Business plan 2025-26

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 2025 to 31 March 2026. It sets out what we will do this year to deliver our strategic vision and aims. It should be read in conjunction with our Strategic Plan 2024-2028.

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

Values

SPSO Strategic objectives 2024-2028

1. 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.

2. We will make our own services as accessible, and rights based as they can be, promoting awareness of the right to complain.

3. We will continue to develop stakeholder relationships to contribute to development of fair, accessible Scottish public services, and wider access to justice environment.

4. We will push for legislative change to enable us to make our services and those of other Scottish public bodies accessible and rights based.

5. We will build and maintain our capacity, financial, human and infrastructure, to implement and deliver our statutory functions, taking an agile and flexible approach.

6. We will be acknowledged for having well-trained, properly supported people, who have the tools they need to deliver our services.

7. We will review and develop the support, guidance and training we offer to public bodies, complainants, and whistleblowers to enable them to develop their own capacity, to handle service complaints, whistleblowing concerns and applications to the Scottish welfare fund.

8. We will monitor Scottish public bodies' complaint handling, Scottish Welfare Fund applications and whistleblowing handling, holding them to account for poor performance and giving credit for good performance.

9. We will review the Model Complaints Handling Procedures and National Whistleblowing Standards, to ensure they remain fit for purpose.

10. We will contribute to the development and/ or review of other standards and guidance to ensure they deliver services to the standards required.

11. We will develop our capacity to gather and share information and data to enable us to make efficient and impactful interventions when complaint, and Scottish welfare fund services handling falls below accepted standards.

12. We will promote good practice to drive efficiency in public sector complaints and Scottish welfare fund applications handling, to ensure learning is captured and applied to service delivery improvements.

13. We will manage the organisation to deliver our statutory functions within budget in line with legislative requirements, our published customer service standards, and our performance targets.

14. We will keep our approach under review to drive efficiency and ensure business continuity, taking an agile and open-minded approach to business and process development.

Resources

Total SPSO budget for 2025-26 is £7,893,000 broken down as follows:

- Staff costs £6,118K

- Running costs £1,015K

- Bridgeside House costs £840k (managed by SPSO on behalf of others)

- Less Total estimated SPSO income (£80k)

Equalities Commitments

1. Take proactive steps to identify and reduce potential barriers to ensure that our service is accessible to all.

2. Identify common equality issues (explicit and implicit) within complaints or reviews brought to our office and feed back learning from such cases to all stakeholders.

3. Ensure that we inform people who are taking forward a complaint or review of their rights and of any available support, and that we encourage public authorities to do the same.

4. Ensure that we play our part in ensuring that service providers understand their duties to promote equality within their complaints handling and review procedures.

5. Monitor the diversity of our workforce and supply chain, and take positive steps where under-representation exists.

Commonly used terms

BAU: Business as usual

C&I: Complaints and investigations

CS/ Corp Serv: Corporate Services

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

HoISE: Head of Improvement, Standards and Engagement

INWO: Independent National Whistleblowing Officer Complaints

ISE: Improvement, Standards and Engagement

LT: Leadership team

Omb / SPSO: the Ombudsman

Priority: strategic and business priority

Statutory: delivers a duty SPSO must meet

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

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

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

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

PSC: Public Service Complaints

SWF: Scottish Welfare Fund

No	Activity *description of task/ activity/ project*	Strat Theme 1 *Access to justice - rights*	Strat Theme 2 *Agile capacity*	Strat Theme 3 *Standards Impact*	Strat Theme 4 *Efficiency*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*	Comment/ update *- why not on target/ exceeded* *- actual achieved* *- important milestones achieved* *- if it is a new addition to the plan* *- policy decisions taken* *- why discontinued, or carried forward*
1	Case-handling - Assessment and Guidance (assess suitability and maturity; provide advice and signposting; manage Freephone telephone advice service and enquiries inbox; and production of complaint records)	AJtER	Eff	S&I		BAU	Continuous	01/04/25	31/03/26	S	PI1 95% of cases where advice stage was completed within 5 days	On target	Q1-98% of cases closed or progressed in 5 days
2	Case-handling - Early decision (ED) and Preliiminary Investigaton (PI)	AJtER	Eff	S&I		BAU	Continuous	01/04/25	31/03/26	S	PI2-30 50% of cases where ED and PI stage was completed within 30 days PI2 95% of cases where ED and PI stage was completed within 80 days	Slippage	Q1 Internal target-35% of cases closed or progressed in 30 days. External target-77% of cases closed or progressed in 80 days
3	Case-handling - Investigations	AJtER	Eff	S&I		BAU	Continuous	01/04/25	31/03/26	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	Q1 Internal target-15% of investigation cases closed in 130 days and 28 % closed in 195 days External taerget-40% of cases closed in 260 days
4	Information sharing casework related intelligence and outreach to relevant sector groups/professionals; e.g.. HIS Sharing Intelligence Group, Strategic Scrutiny Group;	AJtER				BAU	As required	01/04/24	31/03/25	M	- input information/ papers to LT - attendance at meetings - feedback to LT	On target	SCHIN meeting attended by PSC HOI 26 June 2025
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	01/04/25	31/03/26	M	- feedback for SPSO specific items - OA published minutes - ad hoc reports and recommendations as required	On target	OA first contact interest group held June 2025.
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	01/04/25	31/03/26	H	Improved communication with complainants.	On target	Regularly reviewed at monthly PSC managers meeting and websie updated in April 2025 to advise of current allocation dealy- 12 weeks
7	Resourcing: monitor and plan recruitment to maintain appropriate level of staff resources for C&I	AC				BAU	Monthly	01/04/25	31/03/26	H	Resourcing of A&G with temporary resourcing in place and agreed over summer period	On target	Resourcing of A&G with temporary resourcing in place and agreed over summer period
8	Manage, monitor and report on the performance of the Service Improvement Forum	S&I				BAU	Quarterly	01/04/25	31/03/26	S/H	Report of actions to Casework Performance Management Meeting	On target	Meetingheld 21 May 2025 to discuss LT commissioned project.(Customer Satisfaction Survey Templates). Project now complete and signed off at LT 18/06/25
9	Close monitoring of allocation pool management to ensure all cases are progressed within agreed parameters (reviewed regularly by PSC management team), in particular priority cases	AC				BAU	Continuous	01/04/24	31/03/25	M	Regular reporting and review through PSC monthly meetings to monitor and ensure quarterly improvements	On target	Monthly PSC managers meetings held in April;May and June and July where this was considered
10	Workpro templates. Review templates from both sender and recipient viewpoint with a focus on sense and usability to ensure that they are accessible; accurate and current including ensuring availability in email format where appropriate	AJtER				BAU	Continuous	01/04/25	31/03/26	M	Regular quarterly review	On target	email to PSC group from LMW 23 and 30- Jan 25 suggestion for changes. Cahnges beiing made during July by LMW to better reflect case stage when communicating with complainaints. 18/07
11	Chair and contribute to SPSO wide collaboratives	AJtER				BAU	Continuous	01/07/25	31/03/26	M	CR participation in collaboratives with feedback from collaboratives at PSC group meetings and ASM	On target	PSC chairing a number of collaboratives including Health;Prisons;Social Security Scotland; IDEA Group
12	Complete quarterly reviews of customer satisfaction survey results and produce Annual Report	S&I	Eff			BAU	Quarterly	01/04/25	31/03/26	M	Monthly monitoring at HOS/mng mtgs, updates to QCPM mtg and Annual Report to LT.	On target	Quarterly reviews considered at PSC managers meetings. Q4 (24/25) review considered at PSC managers meeting on 12/06/25. Proposed reporting template for PSC/SWF and INWO customer satisfaction survey results approved at LT on 18/06/25. Q! results reported to LT on 30 July 2025
13	Contribute to Annual Report	AJtER	S&I			Annual		01/04/25	30/06/25	M	Contribute to Annual performance report providing the following sections: complaints overview;complaints assessment;complaints investigation;first contact and accessibility	Completed	Draft submitted to comms April 2025

