



Business plan 2024-25

Scottish Public Services Ombudsman

**INDEPENDENT
NATIONAL
WHISTLEBLOWING
OFFICER**

People Centred | Improvement Focused



**SCOTTISH
PUBLIC
SERVICES
OMBUDSMAN**

People Centred | Improvement Focused



Introduction

This document sets out the Scottish Public Services Ombudsman’s annual business plan for the period from 1 April 2024 to 31 March 2025. It sets out what we will do this year to deliver our strategic vision and aims. It should be read in conjunction with our Strategic Plan 2020-2024.

Vision The Scottish Public Services Ombudsman contributes actively and positively to high performing Scottish public services. Recognised for our innovative world-leading approach, we put people and learning at the heart of all we do.	Strategic themes 1.Access to justice through everyday rights 2.Agile capacity 3.Standards and impact 4.Efficiency
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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	We will make our own services as accessible, and rights based as they can be, promoting awareness of the right to complain.
2	We will continue to develop stakeholder relationships to contribute to development of fair, accessible Scottish public services, and wider access to justice environment.
3	We will push for legislative change to enable us to make our services and those of other Scottish public bodies accessible and rights based.
4	We will build and maintain our capacity, financial, human and infrastructure, to implement and deliver our statutory functions, taking an agile and flexible approach.
5	We will be acknowledged for having well-trained, properly supported people, who have the tools they need to deliver our services.
6	We will review and develop the support, guidance and training we offer to public bodies, complainants, and whistleblowers to enable them to develop their own capacity, to handle service complaints, whistleblowing concerns and applications to the Scottish welfare fund.
7	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.
8	We will review the Model Complaints Handling Procedures and National Whistleblowing Standards, to ensure they remain fit for purpose.
9	We will contribute to the development and/ or review of other standards and guidance to ensure they deliver services to the standards required.
10	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.
11	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.
12	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.
13	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.
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Resources

Total SPSO budget for 2024-25 is £7,395,000 broken down as follows: <ul style="list-style-type: none">Staff costs £6,118KRunning costs £564KBridgeside House costs £713k (managed by SPSO on behalf of others)Less Total estimated SPSO income (£80k)	Equalities Commitments <ol style="list-style-type: none">Take proactive steps to identify and reduce potential barriers to ensure that our service is accessible to all.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.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.Ensure that we play our part in ensuring that service providers understand their duties to promote equality within their complaints handling and review procedures.Monitor the diversity of our workforce and supply chain, and take positive steps where under-representation exists.
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Commonly used terms

BAU: Business as usual

C&I: Complaints and investigations

CS/ Corp Serv: Corporate Services

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

HoISE: Head of Improvement, Standards and Engagement

INWO: Independent National Whistleblowing Officer Complaints

ISE: Improvement, Standards and Engagement

LT: Leadership team

Omb / SPSO: the Ombudsman

Priority: strategic and business priority

Statutory: delivers a duty SPSO must meet

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

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

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

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

PSC: Public Service Complaints

SWF: Scottish Welfare Fund

No	Activity <i>description of task/ activity/ project</i>	Strat Theme 1 <i>Access to justice - rights</i>	Strat Theme 2 <i>Agile capacity</i>	Strat Theme 3 <i>Standards impact</i>	Strat Theme 4 <i>Efficiency</i>	Type <i>Select</i>	Frequency <i>Select</i>	Start	End	Priority <i>Select</i>	Measure/ KPI/ Reporting	Status <i>Select</i>	Comment/ update <i>- why not on target/ exceeded - actual achieved - important milestones achieved - if it is a new addition to the plan - policy decisions taken - why discontinued, or carried forward</i>
1	BH Handbook: Health, safety, security - maintain, review, update and disseminate through updates while monitoring practice.	AJtER				BAU	Annual	01/12/24	28/02/25	S	- Monitor HS with 'competent people' and report changes to LT	Completed	*HS handbook been reviewed finalised.
2	BH: Facilities Maintenance - maintain and manages facilities and ongoing plans including statutory, and preventative maintenance; Resolve day to day maintenance issues that are prioritised & resolved efficiently; Liaise with landlord, trade engineers and contractors.	AJtER				BAU	Continuous	01/04/24	31/03/25	S	- Bridgeside House facilities maintained - prioritised preventative maintenance actioned - meet statutory standards for HS - provide assurance update	Completed	*All maintenace managed *All maintenace from audits being managed and actioned *All statutory maintenace current and up to date *All updates in assurance paper * Quarterly update at BHMG Meeting
3	BH: Health, Safety and Security (Fire Safety) - Ensuring statutory regulations are complied with records maintained for legal duties including - fire safety training, fire tests, fire drills, fire extinguishers, qualified first aiders, fire marshals & warden, emergency lighting, electrical appliance testing. Office and Home Risk Assessment are reviewed inline with workplace audits including security management. External audit outcomes, actions and other reports/inspections. Testing business continuity plans (BCP) in line with health and safety .	AJtER				BAU	Continuous	01/04/24	31/03/25	S	- Annual H&S Assurance Statement to SPSO - Training and updates disseminated to all staff - Low residual risk in operational risk register - 2 fire drills annually evacuate in 3 minutes - Pass annual H&S audit	Completed	*annual statement in Q4 *Training DSE complete up to date *low risk remains *1 fire drill complete in Q2 *Annual HS Audit and Fire RA in Q3
4	BH: Health, Safety and Security (H&S service) - promoting health, safety & security with on-going management in Bridgeside House working environment. Provide ongoing effective health and safety service and advice to staff in office and at home.	AJtER				BAU	Continuous	01/04/24	31/03/25	M	-Provide Assurance update -H&S Group meeting deliver on actions -deliver H&S policy aspects for office and home	Completed	*Quarterly HS group meeting with new HoCSSS and agreed actions and new agenda *Complete HS walkround Audit with union reps, all passed, just some good housekeeping points *New HS policy finanlised
5	BH: Health, Safety and Security (staff training) - new staff complete H&S Inductions(HS, RA, Environment, DSE, Fire safety, shared facilities); annual H&S training, Annual Display Screen Equipment Assessment (DSE) for home and office working, ongoing Awareness training for staff and managers for home and office.	AJtER				BAU	As required	01/04/24	31/03/25	S	- All new staff completed H&S + Security - Annual H&S + Security training - Annual DSE training	Completed	*all new staff completed HS induction *Annual HS training programme being rolled out over year. in quarters to meet stauatory *DSE Complete in Q1, *BC attended ScotGov Security and Business Continuity Conference 2024
6	BH: Mail & delivery management - provide efficient service for pick-up of all mail & deliveries, update and maintain courier procedures in hybrid working.	AJtER				BAU	Continuous	01/04/24	31/03/25	M	- secure & timely mail support services	Completed	*tracked post costs and staff training carried out to reduce surcharges *all mail secure and delivered to each office *reduced courier costs *separate SBC courier acccount under same terms with carrier
7	BH: Managed Contracts - ongoing management of contracts and contractors of Bridgeside House including acting as first point of contact for suppliers, manage lease, cleaning, waste, security while working with procurement and finance to achieve best value money (BVM) and meets sustainable procurement practices.	AJtER				BAU	Continuous	01/04/24	31/03/25	M	- contracts delivering on service expectations	Completed	* contracts closley monitored to meet expectations consistently in cleaning, recycling, security, HS & mainetnance, mail and courier, utilities.
8	BH: Shared Area Management - providing a well-coordinated Bridgeside House shared facility service for all five office holders, ensuring the shared areas meet the requirements of the users including shared meeting rooms, booking system, AV & Hybrid technology, supporting events for catering and reception, Health and Safety security coordination. Ensure Cutlery, Crockery and glassware maintained for catering. Flipcharts & pens supplied.	AJtER				BAU	Continuous	01/04/24	31/03/25	H	- shared space, AV & equipment requirements managed fairly and rooms fit-for-purpose.	Completed	*all shared meeting rooms managed so fit for purpose and supplies apprpriate, plus all hybrid meetings work well *ensured shared kitchen facilities are apporopriate and maintained.
9	Climate change duties: - monitor primary energy usage and waste management	AJtER				BAU	Monthly	01/04/24	31/03/25	S	- Continued reduction in our Baseline carbon footprint (2015/16 72 tCO2e)	Completed	*monitor energy usage for gas and electric to continue to reduce. *work with landlord and suppliers with new offices smart thermostats, electric and gas metres with new building control system to maximise energy efficiency

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10	Climate change duties: Sustainable Procurement - Implement Actions from Flexible Framework Assessment tool to achieve foundation level. 1. Sustainable objectives agreed and published 2. Adapt procurement policy to be sustainable 3. Sustainable agenda on CCGG and reported in assurance paper 4. Improve supplier contract & tenders to be more robust with sustainable requirements 5. Complete a general assessment of benefits of buying sustainable for a range of key commodities (with the aim to consider reducing emissions, use less water, reduce waste, less packaging or community benefits)		AC			BAU	Continuous	01/04/24	31/03/25	M	- complete sustainable framework assessment tool January 2025 - achieve foundation level	Completed	*completed foundation level.
31	Climate change duties: Sustainable Procurement - Annual Review Complete Sustainable Procurement Prioritisation Assessment tool; Focus on actions to improve sustainability for highest procurement products groups.		AC			Project	Project defined	01/01/25	28/02/25	M	- Consider Action plan with Climate Change and Green Group & sustainable Procurement Champions - Review progress in January 2025	Completed	*review undertaken on 15/01/25 and completed prioritisation tool

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1	Climate change duties: - produce and publish Climate Change Annual Report (including discharging duties under section 32 (1)(a) of the PSR Scotland Act 2010)	AJtER				BAU	Annual	01/04/24	30/11/24	S	- Published annual report	Completed	Published November 2024
2	Climate change duties: - produce and publish Environment, Sustainability and Biodiversity Annual Report	AJtER				BAU	Annual	01/04/24	30/11/24	S	- Published annual report	Completed	Published November 2024
3	Climate change duties: 2020 CCAT actions - Implement actions from workplan; working towards 2030 target of Net Zero.	AJtER				BAU	Continuous	01/04/24	30/06/24	M	- Action plan implemented and reported in Climate Change Duties report	Completed	Final actions from 2020 CCAT in place by May 2024.
4	ECO Quality assurance: During the year identify areas of risk for QA through Decision Reviews and discussion with management. Prepare draft QA annual plan by 31.01.2024.	AJtER				BAU	Continuous	01/04/24	31/03/25	H	Draft plan prepared for LT consideration.	Completed	Risk based QA plan approved by LT.
5	ECO Quality assurance: Carry out risk based Quality Assurance each quarter for PSC, SWF, INWO and Advice based on agreed QA annual plan.	AJtER				BAU	Continuous	01/04/24	31/03/25	H	QA reports to be signed off by LT when QA complete each quarter and any follow up actions completed.	C/F to next year	The QAs have been completed. Some follow up actions to INWO QA will be completed in the first quarter of 2025-26.
6	ECO Quality assurance: Submit draft plan for QA for LT approval and sign off by end of March 2025.	AJtER				BAU	Continuous	01/04/24	31/03/25	H	Implementation of plan when approved by LT.	Completed	Risk based plan for 2025-26 has been approved by LT.
7	ECO-Decision Reviews: Triage cases and manage reviews so that they are carried out in a timely manner.	AJtER				BAU	Continuous	01/04/24	31/03/25	H	Internal quarterly report and published annual report.	Missed	For year to date to the end of Q4 we did not meet the target of 75% in 90 days. It is 70% .We did not meet the target of 40% in 50 days, the total is 18%.
8	ECO-Policy Handbook: Complaints and investigations guidance and processes - review and update, disseminate through updates and training, and monitor practice	AJtER				BAU	Continuous	01/04/24	31/03/25	H	Updated Guidance in line with changes implemented throughout the year.	Discontinued	Updates provided by Hol-PSC
9	ECO-Reviews: Decision Review: Keep an up-to-date issues log to identify any common areas for CR training or further development of the guidance, and report on this quarterly.	AJtER				BAU	Continuous	01/04/24	31/03/25	H	Internal quarterly report.	Completed	Issues log maintained on a daily basis and issued each quarter.
10	Finance: Audit, External - Annual report and Financial Statements - prepare contributors, review requirements, coordinate contributions and timelines for the three sections - Coordinate the provision of information and evidence to support the performance reporting				Eff	BAU	Annual	01/04/24	30/09/24	S	Draft Annual Report and Accounts provided to Auditor and Ombudsman in good time	Completed	
11	Finance: Audit, External - Audit Activity - agree annual external audit plan with auditors; - provide information and access to External Auditors; - prepare fully audited Financial and Governance Statements for SPSO Annual Report and Accounts ((including discharging duties under section 32 (1)(b) of the PSR (Scotland) Act 2010) - including Trade Union Publication of Facility Time Data Regulations Reporting				Eff	BAU	Annual	01/04/24	30/09/24	S	Agreed External Audit annual plan Provide financial statements and supporting evidence in line with agreed dates External Audit Report	Completed	Finalised document for AAB on 27 Sept.

