAU	Annual	01/04/26	31/03/27	M	- Annual accreditation with Living Wage Foundation - Annual pay negotiations with trade union	Not started	
2	Accreditation: Health and Wellbeing - Maintain Carer Positive Accreditation							✓	BAU	Annual	01/04/26	31/03/27	M	- Annual accreditation at Engaged status - Review activities to achieve Established status	Not started	
3	Accreditation: Maintain Disability Confident Accreditation							✓	BAU	Annual	01/04/26	31/03/27	M	- Annual accreditation as Disability Confident employer	Not started	
4	Equalities, Diversity and Inclusion: Implement EDI strategy and plan							✓	BAU	Annual	01/04/26	31/03/27	H	- Implement EDI strategy and plan	Not started	
5	Equalities, Diversity and Inclusion: Monitor, report and review performance							✓	BAU	Annual	01/04/26	31/07/26	S	- Annual diversity statistics reporting	Not started	
6	Equalities, Diversity and Inclusion: Develop and launch mandatory EDI training for all staff							✓	Project	Annual	01/04/26	31/03/27	H	- Implemented mandatory EDI training - Individual training records and management information reports to demonstrate organisational compliance	Not started	
7	Equalities, Diversity and Inclusion: Attract, develop and retain a diverse workforce							✓	Project	Annual	01/04/26	31/03/27	H	- Reviewed and updated inclusive recruitment practices - Partnership working with organisations representing minority groups - LT paper to scope and recommend opportunities for	Not started	
8	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							✓	BAU	Annual	01/04/26	31/03/27	S	- Provide HR information in line with agreed dates	Not started	
9	Health and Wellbeing - Monitor and report on the activities and achievements of the Wellbeing Action Group.							✓	BAU	Quarterly	01/04/26	31/03/27	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	
10	Health and wellbeing: Implement well-being strategy and plan							✓	BAU	Quarterly	01/04/26	31/03/27	H	- Support Wellbeing Action Group to develop and implement action plan - Quarterly HR reporting - % lost days due to sickness to not exceed PS average	Not started	
11	HR Operations: Communications and Engagement - Regular updates and information sharing on HR and L&D activities, raising the HR team profile							✓	BAU	Continuous	01/04/26	31/03/27	M	- Monthly HR updates - Promotion of L&D activities - Promotion of EDI activities - Participation in all staff meetings and events	Not started	
12	HR Operations: Compliance - Ensure all staff have an up-to-date Disclosure as appropriate to their role and SPSO security requirements							✓	BAU	Annual	01/09/26	30/09/26	S	- Disclosures updated on a rolling 3-year basis	Not started	
13	HR Operations: Records management - Review of HR records against retention and disposal policy							✓	BAU	Annual	01/10/26	31/12/26	M	- Retention and disposal of records in line with policy	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	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	HR Operations: SPSO - Provide an effective HR service							✓	BAU	Continuous	01/04/26	31/03/27	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	
15	HR Strategy: Annual staff survey and accompanying action plan							✓	BAU	Annual	01/04/26	31/03/27	H	- Analysis of survey and action plan produced for business planning	Not started	
16	HR Strategy: Develop and implement HR and people strategy							✓	Project	Project defined	01/04/26	31/03/27	M	- HR and people strategy to LT - Incorporated workforce/succession plan	Not started	
17	HR Strategy: Implement IIP recommendations (reaccreditation year)							✓	BAU	Annual	01/04/26	31/03/27	H	- IIP accreditation report with action plan produced for business planning - Annual review of progress against recommendations	Not started	
18	HR Strategy: Workforce Planning - Development of a formalised workforce plan template outlining the current workforce, the future workforce and how the organisation can achieve its required future							✓	Project	Project defined	01/04/26	30/06/26	M	- Scoping, and report to LT with recommended template and plan	Not started	
19	Learning and development: Annual learning and performance development plan - monitor progress against plan and resources							✓	BAU	Quarterly	01/04/26	31/03/27	M	- Well skilled workforce - Collect feedback and evaluation of L&D activities - Quarterly report to LT - L&D activities delivered to budget	Not started	
20	Learning and development: Annual learning and performance development plan - prepare and fully resource plan against operational objectives, including specialist technical training for different staff groups as requested							✓	BAU	Monthly	01/04/26	31/03/27	M	- PDPs completed and analysed with survey and IIP actions incorporated into L&D plan - Plan shared with all staff	Not started	
21	Learning and Development: Annual learning and professional development plan - annual manager training							✓	BAU	Quarterly	01/04/26	31/03/27	M	- Plan and deliver annual manager training sessions	Not started	