No	Activity (description of task/ activity/ project)	Strat Theme 1 (Access to justice - rights)	Strat Theme 2 (Agile capacity)	Strat Theme 3 (Standards impact)	Strat Theme 4 (Efficiency)	Type (Select)	Frequency (Select)	Start	End	Priority (Select)	Measure/ KPI/ Reporting	Status (Select)	Comment/ update (- why not on target/ exceeded - actual achieved - important milestones achieved - if it is a new addition to the plan - policy decisions taken - why discontinued, or carried forward)
14	Contribute to Good Complaints Handling/ Complaints Investigation Skills Training Courses	S&I				BAU	Continuous	01/04/25	31/03/26	M	Participate in and contribute to Good complaints handling and Investigation Skills Courses run by ISE	On target	Crs participating in delivery of training on an ongoing basis
15	Contribute to and support the SPSO biannual conference	AJtER	S&I			BAU Plus	As required	01/04/25	31/12/25	M	Contribute to the conference as required through partcipation and facilitating	On target	A&G Manager and Officer developing workshop. Host of workshop include PSC HOS, PSC CR, A&G Manager and Officer. Meeting to discuss workshop content 02/07/25
16	Statement of Reasons:Roll out the initail pilot of the statement of reasons format in the UPP team to wider PSC group on all preliminary investigation cases	AC	Eff			Project	Project defined	01/04/25	31/12/25	H	Regular monitoring of output and quality, regular QA during trial phase and at project end (December 2025)	On target	Report prepared for LT Feb 25. Roll out commenced March 25 with all PRI closures to use SOR from April 25. Training workshops held in March 25. SORs being issued on all PRI cases from April 25. To be reviewed at 6 month stage (Sept 25) - have notified ECOs (18/07) that we will be looking for feedback
17	Review adviser referral and response forms for initial and full advice to ensure we get the type and amount of advice we need at each stage.	AC	Eff			Project	Project defined	01/04/25	30/09/25	H	Revised advice forms in place	On target	Meeting held with ITM 3 /HOI and Lead Adviser Nov 2024. Revisions & improvements to the PRI stage advice form were consulted on and went live in Q1. PSC staff and advisers notified. Full advice form to be reviewd after the peak summer period (Q3) when the PRI changes also can be assessed.
19	Review the functionality of our case management system to: (i) identify whether there is any existing capacity we can utilise and (ii) identify whether there is any further functionality we might want for the future	AC	Eff			Project	Project defined	01/10/25	31/03/26	M	review;report to LT	Not started	
20	Consider potential outreach with female prison to introduce SPSO's service and establish reasons for minimal contact from female prison population.	AJtER				Project	Project defined	01/04/25	31/12/25	M	Improved communication with female prisoners.	On target	Project being taken forward by SPSO- next step to liaise with SPS regards setting up focus groups. Focus groups held in March 2025 at HMP Stirling. Collab to consider at its next meeting whether to hold further focus groups
21	Integrate the revised workflow descriptors and new TED (formerly DCR) function name into our case management system; complaints handling guidance; PSC documentation and leaflets and SPSO website	AJtER				Project	Project defined	01/04/25	31/03/26	H	PSC guidance;leaflets and website describes the work carried out at each stage of the PSC process and TED function	On target	Q1: Revised leaflet prepared and website updated April 25. Printed copies available May 2025. Changes to PSC guidance completed April 25. Meeting with CAS to discuss workpro changes and costings held April 25. Costings received from CAS in May. Casework Guidance updated to use new
22	HE/FE online subject specific complaint form	AJtER	Eff	S&I		Project	Project defined	01/04/25	30/06/25	M	HE/FE complainants channeled to subject specific form on website where unique subject specific information is obtained at first contact.	On target	Ombudsman has approved cost of design this work will be completed during Q2/early Q3.
23	Review/update ask@ templates to promote complaint checker	AJtER	Eff	S&I		Project	Project defined	01/10/25	31/12/25	M	review to promote complaint checker	Not started	
24	Review handling of calls from prisoners and support/signposting offered	AJtER	Eff			Project	Project defined	01/04/25	30/06/25	H	Ensuring prisoners are appropriately signposted	Completed	Agreed revisions to advice line IVR. Message being re-recorded and templates being updated to support this improvement. Should go live June.
25	Produce guidance for complainants experiencing delays with buj responses.	AJtER	Eff			Project	Project defined	01/04/25	31/12/25	M	Complainants are appropriately advised from the outset of SPSO contact	Completed	New leaflet and website information launched May 2025.
26	Design a leaflet to accompany SPSO paper complaint form ("completing SPSO complaint form" to replace "how to complain")	AJtER				Project	Project defined	01/10/25	31/03/26	M	Clear communication on how to complete paper complaint form	Not started	Large volume of complaint submissions within A&G has stalled work commencing.
27	Complainant stories/case studies for website to provide generic information on the types of oucomes including what we can achieve from complaints considered by PSC	AJtER	S&I			Project	Project defined	01/10/25	31/03/26	M	Clear information on they types of cases we consider and different outcomes	Not started	Jan 2025 -discussion with another complaints organisation that provides this. Consider in Q 3-4. Customer Satisfaction Survey reports SIF priority Q1-2.
28	PSC Guidance Handbook: Complaints and investigations guidance and processes - review and update, disseminate through updates and training, and monitor practice	AJtER				BAU	Continuous	01/04/25	31/03/26	H	Updated Guidance in line with changes implemented throughout the year.	On target	Ongoing. Updates made to incorporate new workflow descriptors; timescale and criteria for decision review. June 2025
29	Consider the current use of health codes in workpro (including the workpro fields of subject codes;specialism;hospital and knowledge capture) and evaluate whether any changes are needed to improve efficiency	Eff	AJtER			Project	Project defined	01/04/25	31/03/26	M	Updated subject codes to support use of the suggested cases view in workpro	On target	Project brief prepared. First two meetings have been held and project is being progressed.