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12	Finance: Audit, Internal - produce, coordinate activities and deliver Internal Audit Plan				Eff	BAU	Continuous	01/04/24	31/03/25	M	- Internal Audit Plan, signed off by LT - Internal Audit reports to LT and AAB, accompanied by Dir-CS responses to any recommendations	Completed	Reportes tabled at governance meetings
13	Finance: Budget - plan and prepare submission for SPCB, including resource planning, staff and non-staff; profile approved budget				Eff	BAU	Annual	01/07/24	02/09/24	H	- Annual budget submission, signed off by LT	Completed	
14	Finance: Expenditure - monitor and manage expenditure against budget plan				Eff	BAU	Continuous	01/04/24	31/03/25	S	- 5% variance: budget to actual spend at year end - monthly spend against budget statement to LT with recommendations - Reported in Annual Report and Accounts	Completed	Management finance reports to all governance meetings
15	Finance: Income - SPSO - issue and monitor receipt of payment for all Training Unit and ad hoc income	AJtER				BAU	Continuous	01/04/24	31/03/25	M	All income received in year, reported to LT quarterly	Completed	
16	Finance: Procurement - SPSO professional advice - procure and manage contracts for services and professional advice ensuring best value for money	AJtER				BAU	Continuous	01/04/24	31/03/25	H	Weekly progress procurement updates listed to IPA Lead Adviser	Completed	
17	Governance: Business plan - coordinate and produce annual plan				Eff	BAU	Annual	01/01/25	31/03/25	M	- Published business plan	Completed	
18	Governance: Business plan - coordinate quarterly update and publication				Eff	BAU	Quarterly	01/04/24	31/03/25	M	- Updated plan republished Qtly	Completed	Baseline, and all quarters published.
19	Governance: Incident register - record and report all ICT incidents in line with the Risk and Incident policy and data breach procedures		AC			BAU	As required	01/04/24	31/03/25	S	- Effective incident management - Qtly updates to Leadership Team	Completed	SC3 advised of Deloitte cyber incident, very unlikely to impact SPSO.
20	Governance: Risk - Business Continuity Plan - review and update annually, undertake tests with IRT				Eff	BAU	Annual	01/08/24	31/03/25	H	- Effective risk management	Completed	Induction meeting completed. IRT meeting in August, training in January.
21	Governance: Risk - Strategic and Operations registers - prepare draft registers annually in line with business planning process				Eff	BAU	Annual	01/01/25	31/03/25	M	- Effective risk management	Completed	
22	Governance: Risk - Strategic - coordinate regular reviews, update, and publish strategic risk register.				Eff	BAU	Quarterly	01/04/24	31/03/25	M	- Effective risk management	Completed	Strategic risk updates tabled at all governance meetings.
23	Governance: Secretariat - provide secretariat to Advisory Audit Board and Leadership Team				Eff	BAU	Quarterly	01/04/24	31/03/25	M	Annual meeting schedule planned and issued - Papers prepared and issued at least one week prior to meeting - Declarations of interest published	Completed	New members' biographies and declarations on website.
24	ICT: Applications - Ad hoc - ensure appropriate software applications are available and fit for purpose		AC			BAU	Continuous	01/04/24	31/03/25	H	- Appropriate applications available for staff to complete their roles and responsibilities	Completed	
25	ICT: Applications - Case-handling system (Workpro) - manage the maintenance and enhancement of application and casework EDMS				Eff	BAU	Continuous	01/04/24	31/03/25	H	- Case-handling application up-to-date and meeting business and information management requirements	Completed	Upgrade due in Q3 was deployed in March, just before year-end, with last minute issues just fixed in time for year-end reporting.

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26	ICT: Applications - Communication tools - training and support to embed MS teams and functions into the working environment for all staff.				Eff	BAU	As required	01/04/24	31/03/25	M	MS Teams training and guidance materials provided to staff on aspects to support roles and responsibilities	Completed	New Teams structure in place.
27	ICT: Applications - Communication tools, including video conferencing - ensure appropriate software applications are available and fit for purpose				Eff	BAU	Continuous	01/04/24	31/03/25	M	-Appropriate communication channels available for staff to complete their roles and responsibilities	Completed	
28	ICT: Applications - Document management (eRDM) - manage the maintenance and enhancement of non-casework electronic document file system				Eff	BAU	Continuous	01/04/24	31/03/25	H	- eRDM meeting information management requirements	Completed	
29	ICT: Applications - Document sharing (Connect) - ensure application is fully embedded and fit for purpose				Eff	BAU	Continuous	01/04/24	31/03/25	H	- Appropriate document sharing applications available for staff to complete their roles and responsibilities	Completed	
30	ICT: Applications - Performance reporting - support the development of statistical reports from case-handling system, providing liaison with contractor.			S&I		BAU	Continuous	01/04/24	31/03/25	M	- SQL Report builder and data bases are correct and working, all issues reported to contractor on time	Completed	Developed INWO review reports, fixed numerous reports to remove duplicates, correct target dates etc., added new fields following upgrade in March for year-end reporting.
31	ICT: Hardware - monitoring and management of IT hardware		AC			BAU	Continuous	01/04/24	31/03/25	H	- Functioning, fit for purpose hardware - Exception reporting - Annual statement to LT	Completed	
32	ICT: Security and cyber resilience - Annual refresher training for all staff on Cyber Security and IT Code of Conduct		AC			BAU	Annual	01/04/24	31/12/24	H	- Appropriate use of ICT systems	Completed	
33	ICT: Security and cyber resilience - contribute to ITECS Cyber Security Awareness Leads group and Security Champions Network		AC			BAU	Continuous	01/04/24	31/03/25	M	- Attend meetings, report to LT as required	Completed	Attending regular meetings
34	ICT: Security and cyber resilience - Cyber Essentials re-certification		AC			BAU	Annual	01/11/24	21/12/24	H	- Cyber Essentials re-certification achieved	Completed	Achieved re-certification in December 2024
35	ICT: Security and cyber resilience - implement Public Sector Action Plan for Cyber Resilience and Public Sector Cyber Resilience Framework, monitor actions and report		AC			BAU	Quarterly	01/04/24	31/03/25	H	- Exception reporting to LT - Up-to-date Information and Data related Policies and Procedures	Completed	
36	ICT: Security and cyber resilience - Induction, training and user support		AC			BAU	Continuous	01/04/24	31/03/25	H	- Users operating all systems effectively	Completed	
37	ICT: Security and cyber resilience - IS installation (network) - monitor the maintenance of security and cyber resilience standards by contractor		AC			BAU	Continuous	01/04/24	31/03/25	H	- Regular meetings with business partner and annual service report.	Completed	
38	ICT: Security and cyber resilience - Research Cyber Essentials Plus certification		AC			BAU	Annual	01/06/24	30/09/25	M	Paper to LT with recommendation	C/F to next year	Carried forward due to other priorities
39	ICT: Security and cyber resilience - review Cyber Incident Response Plan and associated Playbooks		AC			BAU	Annual	03/01/25	31/03/25	H	Review complete and signed off by LT	Completed	Provided to IRT in electronic and hard copies

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40	ICT: Technical Support - Level 1 ICT support - provided to ICT champs and staff, monitoring of ICT mail box, logging and tracking escalated calls with external contractors where required, providing IMSO support for eRDM system				Eff	BAU	Continuous	01/04/24	31/03/25	H	Appropriate response times for level 1 ICT requests Escalated calls logged with external contractors in good time	Completed	
41	ICT: Technical Support - Team ICT Champions - manage and support the network of Level 1 ICT support in teams.				Eff	BAU	Continuous	01/04/24	31/03/25	M	- ICT Champs informed and confident, providing support effectively to team members	Completed	
42	ICT: Technical Support - Video conferencing tools - provide support and administration for executive level online meetings				Eff	BAU	Continuous	01/04/24	31/03/25	M	- Appropriate communication channels available for LT / Management to complete their roles and responsibilities	Completed	Less requirment now office is on Teams
43	ICT: Telephony - monitoring and management of telephony network and hardware, including mobile communications and connectivity; providing technical support where required.		AC			BAU	Continuous	01/04/24	31/03/25	H	Assist with move to new telephone contract - clearing backlog ticket with new provider, telephony functionality available for staff to complete their roles and responsibilities	Completed	
44	Information Governance: Advice - provide a data protection and information governance advice and consultancy service for all SPSO business areas				Eff	BAU	As required	01/04/24	31/03/25	S	- actions and recommendations reported to LT	Completed	
45	Information Governance: Breach response and monitoring - manage, record, review and monitor data security incidents and personal data breaches, and feedback learning				Eff	BAU	As required	01/04/24	31/03/25	S	- effective incident management and up to date log - Qtly updates to LT	Completed	
46	Information Governance: Compliance - monitor data protection and information governance compliance (e.g. security and records management, risks, data processors etc.) and test the effectiveness of measures, and adherence to policies and procedures (and contracts)				Eff	BAU	As required	01/04/24	31/03/25	S	- Qtly assurance reporting to LT - data protection and information governance audits and compliance checks reported to LT	Completed	
47	Information Governance: Data protection fee - review and update details and pay annual fee to the Information Commissioner (ICO)				Eff	BAU	Annual	26/11/24	26/11/24	S	- fee paid & registration up to date	Completed	Fee paid and confirmation of registration received 28/10/24, and registration checked.
48	Information Governance: Data protection group - chair regular data protection group meetings with representatives across SPSO business areas, raising awareness and feeding back learning				Eff	BAU	Quarterly	01/04/24	31/03/25	M	- report to LT in line with governance arrangements	Completed	
49	Information Governance: Data Protection Impact Assessments - advise on screening checklists and DPIAs of new and high risk processing, and reviews of existing DPIAs				Eff	BAU	As required	01/04/24	31/03/25	S	- signed off by LT	Completed	
50	Information Governance: Data Protection Officer - review and update DPO service Memorandum of Understanding				Eff	BAU	Annual	01/01/25	31/03/25	S	- MoU signed	C/F to next year	Resumed original arrangment following failure of DP Bill.
51	Information Governance: FOI/EIR statistics - submit data to the Scottish Information Commissioner about our requests to see how FOI is used in Scotland, for publication				Eff	BAU	Quarterly	01/04/24	31/03/25	H	- stats submitted to SIC	Completed	

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52	Information Governance: Freedom of Information - log, track, monitor, and deal with FOI/EIR requests and reviews within statutory timescales				Eff	BAU	As required	01/04/24	31/03/25	S	- reporting performance against statutory target of 20 days	Completed	
53	Information Governance: Freedom of Information - manage and respond to FOI/EIR appeals to the Scottish Information Commissioner				Eff	BAU	As required	01/04/24	31/03/25	S	- reporting to LT	Completed	
54	Information Governance: Individual rights - log, track, monitor, and deal with data protection requests and complaints within statutory timescales				Eff	BAU	As required	01/04/24	31/03/25	S	- reporting performance against statutory target of one month	Completed	
55	Information Governance: Individual rights - manage and respond to data protection complaints to the UK Information Commissioner				Eff	BAU	As required	01/04/24	31/03/25	S	- reporting to LT	Completed	
56	Information Governance: Information asset register - maintain, review and update the asset register, and risk-assess information assets				Eff	BAU	As required	01/04/24	31/03/25	S	- up-to-date register - report to LT in line with governance arrangements	C/F to next year	Annual review of IAR and ROPA c/f due to resourcing.
57	Information Governance: Leadership and oversight - data protection and information governance assurance reporting				Eff	BAU	Quarterly	01/04/24	31/03/25	M	- Qtly / YE assurance paper - DPO assurance statements - reporting to AAB - Annual report and accounts	Completed	
58	Information Governance: Performance reporting - collation of quarterly statistics and year-to-date performance (FOI/EIR and DP rights requests, enquiries, appeals, incidents and complaints)				Eff	BAU	Quarterly	01/04/24	31/03/25	M	- Qtly / YE analysis report to LT	Completed	
59	Information Governance: Policies and procedures - create, maintain, review and update data protection and information governance policies and procedures (for e.g. FOI/EIR, rights, records management and security, breach management, business continuity, risks and DPIAs, data sharing, restricted transfers, purpose limitation, transparency, DP by design and default etc.) and supporting measures				Eff	BAU	As required	01/04/24	31/03/25	S	- signed off by LT	Completed	
60	Information Governance: Publishing information - maintain, review and update SPSO Publication Scheme (incl. Re-use, and Open data)				Eff	BAU	As required	01/04/24	31/03/25	S	- publication scheme compliance reported to LT	Completed	
61	Information Governance: Records Management Plan - maintain, review and update our RMP				Eff	BAU	As required	01/04/24	31/03/25	S	- progress update review (PUR) submitted to Keeper of Records Scotland	Completed	PUR Final Report from PRSA Assessment Team published on website.
62	Information Governance: Register of processing activities and lawful basis - maintain, review and update the ROPA (carry out information audits / data mapping exercises)				Eff	BAU	As required	01/04/24	31/03/25	S	- up-to-date register - report to LT in line with governance arrangements	C/F to next year	Annual review of ROPA and IAR c/f due to resourcing.
63	Information Governance: Retention and disposal - ensure retention and disposal of casework documents in line with policy (non-casework automated in eRDM)				Eff	BAU	Quarterly	01/04/24	31/03/25	S	- annual assurance statement to LT - annual file location audit - 100% of hard copy case files located securely and correctly recorded on CMS - ad hoc updating as required	Completed	