22	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							✓	BAU	Quarterly	01/04/26	31/03/27	M	- Implemented training programme - Producing individual training records - Producing management information reports - Quarterly HR reporting	Not started	
23	Learning and development: Review and update new start induction programme							✓	Project	Project defined	01/04/26	31/03/27	M	- Engage with relevant staff groups - Refresh and roll out agreed induction programme	Not started	
24	Learning and development: Review and update organisational mandatory/compliance training programme							✓	Project	Project defined	01/04/26	31/03/27	H	- Engage with relevant staff groups - Refresh and roll out agreed mandatory/compliance training programme	Not started	
25	Learning and Development: Review of competency framework and associated HR activities							✓	Project	Project defined	01/10/26	31/03/27	L	- Updated and approved values-based competency framework - Update recruitment, performance management, learning and development processes and documents in line with review outcomes	Not started	
26	Payroll: Manage and maintain SPSO payroll							✓	BAU	Monthly	01/04/26	31/03/27	S	- Staff paid promptly and correctly - Successfully audited accounts	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1 - Service delivery	Priority 2 - Efficiency & proportionality	Priority 3 - Service improvement	Priority 4 - Profile, visibility & impact	Priority 5 - Insight	Priority 6 - Good complaints handling	Enablers & strategies	Type	Frequency	Start	End	Priority	Measure/ KPI/ Reporting	Status	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>
									Select	Select			Select		Select	
27	Policy Handbook: SPSO - Annual rolling review and update of HR policies in line with legislative changes and best practice. Disseminate through staff updates and training, and monitor effectiveness.							✓	BAU	Annual	01/04/26	31/03/27	S/H	- Review and update policies in line with legislative changes - Improve policies based on learning, procedural changes, staff and trade union feedback as appropriate - Consult on policies with trade union - Policies signed off by LT and implemented	Not started	
28	Resourcing: Monitor, plan and recruit to maintain appropriate level of staff resource against budget							✓	BAU	Monthly	01/04/26	31/03/27	H	- Delivery of CS statutory duties - Achievement of KPIs	Not started	
29	Survey management: administration and advice on electronic surveys issued internally and relating to Staff, Learning and Development, etc. using MS Forms							✓	BAU	As required	01/04/26	31/03/27	M	- Results provided on time - Results collated in quarterly HR reports, etc. - Support provided on request	Not started	
30	HR Strategy: Workforce planning - Review investigations job profiles to build flexibility across functions							✓	Project	Project defined	01/10/26	31/03/27	H	- Research and scoping, benchmarking against other organisations where available - LT paper with recommendations	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1	Service delivery	Priority 2	Efficiency &	Priority 3	Service improvement	Priority 4	Profile, visibility &	Priority 5	Insight	Priority 6	Good complaints	Enablers & strategies	Type	Frequency	Start	End	Priority	Measure/ KPI/ Reporting	Status	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>
															Select	Select			Select			
9	BH: Climate change duties: - complete environmental climate awareness themes across year and complete Scotland Annual Climate Change Week												✓		BAU	Monthly	01/04/26	31/03/27	M	- complete environmental climate awareness themes across year - Complete Scotland Annual Climate Change Week	Not started	
10	BH: Climate change duties: - monitor primary energy usage and waste management												✓		BAU	Monthly	01/04/26	31/03/27	M	-Continued reduction in our Baseline carbon footprint (2015/16 72 tCO2e) -Monitor electricity and gas usage on a monthly basis	Not started	
2	BH: Facilities Maintenance - maintain and manage statutory and preventative maintenance; resolve day to day maintenance issues; Liaise with landlord, trade engineers and contractors.												✓		BAU	Continuous	01/04/26	31/03/27	S	- Bridgeside House facilities maintained - prioritised preventative maintenance actioned - meet statutory standards for HS and facilities - provide assurance update	Not started	
3	BH: Health, Safety and Security (Fire Safety) - Ensure compliance with statutory regulations, records maintained for legal duties - fire safety training for fire marshals & warden, fire tests/drills/extinguishers, qualified first aiders, emergency lighting, electrical appliance testing. Office and Home Risk Assessment are reviewed. implement audit actions and other reports/inspections.												✓		BAU	Continuous	01/04/26	31/03/27	S	- Annual H&S Assurance Statement - Training and updates disseminated to all staff - Low Residual Risk in operational Risk Register - Tolerable level for Fire Risk - 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, on-going management, providing effective health and safety service and advice to staff in office and at home. .												✓		BAU	Continuous	01/04/26	31/03/27	M	-Provide Assurance update -H&S Group meeting deliver on actions -Deliver H&S policy aspects for office and home -Provide safe and secure environment	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.												✓		BAU	As required	01/04/26	31/03/27	S	- All new staff complete HS + Security + Environment Induction - Annual H&S Training - Annual DSE Training - Annual Fire Safety Training	Not started	