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1	**Case-handling - Advice -** provide advice and signposting; and manage Freephone telephone advice service	AJtER	S&I			BAU	Continuous	01/04/2025	31/03/2026	S	95% of cases advice stage completed within 5 working days	Exceeded	KPI 1 was exceeded at 96% against target of 95%
2	**Case-handling - Initial Assessment -** assess suitability and maturity; take action on premature cases	AJtER	AC			BAU	Continuous	01/04/2025	31/03/2026	S	95% of cases closed/ moved to Investigation within 60 working days	Exceeded	KPI 2 was exceeded at 100% against target of 95%
3	**Case-handling - Investigations Stage 3 -** including direct investigations and discontinued investigations	AJtER	AC			BAU	Continuous	01/04/2025	31/03/2026	S	80% of investigations completed within 260 working days	Slippage	KPI 3 was not achieved at 67% against target of 80%. However, the high number of case closures over the past two quarters has put us in an excellent position to meet KPI3 in the future
4	**Case-handling - Recommendations and post closure engagement -** follow up on recs and apply SIP as appropriate	S&I	AC			BAU	Continuous	01/04/2025	31/03/2026	S	95% of recommendations followed up within 3 days of deadline, and SIP engaged as appropriate	On target	KPI met
5	**INWO guidance and templates - ensure** updated regularly and in line with evolving case handling practices, including in year changes from QA & learning log	AC	AC			BAU	As required	01/04/2025	31/03/2026	M	- Improvements identified through casework and QA - Guidance docs updated to reflect practices - LT informed of changes via quarterly reporting	On target	
6	**Resourcing -** Monitor case volumes and complexity to identify as soon as case numbers indicate the need for changes to resourcing, inform LT and take appropriate action	AC				BAU	Monthly	01/04/2025	31/03/2026	H	Adequate resources to complete statutory functions to time and quality. - Report to LT through reporting	On target	
7	**Staff Professional Development & Skills -** Maintain and promote and ensure team is appropriately resourced and skilled.	AC	AC			BAU	Continuous	01/04/2025	31/03/2026	H	PDPs in place Learning request system in place Mandatory training in place	On target	Annual PDP's were completed in by end of May 2025
8	**Performance Standards -** Regularly monitor performance (KPIs) against targets and service standards, identify and implement improvements	S&I	AC			BAU	Quarterly	01/04/2025	31/03/2026	M	Quarterly report to LT as part of business plan update, including learning, recommendations and details of action taken and planned	On target	
9	**Stakeholder & Regulator Engagement -** Regular engagement to maintain and build professional relationships and share intelligence & case-work matters, to ensure effective handling of high risk/ overlapping cases and effective signposting	S&I				BAU	Continuous	01/04/2025	31/03/2026	M	- Regular meetings with regulators - Case specific engagement where appropriate - Report of activity to LT on SHCIN and any high priority/risk areas that come up	On target	
10	**Share casework intelligence -** Feed data in and out of Improvement Standards & Engagement (ISE) team and the Sharing Health & Care Intelligence Network (SCHIN) on themes and trends and emerging issues.	S&I				BAU	Monthly	01/04/2025	31/0/32026	H	- Provide casework updates for SHCIN as appropriate - Follow up actions from SHCIN - Share relevant intelligence of themes and trends	On target	
11	**INWO Customer survey -** Ensure customer surveys are sent at each case closure, analyse results, make improvements and report quarterly and annually.	AJtER	S&I			BAU	Quarterly	01/04/2025	31/03/2026	H	Continue INWO customer survey approach for advice and investigation cases; Link with wider SPSO customer survey for advice	On target	The customer survey questions have been reviewed in line with the SPSO's updated customer service standards and with a focus on simplicity and accessibility. The new survey questions will be issued from 1 August 2025.
12	**Engagement Support to ISE -** including ad hoc requests and scheduled contributions and events as appropriate			S&I		BAU Plus	Continuous	01/04/2025	31/03/2026	M	Assist with production of resources Contribute to delivery of SUW Improvements supported by data & feedback Actively contribute to engagement calendar	On target	

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13	**Head of Complaint Approach Review (HoC)** - Review current approach to specifying/summarising a complainant to ensure best practice and efficiency. Review our current approach and consider other approaches, ensure consistency in approach across team.			S&I	Eff	Project	As required	01/04/2025	30/07/2025	H	Scoping document approved by Team Manager & Head of Service on 21/05/24. Production of internal guidance for setting and agreeing Heads of complaint. Report outcomes and make any recommendations to LT	Slippage	Two internal workshops took place in 2024-25. It has been decided that external consultation will be important to completing this project. This is planned for Q2.
14	**Discontinue Project - Create** guidance & put templates in place to deal with any case which is discontinued, withdrawn or resolved.			S&I	Eff	Project	As required	01/04/2025	30/06/2025	M	Discontinuation guidance will be added to the INWO casework guidance.	Slippage	Updated discontinuation guidance is outstanding due to resourcing and prioritisation of higher priority projects.
15	**Recommendations** - Produce outcome focused Training & Tool to improve consistency and efficiency.			S&I	Eff	Project	As required	01/04/2025	30/06/2025	M	Scoping Doc approved 21/05/24. Deliver training session using outcomes focussed materials. Create tool/database similar to PSC in place to improve Recs and consistency.	Slippage	Recommendations database has been created. Project has slipped due to focusing on older casework and other priority projects.
16	**Review Approach to Detriment Complaints - To ensure consistency and improve efficiency.** Employment law/HR. What protections can be offered. To apply to casework and communicate more widely.	AJtER		S&I	Eff	Project	As required	01/04/2025	30/07/2025	M	Hold internal workshops to discuss and clarify legislation and jurisdiction matters. Create a description and examples for the INWO website. To be signed off by LT (as standards & process elements) Produce internal guidance.	Slippage	Desk based research and internal workshop completed in 2024-25. Draft webpage text and internal guidance completed, final review taking place in July. Project will slip to end of August 2025 not July 2025.
17	**Human Factors - Systems Thinking Project** Review current external 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	01/04/2025	30/10/2025	L	Hold internal workshops to review and discuss current approach including legislation. Produce internal guidance. Produce example HOC's for various types of complaints. Report to LT.	Slippage	Slippage on this low priority project due to resources and focus on higher priority projects.
18	**NHS Board Annual reporting on Whistleblowing -** Analyse all submitted board annual reports (23) and produce a findings report.	S&I	AJtER			BAU Plus	Annual	01/08/2025	30/02/2026	H	Measure against KPIs within the standards. Produce & publish findings report and updated guidance. Report to LT.	On target	
19	**NHS HR & INWO Action Learning Project -** Continue the group work from 2023 (a series of action learning sessions focused on interaction between WB and HR with NHS HR Team) Consolidate learning, agree future actions and decide how and what to disseminate from the group.			S&I		Project	As required	01/04/2025	31/05/2025	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	Slippage	Slippage, project now forecast to complete end August 2025. Due to resources, focusing on older casework and higher priority projects.
20	**Speak Up Week (SUW)** - Take a shared lead with ISE in the planning and delivery, including setting themes, content and participating in events and engagement as planned and facilitated by ISE. Participate and contribute to success measurement and feedback	AJtER	AC	S&I		BAU Plus	Annual	01/04/2025	30/12/2025	H	Create and publicise theme and daily topics Plan INWO Events and content Arrange guests at events and speakers Hold a NHS Board SUW Planning session Joint delivery of successful week Report engagement outcomes to LT	On target	The dates, theme and daily topic for Speak up Week 2025 have been published on our website https://inwo.spso.org.uk/speak-week
21	**Reflective learning process -** Ensure good practice is embedded in INWO processes, seek feedback and share learning with external stakeholders on casework.	AJtER	AJtER			Project	As required	01/04/2025	30/06/2025	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	Slippage	Two reflective learning processes are underway which include cases which used surveys and interviews. Most meetings with complainants and NHS Boards have taken place. This project has been delayed due to resourcing and the availability of senior internal and external staff to take part in meetings.