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64	Information Governance: Training and awareness - maintain, review and update data protection and information governance training programme, provide induction and refresher training, and additional training for specialised roles, verify and monitor understanding, maintain, review and update guidance, and raise awareness of data protection, information governance and associated policies and procedures				Eff	BAU	As required	01/04/24	31/03/25	S	- evidence ALL staff receive induction/ update/ refresher training - annual declarations - training program signed off by LT	Completed	Annual compulsory data protection training circulated to staff in Q3.
65	Information Governance: Transparency - maintain, review and update privacy information and notices				Eff	BAU	As required	01/04/24	31/03/25	S	- report to LT	C/F to next year	Annual review of notices c/f due to resourcing.
66	Performance reporting: Professional advice - collation of statistics and year-to-date performance				Eff	BAU	Monthly	01/04/24	31/03/25	M	- Qtly analysis report to LT	Completed	Reports tabled at quarterly assurance and governance meetings
67	Policy and procedures: Finance - review, update and ensure implementation of good governance arrangements and supporting procedures and processes.				Eff	BAU	Annual	01/01/25	31/03/25	M	Recommendations for changes or amendments provided to all office-holders	Completed	Revised version published in July
68	Policy and procedures: Governance - review annually in line with business planning process				Eff	BAU	Annual	01/01/25	31/03/25	M	Recommendations for changes or amendments provided to LT	Completed	Revised version published in August. Reporting timetable amended in December.
69	Policy and procedures: Risk Management and Business Continuity - review annually in line with business planning process				Eff	BAU	Annual	01/01/25	31/03/25	H	Recommendations for changes or amendments provided to LT	Completed	Review completed in January, and confirmed for publication.
70	Policy Handbook: Information and Communication Technology (ICT) - review, maintain and update ICT and Digital Strategy and supporting guidance, particularly focussing on cyber security and resilience; disseminate through updates and training, and monitor practice.		AC			BAU	Continuous	01/07/24	31/03/25	M	- Annual review undertaken and signed off by LT	C/F to next year	Will be finalised in Q1. WP upgrade issues delayed handbook review.
71	Professional Advice Service - deliver a well-resourced professional advice service		AC		Eff	BAU	Continuous	01/04/24	31/03/25	H	Continued reduction in the % of advice responses received in excess of 20 working days. (2016-17 Baseline 64.1%)	Completed	Average advice turnaround time = 12.8 days % advices provided within 20 working days = 80% Average allocation time = 5.6 days
72	Professional Advice Service - provide an Annual Report on advice service				Eff	BAU	Quarterly	01/04/24	30/09/24	M	Report on service	Completed	Reported to LT in April 2025
73	Survey management: administration and advice on all electronic surveys issued, including Staff, ad hoc working groups, etc.	AJtER				BAU	As required	01/04/24	31/03/25	M	- Results provided on time	Completed	Staff survey completed. No other surveys planned in 2024-25
74	Survey management: support the general use of MS forms or Survey Monkey application by other colleagues	AJtER				BAU	Continuous	01/04/24	31/03/25	L	Support provided on request	Completed	Support provided when requested.
75	Climate Change duties reporting: - Review the actions for the 5 areas of Climate Change Duties reporting.	AJtER				BAU	Continuous	01/07/24	30/09/24	M	Review of activities planned for year	Completed	Preparing report with ISA
76	Climate change duties: 2020 CCAT actions - Develop a carbon emergency strategy and organisational changes	AJtER				Project	Project defined	01/04/24	30/09/24	M	Climate Strategy approved by LT and published	Completed	Strategy completed, was internally launched during Climate Change week in Q3.

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77	Climate change duties: Climate Change Assessment Tool 2024 - Workshop to reassess for 2023, and establish new actions for 2024-27	AJtER				Project	Project defined	01/01/25	31/03/25	M	New assessment results and action plan	Completed	Workshops completed, report and recommendations to LT in Q1 2025, actions to be included in 2025-26 business plan.
78	Governance: Corporate Social Responsibility policy - draft policy document in conjunction with the COP, incorporating Fair Work Practice.				Eff	Project	Project defined	01/08/24	31/03/25	L	Draft policy issued to LT	C/F to next year	Brought forward from 2023 - delayed due to departure of the Director. Draft prepared
79	ICT: Applications - Case-handling system (Workpro) (Enhancements) - Complete ICT user needs analysis to assess areas for additional training and support				Eff	Project	Project defined	01/07/24	31/03/25	M	Review submitted to LT	C/F to next year	Low priority - carried forward to 2025-26 due to funding
80	ICT: Applications - Case-handling system (Workpro) - develop e-learning on SPSO Learning Hub to improve induction and training experience		AC			Project	Project defined	01/04/24	31/03/25	L	Workpro training uploaded to SPSO Learning Hub and accessible to staff	C/F to next year	Low priority, videos under construction as resource is available.
81	ICT: Applications - Case-handling system (Workpro) - Enable multi-factor authentication for all Workpro users		AC			Project	Project defined	01/04/24	31/05/24	H	MFA enabled for all staff	C/F to next year	CAS implemented fix in March upgrade, and this will be deployed in April 2025
82	ICT: Applications - Case-handling system (Workpro) (Enhancements) - Scope project for implementing enhancements to the system, including user interface (linked to ICT user needs analysis)				Eff	Project	Project defined	01/07/24	31/03/25	M	Project scoping document with options submitted to LT	C/F to next year	Low priority - carried forward to 2025-26 due to funding
83	ICT: Applications - Document management (eRDM) - manage the creation of new eRDM files by SPSO IMSOs				Eff	Project	Project defined	01/12/24	28/02/25	H	All required eRDM files for 2025 set up successfully. Files due for restriction reviewed and necessary information retained	Completed	
84	ICT: Applications - Document sharing (Connect) - research possibility of uploading documents from Connect to Workpro				Eff	Project	Project defined	01/04/24	31/12/24	H	Paper to LT with recommendation	C/F to next year	Carried forward to next year due to funding
85	ICT: Applications - Document sharing (Connect) - research use of multi-factor authentication within Connect		AC			Project	Project defined	01/04/24	30/09/24	M	Paper to LT with recommendation	C/F to next year	Carried forward to next year due to funding
86	ICT: Applications - Windows 11 - manage the upgrade to Windows 11				Eff	Project	Project defined	01/06/24	31/10/25	H	- All staff upgraded to Windows 11 successfully	Completed	Completed upgrade to test Windows 11. Roll out to remaining staff in 2025.
87	ICT: Security and Cyber Resilience - simulated phishing campaign - share analysis of results and use to direct training				Eff	Project	Continuous	01/04/24	31/03/24	M	- report on results to LT	Completed	Results continue to be very positive. Reported to LT in quarterly ICT assurance paper.
88	ICT: Telephony - embedding new telephony system within SPSO, induction, training and user support		AC			Project	Project defined	01/04/24	30/09/24	H	All staff successfully using new system All staff received training	Completed	
89	Information Governance: Retention and disposal - scan landmark case files and dispose of hard copies.				Eff	Project	Project defined	01/04/24	30/06/24	L	Report in Qtly assurance paper	Discontinued	Inquiries are releasing the landmarked cases, therefore, no longer a requiremnet.
90	Finance: Procurement (consumables) - procure and manage office stock, travel, accommodation arrangements and support tender processes, ensuring SPSO procurement policy is followed.				Eff	BAU	Continuous	01/04/24	31/03/25	M	Staff have consumables required to carry out their roles.	Completed	
91	Finance: Procurement (ICT) - - procure and manage ICT hardware requirements, including tracking and future planning for replacement equipment.				Eff	BAU	Continuous	01/04/24	31/03/25	M	staff have suitable equipment to carry out their roles. Q1 5 replacement laptops	Completed	

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92	Finance: Medium-term planning - develop a medium-term financial plan as agreed with the External Auditors and AAB				Eff	Project	Project defined	01/10/24	31/03/25	H	Draft policy issued to LT	C/F to next year	Brought forward from 2023 - delayed due to departure of the Director. Draft prepared for tabling with LT in April
93	Finance: Procurement - Anti-slavery policy - develop a modern anit-slavery policy for procurement activities				Eff	Project	Project defined	01/10/24	31/03/25	L	Draft policy issued to LT	C/F to next year	In-year addition, draft prepared.

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

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14	Learning and Development: Annual learning and professional development plan - annual manager training		AC		Eff	BAU	Annual	01/04/24	31/03/25	M	- Plan and deliver annual manager training sessions	Completed	
15	Learning and development: Learning Hub - Development and delivery of mandatory training, new start induction programme and skills refresher programme, recording and monitoring of training records		AC		Eff	BAU	Continuous	01/04/24	31/03/25	M	- Implemented training programme - Producing individual training records - Producing management information reports - Quarterly HR reporting	Completed	
16	Payroll: SPSO - Manage and maintain payroll		AC		Eff	BAU	Monthly	01/04/24	31/03/25	S	- Staff paid promptly and correctly - Successfully audited accounts	Completed	
17	Policy Handbook: SPSO - review and update, disseminate through updates and training, and monitor practice. (3-yr. rolling review of volumes)		AC		Eff	BAU	Annual	01/04/24	30/06/24	H	- Policies signed off by LT and implemented	Completed	
18	Resourcing: Monitor, plan and recruit to maintain appropriate level of staff resource		AC		Eff	BAU	Monthly	01/04/24	31/03/25	H	- Delivery of CS statutory duties - Achievement of KPIs	Completed	
19	Survey management: administration and advice on electronic surveys issued internally and relating to Staff, Learning and Development, etc. using MS Forms		AC		Eff	BAU	As required	01/04/24	31/03/25	M	- Results provided on time - Results collated in quarterly HR reports, etc. - Support provided on request	Completed	
20	Accreditation: Become a Disability Confident employer		AC			Project	Project defined	01/04/24	31/12/24	M	- Report and recommendations to LT	C/F to next year	
21	Accreditation: Become a Disability Confident employer		AC			Project	Project defined	01/01/25	31/03/25	M	- Implement recommendations agreed by LT - Achieve accreditation	C/F to next year	Linked to HR-20
22	Accreditation: Health and Wellbeing - Achieve Carer Positive Accreditation		AC			Project	Project defined	01/04/24	31/03/25	L	- Implement recommendations agreed by LT - Accredited at Bronze level - Implement activities to achieve Silver level award	Completed	
23	Equalities, Diversity and Inclusion: Develop EDI policy		AC		Eff	Project	Project defined	01/01/25	31/03/25	M	- Consultation and agreement of policy with relevant groups, LT and trade union - Publish policy	C/F to next year	
24	Equalities, Diversity and Inclusion: Develop EDI strategy and plan		AC		Eff	Project	Project defined	01/04/24	31/12/24	H	- Consultation of strategy and plan with appropriate groups - Launch strategy and plan	C/F to next year	Strategy and plan drafted, LT and TU reviewed. All staff consultation planned for May 2025 with launch of strategy planned for 2 June 2025.
25	Health and Wellbeing: Support Wellbeing Action Group to develop Health and Wellbeing Strategy		AC			Project	Continuous	01/04/24	31/03/25	L	- Health and wellbeing strategy produced	Completed	
26	HR Strategy: Develop and implement HR and people strategy		AC		Eff	Project	Project defined	01/10/24	31/03/25	M	- HR and people strategy to LT - Incorporated workforce/succession plan	C/F to next year	Linked to HR-32
27	HR: Records management - Preparing shared HR mailboxes for Outlook mailbox archiving		AC			Project	Project defined	01/04/24	31/03/25	M	- Retention and disposal of records in line with policy - Improved long term electronic records filing process	C/F to next year	

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28	HR: Records management - Review of paper-based HR records against retention and disposal policy		AC			Project	Project defined	01/10/24	31/03/25	L	- Retention and disposal of records in line with policy - Improved long term paper-based records filing process	Completed	
29	Learning and Development: Performance Development Planning - Review PDP process and documentation		AC			Project	Project defined	01/04/24	31/01/25	M	- Implement project findings and recommendations agreed by LT	Completed	
30	Learning and Development: Review of competency framework and associated HR activities		AC		Eff	Project	Project defined	01/01/25	31/03/25	L	- Updated and approved values-based competency framework - Update recruitment, performance management, learning and development processes and documents in line with review outcomes	C/F to next year	
31	Learning and Development: Review offering, giving consideration to setting a minimum offering/CPD requirement, and access to external development opportunities		AC			Project	Project defined	01/04/24	31/03/25	M	- Implement project findings and recommendations agreed by LT	C/F to next year	Report being prepared for LT review in Q1 2025/26
32	HR Strategy: Workforce Planning - Development of a formalised workforce plan template outlining the current workforce, the future workforce and how the organisation can achieve its required future		AC		Eff	Project	Project defined	01/04/24	31/12/24	M	- Scoping, and report to LT with recommended template and plan	C/F to next year	
33	HR Strategy: Hybrid working trial and policy development		AC		Eff	Project	Project defined	01/04/24	30/09/24	H	- Development of policy as agreed in consultation with LT, staff, managers and trade union	Completed	
34	Reward and Benefits: Implement recommendations following review of staff benefits and reward mechanisms to raise awareness		AC			Project	Project defined	01/04/24	31/03/25	L	- Clear and visible rewards and benefits offerings	C/F to next year	Final report to close off project to be shared with LT in Q1 2025/26
35	HR: Enhanced disclosure updated for all staff - implement a rolling process to ensure all staff have an up-to-date disclosure as appropriate to their role and SPSO security requirements.		AC			Project	Project defined	01/04/24	31/12/24	S	- Process for updating disclosures in place on a rolling 3-year basis - Up to date Disclosures for relevant staff groups	Completed	
36	Learning and development: Explore best practice mechanisms for further raising awareness of and access to learning and development opportunities, including external opportunities.		AC		Eff	Project	Project defined	01/04/24	31/01/25	L	- Report to LT with recommendations	Completed	
37	HR Policy Handbook - Scope, report on and implement legislative changes for the Worker Protection Act (2023)		AC		Eff	Project	Project defined	01/07/24	31/03/25	H	- Report to LT with recommendations - Implement recommendations	Completed	
38	HR: Trade union recognition agreement		AC		Eff	Project	Project defined	01/11/24	31/03/25	M	- Draft recognition agreement to be agreed with LT and trade union - Implement recognition agreement	C/F to next year	