6	BH: Mail & delivery management												✓		BAU	Continuous	01/04/26	31/03/27	M	Secure & timely mail support services	Not started	
7	BH: Managed Contracts - first point of contact for suppliers, cleaning, waste, security, maintenance, H&S												✓		BAU	Continuous	01/04/26	31/03/27	M	Contracts delivering on service expectations	Not started	
8	BH: Shared Area Management - shared facility service, including shared meeting rooms, AV technology, catering, reception, Health and Safety security coordination.												✓		BAU	Continuous	01/04/26	31/03/27	H	-Shared spaces, AV & Equipment requirements maintained and managed fairly so rooms fit-for-purpose. - Manage bookings for shared meeting rooms	Not started	
17	BH: Shared Services Reporting - provide a quarterly service performance report for shared service activities provided												✓		BAU	Quarterly	01/04/26	31/03/27	L	Qtly performance report to Office-holders and SPCB on service provided	Not started	
12	Finance: Audit, Internal - support and participate in audit activities of other organisations when referencing a shared service provided by the SPSO.												✓		BAU	As required	01/04/26	31/03/27	L	Provide supporting evidence in line with agreed dates	Not started	
14	Finance: Expenditure - Bridgeside House - monitor and manage expenditure against budget plan												✓		BAU	Continuous	01/04/26	31/03/27	M	- report monthly spend against budget to BHMG - report quarterly finance position to Office-holders and SPCB	Not started	
15	Finance: Expenditure - Shared service: SPSO, SBC, SHRC, PSCS - pay invoices against approved orders and process payment of creditors												✓		BAU	Continuous	01/04/26	31/03/27	H	100% of undisputed invoices paid within 30 working days Reported in Qtly to Office-holders and SPCB	Not started	
20	HR Finance: Payroll - Manage and maintain payroll												✓		BAU	Monthly	01/04/26	31/03/27	S	- Staff paid promptly and correctly - Successfully audited accounts	Not started	

No	Activity <i>description of task/ activity/ project</i>	Priority 1	Service delivery	Priority 2	Efficiency &	Priority 3	Service improvement	Priority 4	Profile, visibility &	Priority 5	Insight	Priority 6	Good complaints	Enablers & strategies	Type	Frequency	Start	End	Priority	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>
															<i>Select</i>	<i>Select</i>			<i>Select</i>			
21	HR Operations: - Provide an effective HR service												✓		BAU	Continuous	01/04/26	31/03/27	S	- Enquiries and time recording log - Quarterly shared service HR and L&D report	Not started	
29	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												✓		Project	Project defined	01/04/26	31/03/27	H	- 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	
23	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												✓		BAU	Continuous	01/04/26	31/03/27	M	- Implemented training programme - Producing individual training records - Producing management information reports - Quarterly Shared Service reporting	Not started	
24	Policy and procedures: Bridgeside House MOU - review, update and ensure implementation of good governance arrangements and supporting procedures and processes.												✓		BAU	Annual	01/10/26	31/12/26	L	Recommendations for changes or amendments provided to all office-holders	Not started	
25	Policy and procedures: Finance - review, update and ensure implementation of good governance arrangements and supporting procedures and processes.												✓		BAU	Annual	01/10/26	31/12/26	L	Recommendations for changes or amendments provided to all office-holders	Not started	
26	Policy and procedures: Shared Services Agreements - review, update and ensure implementation of good governance arrangements and supporting procedures and processes.												✓		BAU	Annual	01/07/26	31/12/26	L	Recommendations for changes or amendments provided to all office-holders	Not started	
27	Policy Handbook: HR - review and update, disseminate through updates and training, and monitor practice. (3-yr. rolling review of volumes)												✓		BAU	As required	01/04/26	31/03/27	H	Policies signed off and implemented	Not started	
1	Policy Handbook:: Health, safety, security - maintain, review, update and disseminate through updates while monitoring practice.												✓		BAU	Annual	01/01/27	31/03/27	S	Monitor HS with 'competent person' and report changes to LT	Not started	