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22	**Build professional Relationships with NHS Boards with the aim of improving efficiency and focus on learning & improvement** - informal discussions which will build working relationships and increase efficiency.			S&I	Eff	Project	As required	01/05/2025	31/12/2025	M	Gather all Board ILO contact details to promote communication. Seek feedback from Board's on timescales for information requests, completion of recommendations etc. Review key templates for information gathering etc and update to promote and encourage Boards to communicate with us at an early stage.	On target	All required contact details have been gathered.
24	**Website Accessibility** Project- Carry out review of the main channels of receiving complaints and make required improvements, consider whistleblowing data, customer feedback and potentially excluded groups.	AJtER		S&I		Project	As required	01/07/2025	30/12/2025	H	Work with ISE to improve visibility & access to online complain form Review initial information about support for making written complaints Create a leaflet/ web content using visuals to demonstrate our process	On target	
25	**TURAS Training** - Scope a review and update of the training with ISE. Gather feedback from users and report to LT.	AJtER		S&I		Project	As required	01/06/2025	30/01/2026	H	Prepare a scoping doc with recommended plan of action, taking into account ISE capacity Ensure the IT platforms are suitable and secure Gather feedback from users and report to LT with recommendations for future changes.	Slippage	Scoping has started, IT issues have been identified and need to be worked through.
26	**Visibility & Awareness Raising** - Improving visibility of our work via boards and stakeholders with a focus on wider visibility, promotion of decisions, recommendations and the improving impact.	AJtER	AC	S&I		Project	As required	01/06/2025	30/02/2026	H	Consider our website news page. Consider how we can more widely share our decision summaries. Consider how we can use data to promote our work.	On target	
29	**Produce Prescribed Persons report** - prepare a report for the relevant period, in line with previous years.	AJtER				BAU	Annual	01/05/2025	30/09/2025	S	LT sign off report Publish report by end Sept.	Not started	
30	**In year addition - Work Collaboratively with Healthcare Improvement Scotland (HIS) to complete recommendation 41 from their review report relating to an NHS Board** - Plan consultation, resources and signposting work	AJtER		S&I		Project	Project Defined	01/05/25	30/03/26	M	Consultation completed Recommendation completed	On target	Initial scoping work has begun, an in person meeting has been arranged for July 2025 between both organisations to progress scoping and the project plan.
	In-year addition: Data scoping exercise to identify boards with lower than expected WB concerns/ complaints and to compare INWO and PSC data for boards.	AJtER		S&I		Project	Project Defined	01/05/25	31/08/25	M	Report to LT with findings of initial data scoping project. Consider engagement arising from findings.	On target	Progressing well - starting to identify boards with lower than proportionate demand based on staffing levels.
	In-year addition: Assess and define the requirements for securing dedicated mailboxes in all boards for whistleblowing (WB) enquiries. The mailboxes will serve both whistleblowers and the INWO, aiming to enhance consistency, ensure timely responses, and maintain a reliable point of contact.							01/09/25	31/03/25		Report to HoI with findings of scoping exercise who will advise on next steps.	In-year addition: unallocated	