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Team Role Descriptors & BAU													
1	To provide leadership and strategic direction to the ISE team, by empowering officers to lead, develop and reflect on practice that promotes continuous improvement. As a member of the Leadership Team work collaboratively with the Ombudsman & Director to ensure effective governance, discharge the functions of the strategic plan & provide evidence to the LGHC. Responsible for stage 2 CSC responses.	Eff				BAU	Continuous	01/04/24	31/03/25	S/H	1. BP quarterly meetings with the Ombudsman. 2. 6 monthly S&Q report feeding into AR. 3. Quarterly governance meetings. 4. Oversight and overall responsibility for project completion for each officer of ISE projects. 5. External Audit 6. ISE Internal S&Q report 7. CSCs	On target	
2	To lead, support and develop officers and administrators in the Engagement & Communications team to effectively achieve ISE team objectives. To deliver, review and report on the objectives of the Engagement and Communications Strategy. Provide a supportive role for everyone at the organisation to ensure we embed our principles of engagement and communications at the heart of the services we provide.	AC				BAU	Continuous	01/04/24	31/03/25	S/H	1. Completion of ISE projects linked to Engagement and Communications team. 2. 6 month report to LT on progress against the objectives in the Engagement and Communications Strategy. Review and updating of objectives as required. 3. E&C impact reported quarterly	On target	
3	Provide internal legal and policy support across the office to further SPSO's strategic engagement goals and improve the quality and efficiency of casework and standards advice.	AJIER				BAU	Continuous	01/04/24	31/03/25	S/H	1. Producing timely and regular horizon scanning information 2. Identifying and drafting responses to consultations and significant policy developments 3. Preparing briefings and other documents on request to support LT parliamentary and other engagements 4. Responding to requests from colleagues for support interpreting and applying legal advice or dealing with legal challenges 5. Liaising with solicitors when we need formal legal support for casework	On target	
4	To provide advice and guidance externally and across SPSO around compliance with the Model Complaints Handling Procedures and good practice in complaints handling in order to support learning and improvement.	S&I				BAU	Continuous	01/04/24	31/03/25	S/H	1. Responding to external and internal enquiries and requests for support 2. Participation in external networks and related meetings 3. Participation in and presenting to non-network meetings and engagement events 4. Drafting and issuing guidance to BUJs and internally to SPSO colleagues 5. Monitoring practice, and promoting best practice in relation to complaints handling (currently reactive, aiming to move to a more proactive footing). 6. Monitoring use of the Support and Intervention Policy internally, and running awareness sessions with staff periodically. Providing support where necessary when SIP action is taken 7. Responding to LT ad hoc project requests	On target	
5	Project manager and service designer for development of a child friendly public service complaints process with responsibilities for supporting the standards and improvement work of the wider team	AC				BAU	Continuous	01/04/23	31/03/24	S/H	1. Responding to internal and external enquiries and requests for support 2. Participation in external networks and related meetings 3. Development of, and lead on, project related workshops and meetings 4. Effective, efficient and timely management of the child friendly complaints project 5. Service design support & expertise for wider team projects	On target	
6	To provide advice and guidance across SPSO and externally around INWO related enquiries and good practice to support learning and improvement for all boards / BUJs. Supporting other ISEROs around compliance with the MCHP and complaints handling learning and improvement.	AC				BAU	Continuous	01/04/23	31/03/24	S/H	1. Responding to internal and external enquiries and requests for support 2. Participation in external networks and related meetings 3. Development of, and lead on, project related workshops and meetings 4. Effective, efficient and timely management of INWO projects 5. Supporting ISERO members where required responding to queries relating to the MCHP / standards / L&I,.	On target	
7	Building the public profile of SPSO and promoting our work, while providing support, knowledge and expertise in communications to all SPSO staff, ensuring our service is accessible to all	AC				BAU	Continuous	01/04/23	31/03/24	S/H	1. Completion of ISE projects linked to communications. 2. Respond to requests for communications support from other internal business areas. 3. Publish compendium on time 4. Lead on and provide support for external and internal communications	On target	
8	Provide support and opportunity across SPSO for effective engagement and communication in a people centred and proactive way. Building trust in our service by communicating our brand in a positive manner, embedding wider knowledge sharing and learning and improvement to both internal and external stakeholders	AC				BAU	Continuous	01/04/23	31/03/24	S/H	1. Completion of assigned ISE projects in Business Plan 23/24 2. Timely ad hoc communications support. 3. Publish compendium on time. 4. Lead on and provide support for external engagement activity	On target	Compendium continually published on time and ad hoc communications support and external engagement activity completed in a timely manner.

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9	Provide support, develop and lead on the co-ordination and monitoring of information and data linked to SPSO performance reporting on a monthly, quarterly and annual basis both internally and externally.	S&I				BAU	Continuous	01/04/23	31/03/24	S/H	1. Quarterly reports prepared accurately and within deadline for 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	On target	
10	To provide support to the wider ISE team including handling the administration of the training courses, uploading reports, maintaining records of publications etc. To provide assistance for the Child Friendly Complaints Project by helping with administration. To maintain contact with the ICSCR and the Head of ISE regarding CSCs. Further assistance to other ISE team members as required. Triage of all ISE mailboxes daily	Eff				BAU	Continuous	01/04/23	31/03/24	S/H	1. Effective management of ISE shared inboxes and timely response to emails. 2. Support for ISE team meetings and other ad hoc meeting support. 3. Other admin support for ISE team as required. 4. Calendar deadlines for all ISE team to be checked and updated quarterly 5. Specific measure for CSC/ICSCR work - report generation and narrative TBD 6. Maintaining records of products, policies and publications.	On target	
Statutory & High Priority Projects													
11	Link Accessible CSC Process to MCHP	AJtER	AC			Project	Project defined	01/04/24	31/05/25	H	1. Ensure CSC process is accessible 2. Work with ISEROs to ensure CSC process is updated following MCHP refresh 3. Line up CSC standards with external new standards	C/F to next year	Q1: Complaints about the Office holder have now been incorporated into the CSC process and communicated with SPCB. Q2: This will form part of the full MCHP review in 25/26 (to be carried forward).
12	Engagement Strategy	AC				Project	Continuous	01/04/24	31/03/25	H		Completed	Engagement Strategy signed off at LT 26/03/25
13	Data Strategy: Staff Training	Eff				Project	Project defined	01/04/24	31/03/25	M	1. Collaboration and research with Data Working Group (Q1-Q2) 2. Develop training module and embed into L&D process (Q2-Q4) 3. Process for feedback and review (Q4)	C/F to next year	Q1: Data Working Group met for the first time on 12/06/2024. LT paper on data skills training plan is being drafted. Q2: Meeting held with Data Working Group and next steps agreed.
14	Awareness raising campaigns	AC				Project	As required	01/04/24	31/03/25	H	1. Develop awareness raising campaigns for key stakeholder groups 2. Measure effectiveness and impact of campaigns	Completed	Campaigns delivered this year include - Launch of UNCRC child friendly complaints guidance and training (Q2 and Q4) - Speak up Week 2024 - Q3 - Spotlight report campaign - Q3 - MCHP consultation - Q3 - Training promotion - Ongoing
15	Front End Website Development	AC				Project	Project defined	01/04/24	31/03/25	M	1. Research development of new website functionality (Q1-Q2) 2. Develop user-tested website design (Q3-Q4) 3. Updated internal process for website updates (Q4)	Discontinued	Q1: Content meetings with different teams completed. Work to resume on site map. Q2: Meeting had with web developer 06/08/24 to discuss front end website development options.
16	Accessible communications	AC				Project	Project defined	01/04/24	31/03/25	H	1. Template letters (Q1) 2. Process review and recommendations implemented (Q2-Q3) 3. Accessible online documents (Q2-Q3)	C/F to next year	Q1: No update. Will start in Q2. Q2: Call scheduled with Ombudsman to discuss template review. Drating project plan paper for LT.
17	Officer Guide	Eff				Project	Project defined	01/04/24	28/06/24	H	1. Updated officer guide (Q2)	Completed	Q1: No update. Will start in Q2. Q2: Guide started. Updated compendium process currently being drafted.
18	Internal newsletter	Eff				Project	Project defined	01/04/24	31/03/25	M	1. Develop content process for newsletter (Q2) 2. Design newsletter (Q2) 3. Launch newsletter (Q3) 4. Monitor impact and review (Q4)	Completed	Project completed - Quarterly newsletter running since December 24

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19	BSL 2024 - 2030 plan	AJtER				Project	Project defined	01/11/24	31/05/24	H	1. Develop new draft plan 2. Test with Third Sector Organisations 3. Consult 4. Publish	C/F to next year	
20	Data Strategy: Developing Internal Communications	Eff				Project	Project defined	01/04/24	31/03/25	H	1. Launch data communication channels Q1-Q2 2. Launch data section of the internal newsletter 2. Monitor and review 3. Lead data working group and communicating their work officewide	On target	Q1: Data Working Group developing live bank of case studies to be used for training, newsletter etc. Q2: Live bank of case studies collated. Next steps reliant on internal newsletter publication and new intranet.
21	Social Media Strategy	AC				Project	Project defined	01/04/24	31/03/25	M	1. Research and implement strategy Q2-3 2. Process for monitoring and reporting impact Q3	Completed	 Social Media Strategy signed off at LT 26/03/25
22	CIS Training Development (incl. sector specific training)	S&I				Project	Project defined	01/04/24	27/09/24	H	1. Sector specific case studies Q1-Q2 2. Updates to external slides Q1-2 3. Research and updates on external links and resources Q2-3 (any outdated materials)	C/F to next year	Q1: Short term working group set up and had their first meeting on 20/06/2024. In person workshop will be held to map out training. Q2: Organised in person workshop and short term working group. Slides updated and being reviewed by the short term working group. Gathering old materials for sector specific examples to review.
23	GCH Update & Review	S&I				Project	Project defined	01/04/24	27/09/24	H	1. Course content updates and improvements Q1-Q2	C/F to next year	Q1: All short term working group members are taking the GCH training again, after which they will share comments and ideas for updating the content to GCH. Q2: Each short term working group member is completing the online training as a refresh and to provide comments. Review of slides and script taking place, due by short term working group on 04/10/24 so that work can commence on updates.
24	Support SWF to develop web tools, resources and training materials for LAs, to improve practice and promote learning	Eff				Project	Project defined	01/03/24	30/06/24	H	1. Support with development of new training modules and/or resources	Completed	Animation completed and published in Q4
25	Officewide Engagement	AJtER				BAU Plus	Continuous	01/04/24	31/03/25	H	1. Monitor and improve tracking methods Q1-2	Completed	Q1: Starts in Q2, links in with Engagement Strategy project. Q2: Confirmed with LT that managers will start providing updates to Heads of for external engagement tracker. Will implement with managers in August.
26	Collation of Quarterly Reporting	S&I				BAU	Continuous	01/04/24	31/03/25	H	1. Produce quarterly reports (ISE, CSC, Positive Feedback) 2. Improve consistency within CSC reporting through guidance document	On target	Q1: Taken over ISE report, Open & Closed Actions reports, Engagement Policy Update, EC report from DL. Collated Open and Closed actions report within ISE Report. EC report: engagement rate now based on public metrics for more meaningful comparisons. Work to improve CSC reporting started. New process for Stage 2 CSC in CSC report. Q2: CSC report now going to quarterly LT governance meeting. Positive feedback to be shared at ASM every 6 months. Engagement policy update and Engagement & Communications report becoming part of annual reporting. ISE report discontinued. Engagement policy working group set up to produce guidance.
27	ISE Handbook	Eff				Project	Project defined	01/04/24	31/03/25	H	1. Ensure all processes within the ISE team are documented into one file with links to folders/files/process notes	Completed	Q1: Draft shared with team for them to update with their process notes by the end of summer. Q2: All officers have provided links to their process notes. Project completed.
28	CSC Template Review	S&I	AC			Project	Project defined	01/04/24	31/03/25	H	1. Review existing CSC templates and refresh/remove where necessary	Completed	Project completed in Q4. CSC templates updated to improve readability
29	Review of the Statement of Complaints Handling Principles	S&I				Project	Project defined	01/04/24	31/03/25	S	1. Review the Statement of Complaints Handling Principles to take account of developments in human rights and child friendly complaints. Review will be conducted in line with section 16A of the SPSO Act 2002.	On target	Q1: Project plan approved by LT. Complaints handling network notified. Q2: Revised overall work programme due to feasibility of programme as planned and likely implementation. Researched person-centred CH Principles. Considered issued best practice guidance in 24/25 instead of revising principles. RA confirmed principles need revising so drafting latest version of Principles to align with 2024-2028 SPSO Strategic Plan. Q3: Draft of existing Principles with updated language approved by LT and to go out to consultation in December 2024.

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30	Planning for MCHP review	S&I				Project	Project defined	01/01/25	31/03/25	S	1. Initial planning for review of the Model Complaints Handling Procedures (all sectors except NHS) following the review of the Statement of Complaints Handling Principles	On target	Q1: Complaints handler networks being notified of forthcoming reviews. Continuing to gather ideas for MCHP review. Q2: Revised overall work programme due to feasibility of programme as planned and likely implementation. Continuing to gather ideas for MCHP review. Q3: Continuing to gather ideas for MCHP review. Review timetable will be influenced by new Ombudsman's views re human rights legislation and update to existing Principles.
31	Ensuring CSC process aligns with the current MCHP	S&I				Project	Project defined	01/04/24	31/03/25	H	1. Aligning CSC with the MCHP with for Scottish Government, Scottish Parliament and associated public authorities	Not started	Q1: No update. Will start in Q2. Q2: Project lead now AF
32	Develop/refresh protocol for dealing with new BUJs	S&I				Project	Project defined	01/04/24	31/03/25	M	Either create new protocol, or refresh existing protocol, for introducing new BUJs (and possibly OBOs) to SPSO and their complaints handling responsibilities.	Discontinued	Q1: Project reallocated between ISEROs. Q2: No update. Discontinued due to lack of resource.
33	Hosting vulnerabilities workshop resources	Eff				Project	Project defined	01/04/24	31/03/25	M	Resources hosted and shared	Completed	Q1: Workshop hosted with A&G. Resources online. Project completed.
34	Mediation Project Group	AJtER				Project	Project defined	01/04/24	31/03/25	M	Participate in SPSO project to produce internal guidance for SPSO CRs to use mediation in case handling.	Discontinued	Q1: Project discontinued by LT on 240409
35	Framework for Monitoring Practice	S&I				Project	Project defined	01/04/24	31/03/25	H	1. Identify and confirm data sources to be used for monitoring e.g. BUJ annual reports, MCHP KPIs, SIP data, Workpro complaints handling marker, recommendations database, ongoing engagement with BUJs. 2. Develop method for using data sources to monitor standards, e.g. targeted sampling, benchmarking 3. Consider most useful output from monitoring, e.g. biannual standards and quality report.	Discontinued	Q1: No update. Will start in Q2. Q2: Project lead now CW. Discontinued and will be part of data strategy refresh.
36	Engagement with SPSO Advisers	Eff				Project	Project defined	01/04/24	31/03/25	H	1. Plan and co-ordinate seminars/ sessions for SPSO advisers and seek feedback from them about how these sessions are run / content most relevant / beneficial to them	On target	Q1: Adviser survey launched, which received 41 responses. Findings shared with advisers in June newsletter. Project reallocated between ISEROs. AF drafting paper with recommendations for future engagement based on survey results. Q2: Seminar on 12/09/24 went ahead successfully. Feedback forms sent to attendees. Invite sent for November seminar. Content planning underway.
37	Develop FAQs for BUJs under 'For Organisations' section of SPSO website	S&I				Project	Project defined	01/04/24	31/03/25	M	1. Identify key FAQs asked by BUJs 2. Draft answers for FAQs 3. Request Comms to create FAQs webpage and publish FAQs	Not started	Q1: Project reallocated between ISEROs. Q2: No update.
38	Child Friendly Complaints Principles	S&I				Project	Project defined	01/04/24	16/07/24	S	1. Secure parliamentary approval 2. Circulate principles to BUJs 3. Awareness raising	Completed	Q1: Process guidance approved for launch and shared with BUJs. Q2: Launch 16/07/24. Principles published and promoted. Project completed.
39	Child Friendly Complaints Procedure	S&I				Project	Project defined	01/04/24	31/03/25	S	1. Final testing period/soft launch 2. Final amendments 3. Launch w/ BUJs ahead of 16/07/24 UNCRC duties commencement 4. Monitor usage of procedure by BUJs	Completed	Q1: Process guidance approved for launch and shared with BUJs. Q2: Launch 16/07/24. Principles published and promoted. Project completed.
40	Child Friendly Complaints SPSO Review	AC				Project	Project defined	01/04/24	31/03/25	S	1. Co-design of process w/ SPSO staff 2. Sign-off of final process 3. Launch & monitoring	On target	Q1: Designed workshops held with PSC & A&G staff. Progress tracker set up for launch. Internal training sessions planned for PSC. Changes to complaints form and internal documents planned. Q2: First COP scheduled 04/09/24 - project now completed and ongoing monitoring to form part of BAU. SWF - need identified to adapt online form to help identify whether any children affected - in progress.
41	Child Friendly Guidance Materials	AJtER				Project	Project defined	16/07/24	31/03/25	H	1. Plan content and materials 2. Consult w/ relevant groups inc. children 3. Sign-off and design of materials 4. Awareness raising	On target	Q1: Project plan submitted to LT. Q2: Research of existing materials in progress. Updated project plan scheduled for LT on 13/08/24.
42	Child Friendly Complaints Training	S&I				Project	Project defined	16/07/24	31/03/25	M	1. Plan content & format 2. Compile content 3. Launch & awareness raising	Completed	Training materials launched 16th January
43	Speak Up Week	S&I				Project	Annual	01/04/24	31/03/25	H	1. Deliver successful Speak Up Week 2024 2. Use feedback and analytics from Speak Up Week 2024 to inform Speak Up Week 2025 planning.	Completed	Speak Up Week and LT review session completed Q3

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44	INWO Training Module / Review of Turas	S&I				Project	Project defined	01/04/24	27/09/24	H	1. Design self-directed online training module to add to existing training offer for INWO 2. Launch and promote training module 3. Develop process for feedback and review	On target	Q1: Engagement with NHS has identified it is unlikely a stage 1 module would meet current needs. Feedback that there is greater need for an in-depth CIS type training module. More engagement will be needed to scope out the viability of this training, as we would need INWO staff to deliver the training. Q2: No update.
45	Relaunch INWO Practitioners' Forum	S&I				BAU Plus	As required	01/04/24	31/03/25	H	1. Support sector to relaunch INWO Practitioners' Forum	Completed	Q1: First meeting of Forum took place on 26/06/24. Forum being run by chairs and co-chairs. Project completed.
46	Revise INWO Annual Reporting Guidance	S&I				Project	Project defined	01/04/24	28/06/24	H	1. Work with INWO team to revise existing reporting guidance 2. Test at workshop with sector 3. Publish and promote revised guidance	On target	Q1: Guidance published on INWO website and promoted at WB Practitioners' Forum on 26/06/24. Personalised letters to be sent in Q2. Q2: Decision taken with Head of INWO not to send personalised feedback 02/09/24 - timing no longer relevant. Analysis of 2023/24 reports ongoing.
47	Revamp INWO Bulletin (+ create index of previous editions)	S&I				Project	Project defined	01/04/24	31/03/25	M	1. Produce index of previous editions to identify key content to refresh/republish in future editions and house elsewhere on INWO website 2. Work with Engagement & Communications to revamp INWO Bulletin to bring in line with SPSO newsletter	On target	Q1: No update. Will start in Q2. Q2: New look bulletin went out 21/08/24 - changes made by Engagement & Communications to align with SPSO newsletter.
48	Responding/Influencing Parliamentary Human Rights Bill, Commissioners Enquiry and National Care Service	AJtER				BAU Plus	As required	01/04/23	01/04/24		1. Meet deadlines for responses 2. SPSO quoted in analysis of consultation and reports 3. Positive legislative changes to support improvements to SPSO and complaints handling	On target	Q1: Evidence submitted to the Comissioner's enquiry and still awaiting report. National Care Service Stage 2 drafts lodged and still to prepare briefing. Expecting human rights bill no earlier than September. Q2: RA gave evidence at stage 2, contact with human rights team about interim steps. To remove human rights bill from the business plan.
49	Section 19 (H&S)	Eff				Project	Project defined	01/04/22	01/04/24			Completed	Q1: Working on second draft and impact assessments. Q2: Launched in October. Project complete.
50	To review how we approach and communicate early closures from a customer service perspective	AC				Project	As required	01/04/23	01/04/24			On target	Q1: To confirm with PSC and comms colleagues how to integrate with their work. Q2: No update.
51	Support Rights Confidence / Awareness	AJtER				Project	As required	01/04/23	04/01/24			On target	Q1: Session held with SWF on their role and rights and possible future developments. Q2: Arranging contact with SHRC to discuss their possible appeal project.
52	Data Strategy: Stage 2 Vulnerabilities	S&I				Project	Project defined	01/04/24	31/03/25	H	1. Gather LA etc whole complaint numbers to identify percentage of complaints received by SPSO (Insight Off) 2. Map third sector/advocacy/mediation services in targeted areas to engage with (Insight Off) 3. Develop stakeholder engagement groups to raise awareness (ISEROs)	On target	Q1: 26/06/24 Stage 2 project plan approved by LT. Q2: Began Stage 2 work looking at LA complaint numbers and comparing to SPSO. Focus areas agreed with AS 22/08/24 - looking at identifying third sector agencies in these areas. Separate SWF work shared with AJ. Preparing summary PSC findings.
53	Data Strategy: Data Related Horizon Scanning	S&I				Project	Project defined	01/06/24	31/03/25	H	1. Conduct data related horizon scanning 2. Report to SPSO LT on a (quarterly/bi-monthly) basis (depending on availability of suitable material)	On target	Q1: No update. Will start in Q2. Q2: Began looking at data related horizon scanning . Sent first submission to LT in August.
54	QA Data	AJtER				Project	As required	01/04/24	31/03/25	M	1. QA a sample of cases and how casework data is collected in Workpro eg SIP	On target	Q1: No update. Will start in Q2. Q2: Agile project started 26/08/24. Draft framework sent to AS. Draft questions with AF.
55	Data Strategy: Data Audit	S&I				Project	Project defined	01/04/24	31/03/25	M	1. Data audit: review of (Workpro / Casework) Reports Subscriptions and Dataset report 2. Identify users and investigate gaps in reports	Completed	Q1: Project complete, any further work now moved to ISE Officer (Insight) BAU
56	Revise Q Basic Data Sets	S&I				BAU Plus	Continuous	01/06/24	31/03/25	L	1. Development of quarterly casework performance reporting after SPSO structure change 2. HoISE, ISE TA, Insight Officer to meet to discuss 3. Consider adding executive summary to main reports: ISE, CSC, Dashboard 4. Revise Process Notes to align to new process	On target	Q1: No update. Will start in Q2. Q2: Updating Process Notes in line with Q2 reports.
ALL													
57	Prepare for Ombudsman Transition									M		Completed	Communications plan and materials agreed and signed off by Ombudsman
In-year, ongoing & Short life projects													

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58	Development of improved information and guidance about inquiries	AJtER				Project	Project defined	01/04/24	31/03/25	L	1. Create landscape map 2. Identify existing approach 3. If required generate guidance and possibly public FAQs or other information	Completed	Q1: No update. Will start in Q2. Q2: Draft shared with legal group. Project completed.
59	Sharing Care Health Intelligence Network priority meeting to discuss NHS Grampian - collate statistics for Head of INWO/SWF	S&I				BAU Plus	As required	19/11/24	25/11/24	H	1. Pull together statistics, uphold rates, SIP, Recommendations, Themes & Trends, published summaries and public reports plus any other relevant information for PSC and INWO from 2022-23 to current	Completed	25/11/24 Data shared with LT
Repeating projects													
60	SPSO Conference 2025	S&I				Project	Project defined	01/01/25	31/03/25	H	1. Venue research 2. Theme, agenda and format research	On target	Q1: No update. Will start in Q2. Q2: 3 venue visits completed, 6 quotes received. Venue confirmed, LT signed off, Deposit to be paid. Content discussions started
61	Annual report	Eff				Project	Project defined	01/04/24	31/03/25	S/H	1. Publication of Annual Performance Report and lay before Parliament on time (Q3 (October))	On target	Q1: Incorporated feedback from AAB into draft report. Draft report now with external auditors for review. Q2: First draft of design copy received, edits made but further comments to be incorporated.
Other BAU that are not contained in section 1													
62	Data cleansing process for Performance Stats Group for year end reporting	S&I				BAU Plus	Project defined	01/04/24	31/03/25	L	1. Create guidance for Performance Stats Group on data cleansing for year-end stats	Not started	Q1: No update. Starts in Q3. Q2: No update. Starts in Q3.
63	Annual Performance Reporting Stats	AJtER				BAU	Annual	01/04/24	31/03/25	S	1. Prior to year-end data cleanse stats and check tables 2. At year-end prepare stats reports for publication 3. Present to LT for approval 4. Pass to E&C Team for publication of Annual stats tables on SPSO website	Completed	Q1: Statistics for PSC on the website. Project completed.
64	Engagement activities plan Internal: https://erdm.scotland.gov.uk:8443/documents/A44537988/details External: https://erdm.scotland.gov.uk:8443/documents/A44537989/details	Eff				BAU	Continuous	01/04/23	31/03/24	H	Engagement activities that support BAU and BP items / impact	On target	Q1: Engagement activities will be focussed from trends and data analysis for session 2024/2025. Q2: No update.