LT Owner: Head of INWO SWF

No	Activity *description of task/ activity/ project*	Strat Theme 1 Access to justice - rights	Strat Theme 2 Agile capacity	Strat Theme 3 Standards impact	Strat Theme 4 Efficiency	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*	Comment/ update *- why not on target/ exceeded* *- actual achieved* *- important milestones achieved* *- if it is a new addition to the plan* *- policy decisions taken* *- why discontinued, or carried forward*
1	Case-handling times - SWF Reviews of Crisis Grants	AJtER			Eff	BAU	Continuous	01/04/25	31/03/26	S	95% of cases closed or progressed in 1 working day or fewer (from receiving all information)	Exceeded	99% achieved in Q1
2	Case-handling times - SWF Reviews of Community Care Grants	AJtER			Eff	BAU	Continuous	01/04/25	31/03/26	S	95% of cases closed or progressed in 21 working days or fewer (from receiving all information)	Exceeded	97% achieved in Q1
3	Case-handling process SWF - monitor practice, review and update case handling guidance, and disseminate through updates and training	AJtER		S&I		BAU	Continuous	01/04/25	31/03/26	S/H	Report to LT confirming learning captured and action taken and planned	On target	
4	Reconsiderations	AJtER				BAU	Continuous	01/04/25	31/03/26	H	95% of decisions are correct, Quarterly reporting to LT	Exceeded	Decision correct in 99% of cases.
5	Produce content for SWF section of annual report			S&I		BAU	Annual	06/05/25	22/05/25	S/H	Published annual report	Completed	
6	Resourcing: monitor, plan and arrange recruitment to maintain appropriate level of staff resources for SWF	AJtER				BAU	Continuous	01/04/25	31/03/26	S/H	Achievement of KPIs	On target	
7	Performance reporting: Service standards - monitor performance against service standards using internal and stakeholder feedback and identify and implement improvements. A particular focus should be placed on analysing customer survey results and other feedback gathered.	AJtER	AC			BAU	Quarterly	01/04/25	31/03/26	H	Quarterly report to LT as part of business plan update	On target	
8	Maintain effective engagement with stakeholders via appropriate channels, working with ISE			S&I		BAU	As required	01/04/25	31/03/26	M	Quarterly report to LT as part of business plan update	On target	Third sector survey issued in June 2025 to gather feedback about barriers to the review process. Analysis of feedback received underway. Two sessions held with third sector to raise awareness of guidance changes in May 2025.
9	Produce SWF text for monthly commentary as well as additional comms materials as and when required.	AJtER		S&I		BAU	Monthly	01/04/25	31/03/26	M	Monthly content to ISE	On target	
10	Maintain and promote professional development of staff and ensure team is appropriately resourced and skilled.		AC			BAU	Continuous	01/04/25	31/03/26	H	Quarterly report to LT as part of business plan update	On target	Neurodiversity training carried out in April 2025.
11	Monitor and escalate recurring casework issues in line with the Support and Intervention Policy	AJtER		S&I		BAU	Continuous	01/04/25	31/03/26	H	Quarterly report to Governance Committee	On target	One issue raised at level 3 (decision timescales); one issue raised at level 2 (decision recording) and three issues raised at level one (various issues).
12	Review results of QA measures. Feedback and implement changes as required	AJtER	AC			BAU	Continuous	01/04/25	31/03/26	H	Quarterly report to Governance Committee	On target	Management quality checks planned for Q3/Q4
13	CF: Establish a formal data sharing process with the DWP and SSS. This may require support from LPO.	AJtER	AC			Project	Project defined	01/04/25	SSS - unclear on timescale	M	Quarterly report to LT	Slippage	Action progressing with DWP. Some delays implementing data sharing with SSS. All internal actions completed.

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14	CF: 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. Potentially to explore QA approaches.	AJtER		S&I		BAU	Project defined	01/04/25	TBC workstream 3 in programme	H	Quarterly report to LT as part of business plan update and as required as workstream 3 develops	On target	Shared proposed qualitative measures with SG. Plan to meet to discuss in July 2025.
15	CF: Develop resources/materials for advisors/ advocates to support them with the review process.	AJtER				Project	Project defined	01/04/25	30/06/25	M	Report findings to LT via quarterly business plan reporting	Slippage	Draft completed. Due to be completed by August 2025 due to competing priorities and resourcing issues..
16	CF: Review the tone, language and accessibility of our communication (to include TST, letter templates, email templates and general communication) with a particular focus on treating applicants with dignity and respect. To include capturing user and/or third sector feedback and learning from other organisations.	AJtER			Eff	Project	Project defined	01/04/25	30/09/25	M	Complete stakeholder consultation Complete new style letter & pilot Report findings to LT Amend all letter templates in line	On target	Forum in planning stages to gather user feedback; draft template produced and shared with team for comment. Stakeholder survey drafted.
17	Review the criteria for reconsiderations to ensure that the approach is efficient, accessible and fair.	AJtER			Eff	Project	Project defined	01/10/25	31/03/26	M	Report findings to LT	Not started	
18	Deliver a programme of training to Local Authority Decision Makers in line with review action plan commitment 1, in which we are named. As part of this, explore whether resources can be adapted to be shared electronically; and ensure we take steps to measure the effectiveness of the training.	AJtER		S&I		Project	Project defined	01/04/25	30/09/25	H	Review effectiveness of training and report findings to LT	Exceeded	As well as delivering sessions on new guidance prior to April 2025, we also delivered sessions to raise awareness with third sector colleagues. Additionally, we launched two e-learning modules to support investigation skills and analysis of evidence.
19	With support from ISE, carry out further targeted engagement in local authority areas with lower than expected demand.	AJtER		S&I		Project	Project defined	01/04/25	30/09/25	M	Report findings to LT	On target	Agile project ongoing. Continuing to track review volumes, considering measures to improve access and outreach with third sector in 'low volume' areas in planning stages.
20	Investigate potential changes to our online form. To include mirroring the initial call flow, capturing data more effectively and encouraging consent upfront from representatives.		AC		Eff	Project	Project defined	01/10/25	30/03/26	M	Report findings to LT	Not started	
21	Deliver awareness raising session(s) to update the third sector on changes to the Statutory Guidance	AJtER		S&I		Project	Project defined	01/04/25	30/06/25	M	Review effectiveness of sessions and report findings to LT	Completed	Delivered sessions ahead of target. Completed.
22	Refresh our findings tool to facilitate clear, consistent feedback being given	AJtER		S&I		Project	Project defined	30/06/25	31/12/25	M	Management review of team findings checks/ qa results and report findings to LT via quarterly business plan review	On target	
23	Review and refresh our approach to document management on workpro (with reference to internal guide) to ensure consistency and ease of review		AC			Project	Project defined	01/04/25	31/03/26	M	Management review of casework and QA results and reporting findings to LT via quarterly business plan review	Completed	Implemented in June 2025. Audit and refresher completed after four weeks.
24	Review all templates and internal guidance to ensure they are in line with the new SWF Statutory Guidance	AJtER			Eff	Project	Project defined	01/04/25	15/05/25	M	Management review of casework and QA results	Completed	

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25	Explore efficient ways of publishing more information about our impact. This may include expansion of information and case studies highlighted via the compendium; and publishing more information about customer feedback.			S&I		Project	Project defined	30/06/25	31/03/26	M	Report findings to LT.	On target	Considering proposal to highlight accessibility issues across SWF.
27	Explore opportunities for multi-skilling across INWO and SWF administration functions to maximise efficiency and ensure appropriate cover.				Eff	Project	As required	01/04/25	30/09/25	M	Staff 121s & PDP's	On target	Agreed shared tasks; met with colleagues to discuss and commenced shadowing in late June.