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1	Case-handling - Assessment and Guidance (assess suitability and maturity; provide advice and signposting; manage Freephone telephone advice service and enquiries inbox; and production of complaint records)	AJtER	Eff	S&I		BAU	Continuous	01/04/24	31/03/25	S	PI1 95% of cases where advice stage was completed within 5 days	Exceeded	In Q1 advice stage was completed in 5 days in 100% of cases. In Q2 advice stage was completed in 5 days in 99% of cases received. Q3 this was 98% and in Q4 98%.
2	Case-handling - Early resolution	AJtER	Eff	S&I		BAU	Continuous	01/04/24	31/03/25	S	PI2-30 50% of cases where ER stage was completed within 30 days PI2 95% of cases where ER stage was completed within 80 days	Slippage	In Q1 33% of ER stage cases were completed within 30 days (internal target) . In Q2 this was 25% (internal target). In Q3 this was 30% and in Q4 30% (internal target) In Q1 65% of ER cases were completed within 80 days (increase of 5% from previous year). In Q2 this increased to 68 %. In Q3 this was 70% and in Q4 69%. This was a planned approach and the result of focusing on clearing our oldest cases
3	Case-handling - Investigations	AJtER	Eff	S&I		BAU	Continuous	01/04/24	31/03/25	S	PI3-130 20% of cases where Investigation stage was completed within 130 days PI3-195 50% of cases where Investigation stage was completed within 195 days PI3 85% of cases where Investigation stage was completed within 260 days	Slippage	In Q1 10% of investigation stage cases were completed within 130 days (internal target). In Q2 this was 6% and in Q3 this was 3% . In Q4 this was 5% (internal target) . In Q1 21% were completed in 195 days; in Q2 this was 24% in Q3 this was 7% and in Q4 this was 16% (internal targets) In Q1 31 % of cases were completed within 260 days (increase of 5% from previous year). In Q2 this was 37%. In Q3 this was 7% and in Q4 this was 32% This was a planned approach and the result of focusing on our oldest cases.
4	Information sharing casework related intelligence and outreach to relevant sector groups/professionals; e.g.. HIS Sharing Intelligence Group, Strategic Scrutiny Group;	AJtER				BAU	As required	01/04/24	31/03/25	M	- input information/ papers to LT - attendance at meetings - feedback to LT	Completed	Meetings attended by HOI-INWO and updates provided to LT
5	Ombudsman groups: chair and contribute to OA (and other) special interest groups operating in the sector to share good practice and learning and development	AJtER				BAU	As required	01/04/24	31/03/25	M	- feedback for SPSO specific items - OA published minutes - ad hoc reports and recommendations as required	Completed	OA First Contact meeting 28.6 & 11.12 - chaired by A&G Team Manager. A&G Team Manager attended OA Network Chairs Meeting 9.7 & 16.11 . 20.6 & 10.09 Ombudsman Clinical Network Meetings attended by HOI PSC. Inv PSC Team Manager attended Ombudsman casework network meeting on 1 Julay and 2 Dec. OA caseworkers meeting attended by HOI PSC on10 Feb 25
6	Service standards - regularly review our communications with complainants about timescales and delays to our service to complainants and BUJs through the process to ensure it accurately reflects what is happening in practice	AC				BAU	Continuous	01/04/24	31/03/25	H	Improved communication with complainants.	Completed	17.5 website refreshed re allocation delay now measured in weeks. Website refreshed 12/3/25- allocation delay now 12 weeks
7	Resourcing: monitor and plan recruitment to maintain appropriate level of staff resources for C&I	AC				BAU	Monthly	01/04/24	31/03/25	H	- Achievement of KPIs - Carry forward of cases at year end in line with target of less than 1000	Completed	All planned recruitment completed.
8	Manage, monitor and report on the performance of the Service Improvement Forum	S&I				BAU	Quarterly	01/04/24	31/03/25	S/H	Report of actions to Casework Performance Management Meeting	Completed	27.5 AS update re SIF work past and future via team channel. SIF subgroup met 27.5 to progress complaint tracker project, SIF met 26.6, 7.10 & 27.11 and 18.12. .
9	Close monitoring of allocation pool management to ensure all cases are progressed within agreed parameters (reviewed regularly by PSC management team), in particular priority cases	AC				BAU	Continuous	01/04/24	31/03/25	M	Regular reporting and review through PSC monthly meetings to monitor and ensure quarterly improvements	Completed	22.4; 17.5 ; 6.6 ; 03.07; 01.08; 05.09; 07.10 & 06.11 ; 16 1/25. Feb 25 and 10/3/25 psc Team Managers meeting update- allocation pool numbers monitored; all priority cases currently allocated as they come in. Unallocated numbers reviewed weekly and are reducing.
10	Workpro templates. Review templates to ensure that they are accessible; accurate and current	AJtER				BAU	Continuous	01/04/24	31/03/25	M	Regular quarterly review	Completed	Part 1 email template signatures reviewed (TA email of 14.5 to PSC Group) . Part 2 is to remove redundant templates from workpro during Q2 . TM & ITO met on 4/07 to determine which templates need review and have identifiedd CRs to carry out review. CRs requested to review any templates no longer in use to allow deletion from wp. Redundant templates deleted w/c: 18/11. CR & TA progressing review/improvements to remaining wp templates in consultation with PCS team on a on-going basis throughout reminder of Q3/Q4 (now complete). Template review to become part of business as usual from Q1 25.
11	Chair and contribute to SPSO wide collaboratives	AJtER				BAU	Continuous	01/04/24	31/03/25	M	CR participation in collaboratives with feedback from collaboratives at PSC group meetings and ASM	Completed	Feedback from collaboratives provided at monthly PSC group meetings A&G report weekly at PLOW mtgs. New Chair/Vice Chair roles of Health COP established from September

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12	Complete quarterly reviews of customer satisfaction survey results	S&I	Eff			BAU	Quarterly	01/04/24	31/03/25	M	Monthly monitoring at HOS/mng mtgs, updates to QCPM mtg and Annual Report to LT.	Completed	On review of Feb-March pilot, LT agreed to extend into Q1. Distribution improvements in place April 2024.. Q1 survey results reviewed by PSC managers on 30.07. PSC staff & LT emailed on 5.08 with details of the results;return rates and actions taken. Results considered at August LT governance meeting agreed no changes to questions. Q2 survey results reviewed by PSC managers Nov 24 and analysis shared with PSC colleagues and LT on 5/12/24. Minor change to one question made as a result of feedback. Q3 reviewd by PSC managers and analysis shared with PSC colleagues and LT on 21/02/25
13	Contribute to Annual Report	AJtER	S&I			BAU	Annual	01/04/24	30/06/24	M	Contribute to Annual performance report providing the following sections: complaints overview;complaints assessment;complaints investigation;first contact and accessibility	Completed	All sections submitted by deadline of 22/05/24
14	Contribute to Good Complaints Handling/ Complaints Investigation Skills Training Courses	S&I				BAU	Continuous	01/04/24	31/03/25	M	Participate in and contribute to Good complaints handling and Investigation Skills Courses run by ISE	Completed	Continued CR participation in scheduled training. CR representation on working group (first meeting held in Q1) set up to review and develop the training programme on offer
15	Complete and carry out review of DCR Efficiency Agile Project (Statement of Reasons)	AC	Eff			Project	Project defined	01/04/24	30/09/24	H	Scrum reports; Report to LT	Completed	DCR team caried out a full review at an in office day on 7 May. Agile project paperwork sent to LT for consideration. Project signed off as complete by LT at 9 July LT meeting
16	Statement of Reasons: Once current DCR Efficiency Agile Pilot outcomes are known scope the possibility of using the Statement of Reasons format for other ER casework	AC	Eff			Project	Project defined	01/07/24	31/03/25	H	Monitoring of both output and quality. Trial by UPP. QA at 6 month point.	Completed	Paper with new agile project proposal for other ER casework prepared and sent to LT for consideration on 9 July, along with BP15. Paper approved at LT on 9 July - proceeding with initial phase of project which will be review of SOR template . New templates drafted and uploaded to workpro (w/c: 26/08) - first project update meeting held 28/08 - initial feedback from CRs is positive. Remainder of project group started drafting ussing new templates during Sept. Scrum meeting held 14/11. QA of cases being progressed w/c: 16/12 to conclude Jan. Paper to g to LT 18/02/25. Approved SOR for Unallocated Pool Project (UPP) and roll out to ER/Preliminary Investigations
17	Agile Project-creating linked groups on Workpro to allow us to efficiently track multiple complaints from a complainant	Eff	AC			Project	Project defined	01/04/24	30/12/24	M	Scrum reports: report to LT	Completed	Scrum meetings held May & June. Work to move known cases into new link groups complete. Training / instruction delivered to PSC staff at PSC group meeting in June. Continue to monitor new arrangements before taking paper to LT in Q2 (likely September). Signed off as complete by LT at Ops meeting 03/09.
18	Explore developing a search or reporting system on Workpro that will help CRs to identify similar cases. Consider the use of more specific subject codes, summaries, keywords and drop-down menus for capturing data.	Eff	S&I			Project	Project defined	01/04/24	31/03/25	M	New search / reporting prepared for Workpro and addition of any specific subject codes required.	Completed	This was signed off by LT on 22 October 2024. Update provided at AS meeting in Dec. Subject codes have been agreed and will be added to Workpro for the beginning of the next finacial year.
19	Ensure that we are capturing relevant data on Workpro regarding the work we do in relation to SAERs	Eff	S&I			Project	Project defined	01/04/24	31/03/25	M	New fields prepared for Workpro in relation to capturing data on AERs.	Completed	Discussed at LT meeting on 21/1/25. It was agreed in principle and that scope of project should be widened to cover additional issues and other parts of the office. Knowledge capture fields agreed and added to workpro. Project completed 31/03
20	Review the learning from the unallocated pool project to identify mechanisms for sifting and triage of post DCR going forwards	AC	Eff			Project	Project defined	01/10/24	31/12/24	M	review of sifting and triaging post DCR and continued monitoring of volumes to inform operational basis for UPP	Completed	A mechanism for sifting and triage of post DCR cases going forwards has now been developed and is live on workpro. A paper was submitted to LT in November. The triage work was signed off as LT have approved the proposal to continue the UPP project until the unallocated pool has been reduced / removed. A further review of the project will be carried out at that point.

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21	Consent: Simplify the process for obtaining consent and consider building in opportunities for people to provide the consents we need at earlier stages.	AJtER	Eff			Project	Project defined	01/07/24	31/03/25	M	Review current consent process to identify the appropriate points in the process to obtain informed consent to avoid delay post allocation. Report to PSC Managers Meeting	Completed	Working group set up and meeting held 5/9/24 and 9/10/24. Focus is on making the process as efficient as possible by introducing e-signatures to our forms where possible and ensuring child friendly complaint process is covered. All templates and PSC guidance reviewed with this aim; proposed changes to templates and consent guidance shared at working group meeting 20 Nov 24. Template forms developed and tested to create editable fields. Consent complaints handbook guidance has been reviewed. Revised templates trialled Feb 25 prior to report to LT March 25. Approved by LT; templates live and project completed March 25
22	Improve working practices in relation to the use and management of Connect Workspaces to improve efficiency	AC	Eff			Project	Project defined	01/04/24	30/06/24	M	Efficient working practices in place in relation to the use and management of Connect Workspaces.	Completed	Reviewed by Investigation Team Officers (ITOs) in Q4 2023/24 and from April 2024 ITOs manage all buj workspaces and CRs manage adviser workspaces; instructions provided to CRs re how this will be managed (email of 28/2/24); tracker set up for ITOs to keep a note of every workspace with weekly reminders sent to CRS by ITOs re open adviser workspaces to be closed.
23	Develop IDEA 2024/25 workplan including adjustments and accessibility guidance document.	AJtER	Eff			BAU	Annual	01/04/24	31/03/25	M	Report to IDEA group; minutes from group	Completed	Completed by IDEA chair and communicated at AS mtg, june 2024.
24	Prison Information leaflet 1 – review and refresh	AJtER	Eff			Project	Project defined	01/04/24	31/03/25	M	A&G to produce. Comms to design/print.	Completed	Production and design work completed. Leaflet will be printed and available for use .
25	HE/FE online subject specific complaint form	AJtER	Eff			Project	Project defined	01/10/24	31/03/25	M	HE/FE complainants channeled to subject specific form on website where unique subject specific information is obtained at first contact.	C/F to next year	A&G work completed November. January meeting arranged with comms for design work. Suggest this project is moved to 25/26 for completion as will website designer time and cost attached.
26	Online complaint form – review wording and order of questions to encourage better quality responses	AJtER	Eff			Project	Project defined	01/10/24	31/12/24	M	Improved communication with complainants.	Discontinued	Project discontinued for higher priority work and due to financial constraints
27	Develop website complaint checker (A&G with SIF)	AJtER	Eff			Project	Project defined	01/04/24	31/12/24	M	Complaint checker to be drafted and reviewed at PSC managers meeting to improve communication with complainants.	Completed	SIF sub group meet 29/4 and 27/5 - Complaint checker drafted and LT will be presented a proposal on 29 October 2024. Complaint checker approved by LT on 29/10. Development work completed and complaint checker added to website Jan 25
28	Review health paper form to align with online form	AJtER	Eff			Project	Project defined	01/04/24	31/03/25	M	Improved communication with complainants and ensuring complainants are not digitally excluded.	Completed	Completed by A&G 24/4. With comms for design work until end of December. With printer and will be available for use end of Jan/Feb.
29	Develop guidance website page and leaflet for complainants experiencing difficulty receiving a response to their complaint from BUJs including advocacy/support available	AJtER	Eff			Project	Project defined	01/07/24	31/03/25	M	Website page and leaflet to be drafted. Leaflet to be reviewed by PSC managers; website page reviewed by comms/ISE	Completed	A&G work completed - with comms for design work. Leaflet will be completed by signed off for printing by end of March.
30	Phrase cards – refresh and develop for challenging conversations	AC	Eff			Project	Project defined	01/04/24	31/12/24	M	Improved staff confidence in dealing with challenging calls. Improved communication with complainants.	Completed	New card developed at A&G away day and is being trialled/now in place.
31	Conduct themed call reflections for A&G and team discussions to develop skills/techniques/tools	AC	Eff			Project	Project defined	01/04/24	31/03/25	M	peer and group refelection and discussion(s) and note recorded of group discussion.	Completed	Long calls reviewed and reflected upon at A&G Away Day May 2024. Positive calls reviewed and reflected on end of Dec.
32	Produce vulnerabilities training package for BUJs (with University of Glasgow and Kent University)	S&I	Eff			Project	Project defined	01/04/24	30/06/24	M	record of organisations downloading resource from website will be monitored.	Completed	Launched at OA conference, June 2024. Training package available on website June 2024
33	Consider potential outreach with female prison to introduce SPSO's service and establish reasons for minimal contact from female prison population.	AJtER				Project	Project defined	01/07/24	31/03/25	M	Improved communication with female prisoners.	C/F to next year	Project being taken forward by SPSO- next step to liaise with SPS regards setting up focus groups. Meeting held with SPS 14/2/25 support to hold focused group sessions with female prisoners to be provided.. Focus group meetings held - 10/3/25

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34	Review agile project re test 10 cases	AC	Eff			Project	Project defined	01/04/24	30/09/24	M	Scrum reports , report to LT	Completed	Test 10 introduced Oct 23 and continues in use. Paper giving update and asking for comments on next steps / sign off to be prepared for LT in Q2. Project approved and signed off by LT 10/09
35	Consider our approach to thematic reports and whether these need to be increased to drive efficiency and impact in our casework process.	AC				Project	Project defined	01/04/24	30/09/24	M	Bench marking exercise with other Ombudsman schemes re their approach to thematic reporting. Report to LT with recommendations	Completed	Bench marking exercise completed. Report recommendations approved by LT 30-07-24 in particular producing short focused spotlight type reports. Currently piloting this approach on an emerging issue in relation to SWF. The ECM to consider how learning from this can be developed as part of our engagement strategy (ISE BP 12)
36	Produce Investigation Tips guidance for CRs	AC	Eff			Project	Project	01/04/24	30/09/24	M	Guidance document to be prepared and disseminated to relevant staff	Completed	Guidance document drafted by Hol PSC and circulated to team managers for comment 01/05. Comments incorporated and guidance finalised. Disseminated to staff by email on 09/06 and incorporated into PSC Useful Guidance doc
37	Review PSC workflow descriptors and DCR function name	AC	Eff			Project	Project	01/07/24	31/12/24	M	Workflow descriptors that reflect the work carried out at each stage of the PSC process and DCR function name that reflects the work carried out at this stage of the PSC process	Completed	Project proposal approved by LT 30/07/24. Report on proposals for new workflow stage names and descriptors submitted and approved at LT on 18 Dec.
38	Agile project - PD Comments form. Create a form for complaianants to provide their comments on the provisional decision	Eff				Project	Project defined	01/04/24		M	Scrum meetings, report to SIF, report to Hol	Completed	Scrum meetings held; pilot during Q\$ 2023/34 and Q1 2024/35. Signed off as complete by LT on 17/09/24

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		AJtER			Eff	BAU	Continuous	01/04/24	31/03/25	S	95% of cases closed or progressed in 1 working day or fewer (from receiving all information)	Exceeded	Met in 98% of cases.
1	Case-handling times - SWF Reviews of Crisis Grants	AJtER			Eff	BAU	Continuous	01/04/24	31/03/25	S	95% of cases closed or progressed in 1 working day or fewer (from receiving all information)	Exceeded	Met in 98% of cases.
2	Case-handling times - SWF Reviews of Community Care Grants	AJtER			Eff	BAU	Continuous	01/04/24	31/03/25	S	95% of cases closed or progressed in 21 working days or fewer (from receiving all information)	Exceeded	Met in 100% of cases.
3	Case-handling process SWF - monitor practice, review and update case handling guidance, and disseminate through updates and training	AJtER		S&I		BAU	Continuous	01/04/24	31/03/25	S/H	Report to LT quarterly confirming learning captured and action taken and planned	On target	
4	Reconsiderations	AJtER				BAU	Continuous	01/04/24	31/03/25	H	95% of decisions are correct, Quarterly reporting to LT	On target	Met in 99% of cases
5	As part of SG's Guidance Review Committee, review SWF Guidance, provide feedback and engage in SG review	AJtER		S&I		BAU	Continuous	01/04/24	31/03/25	S/H	Report to LT quarterly confirming changes and impact	Completed	Majority of SPSO's suggestions were incorporated. Positive changes include the introduction of a consistent method of assessing low income, the Essentials Guarantee methodology for crisis grants, a trust based approach for evidence gathering and strengthening of the first tier review guidance. New guidance pulished on 1 April 2025.
6	Produce content for SWF section of annual report			S&I		BAU	Annual	06/05/24	22/05/24	S/H	Published Annual Report	Completed	
7	Resourcing: monitor, plan and arrange recruitment to maintain appropriate level of staff resources for SWF	AJtER				BAU	Continuous	01/04/24	31/03/25	S/H	Achievement of KPIs	Completed	Temporary management arrangements in place in Q3 and Q4. Additional workload associated with training in Q4. Workloads busy but manageable.
8	Performance reporting: Service standards - monitor performance against service standards using internal and stakeholder feedback and identify and implement improvements. A particular focus should be placed on analysing new customer survey results.	AJtER	AC			BAU	Quarterly	01/04/24	31/03/25	H	- Quarterly report to LT as part of business plan update	Completed	Completed an agile project aimed at increasing survey responses - responses increased from 0% to between 10-18%. Pilot also completed Jan to April 2025 piloting survey approach for applicants with no email address. Neurodiversity training scheduled following customer service complaint feedback.
9	Maintain effective engagement with stakeholders via appropriate channels, working with ISE			S&I		BAU	As required	01/04/24	31/03/25	M	- Quarterly report to LT as part of business plan update	Completed	Local Authority Sounding Boards held on 5 March and 10 October. Training sessions for decision makers held to support High Most Compelling (HMC) and other casework issues. Spotlight on HMC Webinar held in December 2024 for all stakeholders.
10	Produce SWF text for monthly commentary as well as additional comms materials as and when required.	AJtER		S&I		BAU	Monthly	01/04/24	31/03/25	M	- monthly content to ISE	Completed	
11	Maintain and promote professional development of staff and ensure team is appropriately resourced and skilled.		AC			BAU	Continuous	01/04/24	31/03/25	H	Achievement of SWF function and business plan objectives.	Completed	Three team development sessions held - user engagement, exceptional circumstances consistency and a findings refresh session. Two sessions held to support case reviewers with changes to the guidance. Also arranged resilience training.

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13	Monitor and escalate recurring casework issues in line with the Support and Intervention Policy	AJtER		S&I		BAU	Continuous	01/04/24	31/03/25	H	- Quarterly report to LT via QCPM	Completed	11 x level one cases, 1 x level two case and 1 x level four case. Range of recurring issues identified including not treating applicant's with dignity and respect, written comms issues and not following the decision making process. Escalated cases beyond stage one were both linked to timescales.
14	CF: Share our expertise with SG in relation to action plan commitment 18 'Implement guidelines and standards for Tier-One Reviews to include a focus on learning from the outcomes of review and sharing this learning	AJtER		S&I		Project	Project defined	11/04/24	31/10/24	H	- Quarterly report to LT via QCPM	Completed	Revisited our suggestions at committee meeting on 26/9. Statutory guidance amended to strenghthen focus on learning and improving from reviews and have more senior oversight within councils yet no formal 1st tier review standards to be introduced.
15	CF: Establish a formal data sharing process with the DWP and SSS. This may require support from LPO.	AJtER	AC			Project	Project defined	01/04/24	tbc - SSS unclear on timescales	L	- Quarterly report to LT via QCPM	Slippage	All info provided to SSS - awaiting progression at their end. DPIA and 'user stories' document shared in March 2025.
15B	Review results of team QA measures including the sign-off procedure and peer findings QA. Feedback and implement changes as required.	AJtER	AC			BAU	Continuous	01/04/24	31/03/25	H	- Quarterly report to LT via QCPM	Completed	Management review of casework carried out for Q1 and Q2 casework.Individual feedback forms shared for Q2 findings and report shared with the leadership team.
17	Develop an approach, in partnership with SG, for ensuring there is a commitment to learning and improvement across the wider SWF in line with the review action plan commitment 22, in which we are named. This will include quality measures and consistent approaches to the way in which application and review information is monitored, reviewed and reported.	AJtER		S&I		Project	Project defined	01/05/24	TBC workstream 3 in programme	H	- Quarterly report to LT via QCPM	C/F to next year	Commitment 22 forms part of workstream three of SG's Action plan which has not commenced yet. Meeting planned with SG in April 2025 to discuss plans.
18	Work with SG to investigate and introduce further training for Local Authority decision-makers in line with review action plan commitment 1, in which we are named.	AJtER		S&I		Project	Project defined	01/04/24	TBC although we will progress internal training	M	- Quarterly report to LT via QCPM	On target	Confirmation of funding to deliver training supporting Statutory Guidance Review confirmed in December 2024. Training of statutory guidance rolled out in March 2025 . Two sessions for council managers and eight sessions for decision makers. In planning phase for workshops to be held in late summer - written comms and the recording of the decision.
19	Develop templates and guidance documents to support High Most Compelling decision making.		AC		Eff	Project	Project defined	01/04/24	30/06/24	M	- Quarterly report to LT via QCPM	Completed	Guidance document issued to staff in May 2024.
20	Develop resources/materials for advisors/ advocates to support them with the review process. Consider media options	AJtER				Project	Project defined	01/04/24	31/12/24	L	- Quarterly report to LT via QCPM	C/F to next year	CR completed documents and handed over to ISE. Likely to be slippage due to ISE resources.
21	Working with comms, develop a video for explaining the review process for our users	AJtER				Project	Project defined	01/04/24	30/09/24	M	- Quarterly report to LT via QCPM	Completed	Launched on website in March 25.

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22	Explore how we can publish more information about our decisions for learning purposes.	AJtER		S&I		Project	Project defined	01/07/24	31/03/25	M	Report findings to LT	Completed	Spotlight Report Published in November and webinar held in december.
23	Review the format and content of our case summaries to have more of a focus on learning and impact.			S&I		Project	Project defined	01/06/24	30/09/24	L	Report findings to LT	Completed	Draft format produced and shared with team - ready for sharing with LT.
24	Review the tone and language used in our communication (to include TST, email templates and general communication) with a particular focus on treating applicants with dignity and respect. Intersects with SWF30	AJtER				Project	Project defined	01/04/24	30/06/24	M	- Quarterly report to LT via QCPM	C/F to next year	Dependent on Project 30 completing - August update, picked up as a theme in QA with regards to consistency of '3 in 12 assessments and reference to fault'
25	With support from ISE, analyse data on application and review volumes to identify areas of focus for engagement. Thereafter, if resources allow, investigate the possibility of targeted engagement in these areas.	AJtER		S&I		Project	Quarterly	01/07/24	31/03/25	L	- Quarterly report to LT via QCPM	On target	Agile project completed exploring lower than expected volumes of reviews in eight local authorities.
26	Develop some further subject specific fact sheets to aid consistency in decision making e.g. our approach with savings, timebar etc .		AC		Eff	Project	Continuous	01/06/24	31/03/25	L	- Quarterly report to LT via QCPM	Completed	Objective changed to produce an 'A-Z' document instead. Initial draft shared with the team in March 25 and uploaded to eRDM. Intended to be a working document that is continually added to.
27	With support from ISE, review approach to SIP data analysis once CAS fix in place for SIP enquiry tracker.	AJtER		S&I		Project	Project defined	01/06/24	01/09/24	L	- Quarterly report to LT via QCPM	Completed	September update: enquiry tracker data now combined with findings report.
28	CF: Customer Service Standards/Principles Review This project was originally to develop our own costomer charter due to delays with the SG Review Action Plan. It has now been revised to: Review current customer standards, benchmark what others are doing, review for clrity and accesibility, how aligned with CSC proccess and enagement policy, carry out consultation work and propose amendemnts to LT	AJtER		S&I		Project	Project defined	01/04/24	30/10/24	M	- Quarterly report to LT via QCPM	Completed	Approved by LT on April 2.
29	Scope - Review the clarity and accessibility of our decision letters, including content and length. This will involve capturing user and/or third sector feedback and learning from other organisations (e.g. potentially SSS). We will also need to consider the content we are required to include to meet transparency/ legal requirements.	AJtER			Eff	Project	Project defined	01/05/24	30/07/24	M	Report findings to LT	C/F to next year	Intersects with SWF 24. Agile project ongoing - arranging a focus group to gather user and stakeholder feedback. Will pilot new approach in two letters. Slippage due to resources , will be c/f.
30	Conduct a pilot to centralise Support and Intervention Policy actions to promote consistency and efficiency.			S&I	Eff	Project	Project defined	01/10/24	31/03/25	M	Report findings to LT	In-year addition: on target	Pilot started in October to centralise SIP escalation and monitiring to two officers. Results promising so far as consistency and efficiency are improved. Proposal to make BAU on conclusion of pilot in March 25.
31	Review the criteria for reconsiderations to ensure that the approach is efficient, accessible and fair.	AJtER			Eff	Project	Project defined	01/10/24	31/03/25	M	Report findings to LT	C/F to next year	In-year addition that needs to be carried forward to next year.