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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 to ensure effective governance, discharge the functions of the strategic plan & provide evidence to the LGHC.To support Ombdsman transitioning in session 2025-2026	Eff	AC	AJtER		BAU	Continuous	01/04/24	31/03/25	S	1. BP quarterly meetings with the Ombudsman. 2. Quarterly governance meetings. 3. Oversight and overall responsibility for project completion for each officer of ISE projects. 4. External & Internal Audit board meeting 5. LGHPC apperances 6. CSC oversight	Not started	
2	To lead, support and develop officers and administrators in the Engagement & Communications team to effectively achieve ISE team objectives. To deliver, review and report on the objectives of the Engagement and Communications Strategy. Provide a supportive role for everyone at the organisation to support the delivery of the 2024-28 Strategic Plan	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. Development of E&C team members	Not started	
3	Provide internal legal and policy support across the office to further SPSO's strategic engagement goals and improve the quality and efficiency of casework and standards advice.	AJtER				BAU	Continuous	01/04/24	31/03/25	S/H	1. Producing timely and regular horizon scanning information 2. Identifying and drafting responses to consultations and significant policy developments 3. Preparing briefings and other documents on request to support LT parliamentary and other engagements 4. Responding to requests from colleagues for support interpreting and applying legal advice or dealing with legal challenges 5. Liaising with solicitors when we need formal legal support for casework	Not started	
4	To provide advice and guidance externally and across SPSO around compliance with the Model Complaints Handling Procedures, Child Friendly Complaints Handling Principles and Process Guidance, and good practice in complaints handling in order to support learning and improvement.	S&I	AJtER			BAU	Continuous	01/04/25	31/03/26	S/H	To fulfil our S.16G responsibilities in relation to public service complaints, on promotion of best practice etc, we will: 1. Respond to external and internal enquiries and requests for support 2. Participate in external networks and related meetings 3. Participate in and presenting to non-network meetings and engagement events 4. Lead Complaints Investigation Skills training sessions 5. Monitor practice, and promote best practice in relation to complaints handling (currently reactive, aiming to move to a more proactive footing). 6. Monitor use of the Support and Intervention Policy internally, and run awareness sessions with staff periodically. Provide support where necessary when SIP action is taken	Not started	
5	To provide advice and guidance across SPSO and externally around compliance with the National Whistleblowing Standards and good practice to support learning and improvement for all boards / BUJs.	S&I	AJtER			BAU	Continuous	01/04/25	31/03/26	S/H	To fulfil our S.16G responsibilities in relation to public service complaints, on promotion of best practice etc, we will: 1. Respond to external and internal enquiries and requests for support 2. Participate in external networks and related meetings 3. Participate in and presenting to non-network meetings and engagement events 4. Monitor use of the Support and Intervention Policy internally, and run awareness sessions with staff periodically. Provide support where necessary when SIP action is taken	Not started	
6	To provide support to the wider ISE team including handling the administration of the training courses, uploading reports, maintaining records of publications etc. To maintain contact with the ICSCR and the Head of ISE regarding CSCs. Further assistance to other ISE team members as required. Triage of all ISE mailboxes daily					BAU	Continuous	01/04/25	31/03/26	S/H	1. Effective management of ISE shared inboxes and timely response to emails. 2. Support for ISE team meetings and other ad hoc meeting support. 3. Other admin support for ISE team as required. 4. Calendar deadlines for all ISE team to be checked and updated quarterly 5. CSC stage 2 and 3 admin 6. Maintaining records of products, policies and publications. 7. Training administration 8. Support Child Friendly Admin 9. Support admin of officewide engagement reporting	Not started	
7	To lead the development and delivery of external communication materials. Build the public profile of SPSO and promote our work, while providing support, knowledge and expertise in communications to all SPSO staff. To ensure our service is accessible to all.					BAU	Continuous	01/04/25	31/03/26	S/H	1. Completion of ISE projects linked to communications. 2. Respond to requests for communications support from other internal business areas. 3. Publish compendium on time 4. Lead on and provide support for external and internal communications incl. spso newsletter 5. Oversee website 6. Oversee external publications 7. Webinar support	Not started	

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8	To lead the delivery of direct engagement activities with our stakeholders. Support knowledge sharing, learning and improvement to both internal and external stakeholders.					BAU	Continuous	01/04/25	31/03/26	S/H	1. Completion of assigned ISE projects in Business Plan 2. Timely ad hoc communications support from other internal business areas. 3. Publish compendium on time. 4. Lead on and provide support for external engagement activity 5. Lead on engagement with advisors incl. newsletter 6. Webinar support 7. Social media and campaigns 8. Website support 9. Training platform developments	Not started	
9	Demonstrate impact and efficiency of our service internally and externally. To support communications and engagement activities through collecting and translating data, and managing INWO campaigns. To lead on providing external support to Child Friendly Complaints project as required.					BAU	Continuous	01/04/25	31/03/26	S/H	1. Internal newsletter including internal data communications 2. Compendium 3. Support delivery of surveys and analysis 4. Reporting on CSC and Positive Feedback 5. Website support 6. Webinar support 7. Child Friendly project support 8. Leading Data Working Group	Not started	
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	04/01/25	31/03/2026	S/H	1. Quarterly reports prepared accurately and within deadline for Q LT Governance + LT Ops meetings 2. Annual statistics prepared for internal guidance and external publication 3. Respond to internal and external enquiries on SPSO statistics 4. Chair and participate in quarterly internal performance stats meetings 5. Build relationships internally across all levels and externally 6. Provide guidance, support and advice on SPSO stats/data capture 7. Build relationships and understanding of performance stats with participation in Workpro upgrade testing and development of statistical reports from Workpro for all SPSO casework 8. Participate in data related networking / training sessions 9. Administer the data audit review of Workpro / Casework Reports Subscriptions and Dataset report	Not started	
10													
	Statutory & High Priority Projects												
11	Vulnerabilities & SWF engagement project	AJtER	AC			Project	Project defined	01/12/25	31/03/26	H	1. Number of third sector organisations and BUJs engaged with 2. Social media analytics 3. Escalated complaints from these areas 4. Increase awareness of the services offered by SPSO and SWF in target areas.	Not started	Q1: Paper was approved by LT. Councils were going to be contacted to set up workshops, however a change in direction resulted in focusing on third sector instead to prioritise service users.
12	Ombudsman Transition	S&I	Eff			Project	Project defined	01/04/25	31/07/25	S	Communications and Engagement 1) Press coverage 2) Web analytics 3) Meetings with key stakeholders Policy and legal: 1. confirm new Ombudsman's need/wishes for approach to policy/legal support. 2. Implement/identify required changes. 3. Integrate to business as usual.	Not started	Q1: A press release was issued and the information on the website has been updated.
13	Annual report	AJtER	Eff			Project	Annual	01/04/25	31/10/25	S	1) Feedback from stakeholders 2) Web analytics 3) Reduce page count of front end by 10%	Not started	Q1: Annual Report is with eternal audiors for review. First designed version was drafted. Second draft will be produced following auditor fieldwork.
14	Web services procurement	Eff				Project	Project defined	01/04/25	30/09/25	S	1. Invitation to tender document agreed 2. Invitation to Tender issued and promoted 3. Tenders reviewed 4. New contractor appointed 5. Handover from current provider to new	Not started	Q1: Interview process has been completed and the preferred supplier has been contacted. Awaiting confirmation of contract.
15	British Sign Language Plan 2024 - 2030 published	AJtER	AC			Project	Project defined	01/04/25	31/05/25	S	1. Develop new draft plan 2. Test with Third Sector Organisations 3. Consult 4. Publish	B/F from last year	Q1: An initial draft has been produced following research. A public consultation was launched and promoted to stakeholders and the public via email and social media. Following the incorporation of feedback from the consultation, the Plan will be translated.