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32	SWF23 2023-24 Work with ISE to explore how they can support SWF to develop web tools, resources and training materials for LAs, to improve practice and promote learning.	AJtER			Eff	Project	Project defined	01/04/24	31/03/25	M	Webtool will be developed	C/F to next year	Planned to do this internally, however resources and technology did not allow for. Received specification & quote in March 2025, first part of training completed. 2nd part due to be completed in April 2025. To make arrangements for launching training.

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1	Case-handling - Advice (provide advice and signposting; and manage Freephone telephone advice service)	AJtER	S&I			BAU	Continuous	01/04/2024	31/03/2025	S	95% of cases advice stage completed within 5 working days	On target	100% KPI performance at end of Q3
2	Case-handling - Initial Assessment (assess suitability and maturity; take action on premature cases)	AJtER	S&I			BAU	Continuous	01/04/2024	31/03/2025	S	95% of cases closed/ moved to Investigation within 60 working days	On target	100% KPI performance at end of Q3
3	Case-handling - Investigations (including direct investigations and discontinued investigations)	AJtER	S&I			BAU	Continuous	01/04/2024	31/03/2025	S	80% of investigations completed within 260 working days	Slippage	75% performance against a target of 80% at end of Q3, an improvement in performance since Q2 from 60%. Forecasting to end the year at 67% which is mainly due to a focus on older cases.
4	Case-handling - Recommendations and post closure engagement (follow up on recs and apply SIP as appropriate)	S&I	AJtER			BAU	Continuous	01/04/2024	31/03/2025	S	95% of recommendations followed up by deadline, and SIP engaged as appropriate	On target	There are 4 overdue recommendations at March 24 and all have been followed up.
5	Ensure INWO guidance and templates are updated regularly and in line with evolving case handling practices, in year changes from peer review and L&D activities	AC	Eff			BAU	As required	01/04/2024	31/03/2025	M	- Improvements identified through casework and QA - Guidance docs updated to reflect practices - LT informed of changes via quarterly reporting	Slippage	This has slipped due to resourcing issues but is not having an operational impact as agreed practices and appropriate sign off procedures are in place.
6	Resourcing: Monitor case volumes and complexity to identify as soon as case numbers indicate the need for additional resourcing; take steps to seek resources and then recruit as appropriate	AC				BAU	Monthly	01/04/2024	31/03/2025	H	Adequate resources to complete statutory functions to time and quality. - Report to LT through reporting	On target	
7	Maintain and promote professional development of staff and ensure team is appropriately resourced and skilled.	AC	Eff			BAU	Continuous	01/04/2024	31/03/2025	M	PDPs and team training plan in place	On target	
8	Performance standards - monitor performance against service standards using internal and stakeholder feedback and CSC, and identify and implement improvements	S&I	Eff			BAU	Quarterly	01/04/2024	31/03/2025	M	Quarterly report to LT as part of business plan update, including learning, recommendations and details of action taken and planned	On target	Customer surveys were reinstated in October 2024 and management have reviewed the feedback.
10	Engage with other regulators on case-work, to ensure effective handling of high risk/ overlapping cases and effective signposting	S&I				BAU	Continuous	01/04/2024	31/03/2025	M	Regular meetings with regulators - Case specific engagement where appropriate - Report of activity to LT on SCHIN and any high priority/risk areas that come up	On target	
11	Share casework intelligence, feeding into ISE and Sharing Health Care Intelligence Network (SCHIN) on themes and trends.	S&I				BAU	Monthly	01/04/2024	31/03/2025	H	Provide casework updates for SCHIN as appropriate Actions from SCHIN - Share relevant intelligence of themes and trends	On target	
12	Produce content for INWO section of the Annual Report and Accounts	AJtER	S&I			BAU	Annual	06/05/2024	22/05/2024	S	Produce Annual Report performance content	Completed	
13	Produce Prescribed Persons report for relevant period	AJtER	S&I			BAU	Annual	10/05/2024	30/09/2024	S	LT sign off Published	Completed	
14	INWO NHS Board Public Reporting Process & Analysing annual reports Draft an internal process for this annual work, including deadlines for Boards to submit reports. Analyse board annual reports, update good practice guide and produce and publish findings report. Consider how this national data is used, how can it be triangulated with other national data e.g. regulators & SG	S&I	AJtER			Project	Annual	01/04/2024	30/04/2024	H	Measure against KPIs within the standards. Hold workshop for NHS orgs Produce & publish findings report and updated guidance. Report to LT .	Completed	In addition developed and provided excel recording tool for Boards

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15	Update INWO customer survey approach for investigations, to enable feedback from both parties, reflecting PSC questions whenever appropriate.	AJtER	Eff			Project	As required	01/04/2024	30/07/2024	M	Adapt existing customer survey approach used in wider SPSO for INWO investigation cases Feedback received & analysed Develop standard approach to engaging with BUJs at close of investigation cases LT sign off proposed approaches	Completed	Customer survey now in place. Monitoring feedback and reporting in line with organisational approach.
16	INWO Customer survey reporting - ensure quarterly and annual reports are produced and monitored to align with the organisational approach.	AJtER	S&I			BAU	Quarterly	01/04/2024	30/09/2024	H	Continue INWO customer survey approach for advice Implement new approach for investigation cases; Link with wider SPSO customer survey for advice	On target	Customer survey now in place. Monitoring feedback and reporting in line with organisational approach.
17	Continue INWO peer review process and take forward associated service improvements.	S&I	Eff			BAU	Quarterly	01/04/2024	31/03/2025	M	- Implement peer review process - Update LT via quarterly reporting	Discontinued	Quarterly and half yearly peer reviews carried out and used to identify service improvements/ ensure consistency in case handling. Agreed Jan 2025 to discontinue peer review process as there is some duplication. Quality Assurance, sign off, case conferences, learning & improvement log, reflective review process are all contributing to learning and improvement.
18	Reflective learning process. Ensure good practice is embedded in INWO processes, seek feedback and share learning with external stakeholders.	S&I	AJtER			Project	As required	01/05/2024	30/12/2024	M	- Build on work carried out during investigations - Develop methodology in INWO guidance - Develop team survey skills - Consider what guidance would be appropriate to support boards - Update LT with a report	C/F to next year	Two reflective learning processes are underway which include the use of surveys and interviews. Meetings with complainants and Boards have taken place. This project has been delayed due to resourcing and is expected to be complete in the first quarter of next year. The project will be c/f to 2025-26.
19	Review Workpro functioning, and work with ICT to take forward appropriate changes	AC	Eff			Project	As required	01/04/2024	30/09/2024	M	- Complete project started in 23/24 - potential changes already identified - Liaise with LT re scale of changes suggested - Liaise with ICT to take forward changes	Completed	Completed February 2025, delays were due to external IT company delays and outwith control.
20	Reflect on first five resolution cases closed and consider what staff development may be appropriate to progress such cases. (review wider SPSO mediation project)			S&I	Eff	Project	As required	01/06/2024	30/09/2024	L	Develop team skills and confidence in facilitating resolution conversations Identify appropriate training, cost and seek approval from LT Likely to be shared across the org.	Discontinued	See BP18 this work will be picked up as part of this. Project is discontinued.
21	Support ISE with engagement work, including ad hoc INWO resources and materials, speak up week, and contributions to network events as appropriate			S&I		BAU Plus	Continuous	01/04/2024	31/03/2025	M	Production of resources Delivery of SUW Improvements supported by data & feedback Engagement calendar	On target	Held a requested information session with one NHS Board in February. Continuing to support and attend practioners network.
22	Approach to specifying/summarising a concern, review HOC approach, ensure outcome focused Review our current approach and consider other approaches, ensure consistency in approach across team.			S&I	Eff	Project	As required	01/05/2024	31/03/2025	H	Scoping document approved by Team Manager & Head of Service on 21/05/24. Final phase & completion end in March 2025. Production of internal guidance for setting and agreeing Heads of complaint	C/F to next year	Research Phase and 2 x internal workshops complete. Next workshop arranged for January. On track to complete substantive work by in March 2025. Will be some c/f.

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23	Discontinue Project Put Guidance & templates in place to deal with any case which is discontinued, withdrawn or resolved.			S&I	Eff	Project	As required	01/04/2024	30/07/2024	H	Discontinuation guidance will be added to the INWO casework guidance.	C/F to next year	Updated discontinuation guidance is outstanding due to resourcing and prioritisation of higher priority projects, c/f to 2025-26. Work has recommenced in March 2025.
24	Recommendations - Outcome focused Training & Tool Deliver training session using outcomes focussed materials Create tool/database similar to PSC in place to improve Recs and consistency			S&I	Eff	Project	As required	01/05/2024	31/03/2025	M	Scoping Doc approved 21/05/24	C/F to next year	Recommendations database in place. Team training to be delivered. Substantive work will be complete by March 2025. Some small c/f elements.
25	Detriment Clarify a definition/examples of D & our approach in our casework, check jurisdiction & legal aspects including Employment law/HR. What protections can be offered. To apply to casework and communicate more widely.	AJtER		S&I	Eff	Project	As required	01/05/2024	30/12/2024	S/H	Final phase of project to be completed by end of December 2025 per scoping document approved by Team manager & Head of May 2024. Produce a published INWO description and some examples of detriment. To be signed off by LT (as standards & process elements) Produce internal guidance.	C/F to next year	Delays due to confirming dates for internal workshop and prioritising casework. Research phase and internal workshop complete. Collating information and findings is the next phase in progress. Most phases will be completed by April 2025, will c/f final phase.
26	Human Factors - Systems Thinking Project Reviewing current work in this area and how this could be applied in whistleblowing, particularly scope of investigations and setting of recommendations.	AJtER			Eff	Project	As required	01/05/2024	31/03/2025	L	Final phase to be completed by end of March 2025 per scoping document approved by Team Manager and Head of May 2024.	C/F to next year	This is a low priority project which has been delayed due to resourcing and prioritising casework. This project will be c/f to next year.
27	Review of the Standards - Scoping Document to be completed Scope & High level plan to be signed of by LT - to ensure plan is in place for change of Ombudsman Establish what we mean by review of the WB Standards -major revisiting of the Standards -light touch review to address immediate things and incorporation of matters that had been subject of FAQs -something in between recognising there need to be some fixes to particular areas and whether it needs to be on the face of the standards and/ or in supporting guidance			S&I		Project	As required	01/08/2024	30/10/2024	M	Produce a scoping document which sets out a plan for reviewing the standards in 2025/26, to be approved by LT.	Discontinued	Delay in starting this project due to resources and prioritising casework. January 2025 agreed this project better sits with the ISE department who have now created a model for scoping and planning reviews of standards/procedures. This project will be taken forward be ISE in their business plan in 2025-26.
28	Review temporary structure INWO sign off Arrangements in Q3 Sign off arrangements are within Section 1 of the guidance As agreed with RA and TU INWO arrangements differ to other areas due to risk, light touch review in Q3 with a view to assessing risk at that time and potentially bringing some areas in line with PSC guidance. Update TU in the last quarter			S&I		Project	Q3	01/08/2024	30/12/2024	M	See current temporary arrangements and review amendments and comms with RA and TU Review risk areas against risk register Review PSC to assess what can be brought in line	Slippage	Initial review has been completed and submitted to the Ombudsman for review, March 24. Expected to be complete in Q4.

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29	NHS Board Annual reporting on Whistleblowing Analyse all board annual reports, update good practice guide and produce findings report.	S&I	AJtER			BAU Plus	Annual	01/08/2024	30/12/2024	H	Measure against KPIs within the standards. Produce & publish findings report and updated guidance. Report to LT.	Completed	Finding report published on INWO website February 24.
30	Development Work with SG & NHS HRD Group			S&I		Project	Annual	01/08/2024	Ongoing	L	Measure against KPIs within the standards. Report to LT Cross check against and Incorporate into current projects	Discontinued	Priority level reduced to Low from medium after assessing initial engagement. Sought update from SG January 24, SG confirmed HRD group wish to pause this work and seek suggestions internally about what if any work to take forward. We will wait until we receive an update from SG.
31	NHS HR & INWO Action Learning Project Continue the group work started in 2023 in which a series of action learning sessions focused on interaction between WB and HR with senior HR team from an NHS board took place - consolidate learning and all agreed actions and decide how and what to disseminate.			S&I		Project	Annual	01/04/2024	31/03/2025	M	Hold feedback session in October 2024 Report to LT in March 2025 Complete agreed group actions by May 2025, this may include producing and publishing NHS resources	C/F to next year	Wash Up session held in October 2024 - Agreed to meet in February 2025 to agree follow up actions. This project will be c/f in 2025-26 to allow time to complete final actions agreed by the group.