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16	Spotlight reports	S&I				Project	6 monthly	01/12/25	31/03/26	H	1. Delivery of up to 2 Spotlight Reports 2. Positive policy change 3. Readership based on analytics 4. Press coverage 5. Social media engagement 6. Parliamentary appearances due to reports	Not started	Q1: A topic for spotlight report has been selected. Paper is being prepared for LT sign off.
17	Speak up Week 25	AC	AJtER	S&I		Project	Annual	01/04/25	01/11/25	S	1. Social media metrics 2. Webinar attendance 3. Health Boards involved 4. Website analytics 5. Performance benchmarked against SUW 2024 performance	Not started	Q1: all 7 speakers for the 3 live webinars (Mon-Fri) have been confirmed. Registration links and resources have been set up and promoted via email and social media. Showcase submissions for Thursday is live and one has been received with another one having been confirmed. A pre-recorded video has been organised
18	Conference	S&I	AC			Project	Project defined	01/04/25	30/11/25	S	1 Promotional campaign developed and delivered. 2. Tickets sold 3. Attendees present at the event 4. Feedback 5. Revenue achieves cost recovery	B/F from last year	Q1: Early Bird sold out. Agenda launched. Venue visited. 93 tickets sold. Workshop content coming together and being finalised. Arranging to meet in July to discuss content. Meeting external speakers in August.
19	Provide support to INWO for their review of the National Whistleblowing Standards	S&I	AJtER	AC		Project	Project defined	01/12/25	31/03/26	S/H	To support our S.16A and 16BA responsibilities, we will draft an outline project plan for INWO to carry out a review of the National Whistleblowing Standards. Once INWO commence their review, E&C will provide support as follows: 1. Public facing materials produced 2. Consultation campaign developed and delivered 3. Number of responses to consultation	Not started	Q1: No update.
20	Data Related Horizon Scanning	S&I				Project	Project defined	01/05/25	28/02/26	H	1. Conduct data related horizon scanning 2. Report to SPSO LT on a quarterly basis depending on availability of suitable material 3. Schedule updates for: May'25, Aug'25, Nov'25 and Feb'26	Not started	Q1: LT updated in May and June. Next update due in August.
21	QA Data	AJtER				Project	Project defined	01/10/25	31/12/25	M	1. Following the outcomes/recommendations of the QA in 2024/25, conduct another QA of cases and how casework data is collected in Workpro on SIP to monitor the effectiveness of the recommendations made	Not started	Q1: Scheduled to start in Q3.
22	Annual Performance Reporting Stats	AJtER				Project	Annual	01/04/25	29/05/25	S	1. Prior to year-end data cleanse stats and check tables 2. At year-end prepare stats reports for publication 3. Present to LT for approval 4. Pass to E&C Team for publication of Annual stats tables on SPSO website	Not started	Q1: LT signed off stats and tables for publication. Project completed.
23	Data and AI Strategy: AI use across the Public Sector report	Eff				Project	Project defined	01/04/25	30/03/26	H	1. Develop Terms of Reference for AI & Data working group 2. Develop and recruit new members to feed into the working group 3. Produce 6 month report on findings from across the public sectors use of AI and data led projects	Not started	Q1: Data & AI Working Group ToR updated. New members accrued and first meeting chaired by GD. Depository to be shared at all staff meeting in July. Fact finding meeting scheduled with A&G in July.
24	Responding/Influencing Parliamentary Commissioners Enquiry	AJtER				BAU Plus	As required	04/01/24	30/09/25	H	1. Meet deadlines for responses 2. SPSO quoted in analysis of consultation and reports 3. Positive legislative changes to support improvements to SPSO and complaints handling	Not started	Q1: Report expected end of June.
25	Preparation for new Parliamentary Session	S&I				BAU Plus	Project defined	01/01/26	30/03/2026	H	1. scope work required to prepare for new parliamentary session 2. Prepare comms/engagement plan for new MSPs	Not started	Q1: No update.
26	Review of the Statement of Complaints Handling Principles	S&I	AJtER			Project	Project defined	01/04/25	30/09/25	S	To fulfil our S.16A responsibilities, we will: 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: Principles submitted to DPLR Committee in May and expected to be approved by Scottish Parliament in June.
27	MCHP review	S&I	AJtER			Project	Project defined	01/07/25	31/03/26	H	To support our S.16B responsibilities, we will: Draft an initial plan for review of the Model Complaints Handling Procedures (all sectors except NHS) following completion of the review of the Statement of Complaints Handling Principles.	Not started	Q1: Outline project timetable drafted. Project plan considered for approval by LT in June.
28	Framework for Monitoring Practice	S&I				Project	Project defined	01/07/25	31/03/26	H	To support our S.16G responsibilities, we will: Develop a concept for a monitoring framework by: 1. Considering and confirming the overall purpose of proportionate monitoring 2. Identifying data sources to be used for monitoring 3. Considering the most useful output from and impact of monitoring and we will draft a framework, in which we will: 4. Confirm data sources to be used for monitoring 5.Develop a method for using data sources to monitor standards 6. Confirm outputs from and impact of monitoring	Not started	Q1: No update.
29	Ensuring CSC process aligns with the current MCHP	S&I				Project	Project defined	01/04/25	30/06/25	H	As a matter of good practice, we will: Align SPSO's CSC prICess with the MCHP for Scottish Government, Scottish Parliament and associated public bodies.	On target	Q1: Part 1 of CSC MCHP drafted.

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30	Develop a policy for ongoing consultation with children & young people	AJtER	S&I			Project	Project defined	01/04/25	01/07/25	S	In order to meet our statutory obligations under the UNCRC Incorporation (Scotland) Act & Article 12 of the UNCRC: 1. Delivery of a policy setting out our approach to statutory consultation w/ children & YP. 2. Consideration of the best method of ongoing consultation - ongoing group of YP, or ad-hoc planning of sessions through 3rd sector & other external stakeholders.	Not started	Q1: Possible models have been researched. Existing policies and impact assessment processes discussed with LPO and reviewed. Expected to end project in Q2.
31	Enhanced monitoring of implementation of Child Friendly Complaints across BUJs	S&I	AJtER			BAU Plus	Project defined	01/07/25	01/01/26	H	1. Enhanced analysis/evaluation of PSC complaints affecting children. 2. Voluntary self-assessment of progress by key BUJs (LAs, health boards, HAs). 3. Assessment of implementation progress & recommendations for further action.	Not started	Q1: Review of CFC cases to date has begun.
32	Development of Child Friendly Guidance Materials	AJtER	S&I	Eff		Project	Project defined	01/04/25	01/09/25	S	Funding for SG until 1 Sep 25 for production of guidance materials aimed at: 1. Children & YP 2. Parents & carers 3. Professionals delivering the complaints process	Not started	Q1: review of co-design outcome to inform child facing materials. Consent form drafted and passed to communications for design. Checklist being tested internally before adaptations and release to BUJs.

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1	Climate Change duties reporting: - Review the actions for the 5 areas of Climate Change Duties reporting.				Eff	BAU	Continuous	01/04/25	31/03/26	M	Review of activities planned for year	Not started	
2	Climate change duties: - produce and publish Climate Change Annual Report (including discharging duties under section 32 (1)(a) of the PSR Scotland Act 2010)				Eff	BAU	Annual	01/06/25	30/11/25	S	Published annual report	On target	2025-26 carbon emissions calculated
3	Climate change duties: - produce and publish Environment, Sustainability and Biodiversity Annual Report				Eff	BAU	Annual	01/06/25	30/11/25	S	Published annual report	On target	2025-26 carbon emissions calculated
4	Climate change duties: 2024-2027 CCAT actions - Implement actions from workplan; working towards 2030 target of Net Zero.				Eff	BAU	Continuous	01/04/25	31/03/26	M	Action plan implemented and reported in Climate Change Duties report	Not started	
5	ECO Decision Reviews: - Triage cases and manage reviews% so that they are carried out in a timely manner.	AJtER			Eff	BAU	Continuous	01/04/25	31/03/26	H	Internal quarterly report to Governance meeting and published annual report.	Slippage	Due to increase in reviews received and post review correspondence we have not met the KPI for the 75% in 90 days this quarter (64%). We have met it for 40% in 50 days (59%).
6	ECO Decision Reviews: - Keep an up-to-date issues log to identify any common areas for CR training or further development of the guidance, and report on this quarterly.	AJtER			Eff	BAU	Continuous	01/04/25	31/03/26	H	Internal quarterly report to Governance meeting.	On target	
7	ECO Quality assurance: - During the year identify areas of risk for QA through Decision Reviews, discussion with management and the internal QA consultation process.	AJtER	AC		Eff	BAU	Continuous	01/04/25	31/03/26	H	Draft plan prepared and submitted for LT consideration and sign off.	Not started	This refers to the risk based QA plan for 2026-27, due to be prepared in January to March 2026 for sign off before Q1 in 2026.
8	ECO Quality assurance: - Carry out risk based Quality Assurance each quarter based on agreed QA plan.	AJtER	AC		Eff	BAU	Continuous	01/04/25	31/03/26	H	QA reports to be signed off by LT when QA complete each quarter and any follow up actions completed.	Slippage	We have concluded the questions for the risk based QA on Preliminary and Follow up Advice, however due to volume of reviews it has been agreed by LT that the QA will not commence until later in the year.
9	ECO Quality Assurance: - Monitor the implementation of any actions required within SPSO following the LT sign off of any QA report on any given area	AJtER	AC		Eff	BAU	Continuous	01/04/25	31/03/26	H	Internal Quarterly report to Governance meeting.	On target	
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	01/06/25	30/09/25	S	Draft Annual Report and Accounts provided to Auditor and Ombudsman in good time	Completed	External Audit fieldwork commeced 7 July, documents provided 4 July.
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	01/04/25	31/03/26	H	Agreed External Audit annual plan Provide financial statements and supporting evidence in line with agreed dates External Audit Report	On target	Commenced 7 July

No	Activity *description of task/ activity/ project*	Strat Theme 1 *Access to justice - rights*	Strat Theme 2 *Agile capacity*	Strat Theme 3 *Standards impact*	Strat Theme 4 *Efficiency*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*	Comment/ update - *why not on target/ exceeded* - *actual achieved* - *important milestones achieved* - *if it is a new addition to the plan* - *policy decisions taken* - *why discontinued, or carried forward*
12	Finance: Audit, Internal - produce, coordinate activities and deliver Internal Audit Plan				Eff	BAU	Continuous	01/04/25	31/03/26	M	- Internal Audit Plan, signed off by LT - Internal Audit reports to LT and AAB, accompanied by management responses to any recommendations	On target	Plan agreed. Q3 activities
13	Finance: Budget - plan and prepare submission for SPCB, including resource planning, staff and non-staff; profile approved budget				Eff	BAU	Annual	01/07/25	31/08/25	H	Annual budget submission, signed off by LT	On target	Due 1 September
14	Finance: Expenditure - monitor and manage expenditure against budget plan				Eff	BAU	Continuous	01/04/25	31/03/26	H	- 5% variance: budget to actual spend at year end - monthly spend against budget statement to LT with recommendations - Reported in Annual Report and Accounts	On target	
15	Finance: Income - SPSO - issue and monitor receipt of payment for all Training Unit and ad hoc income	AJtER			Eff	BAU	Continuous	01/04/25	31/03/26	M	All income received in year, reported to LT quarterly	On target	
16	Finance: Procurement - SPSO professional advice - procure and manage contracts for services and professional advice ensuring best value for money	AJtER	AC		Eff	BAU	Continuous	01/04/25	31/03/26	H	Weekly progress procurement updates listed to IPA Lead Adviser	On target	IPA procurement slower this year however, process in place is effective.
17	Finance: Procurement - Tenders for services - provide advice and support for any tenders for services to ensure SPSO procurement policy is followed.	AJtER	AC		Eff	BAU	As required	01/04/25	31/03/26	M	Advice and administration support provided as required.	On target	Web hosting, Accountant completed. Internal Audit in Q4
18	Finance: Procurement (consumables) - procure and manage office stock, travel, accommodation arrangements, ensuring SPSO procurement policy is followed.		AC		Eff	BAU	Continuous	01/04/25	31/03/26	M	Staff have consumables required to carry out their roles.	On target	
19	Finance: Procurement (ICT) - - procure and manage ICT hardware requirements, including tracking and future planning for replacement equipment.		AC		Eff	BAU	Continuous	01/04/25	31/03/26	M	staff have suitable equipment to carry out their roles. Q1 5 replacement laptops	On target	More demand for newer laptops this year as many coming to end of their life cycle.
20	Governance: Business plan - coordinate and produce annual plan				Eff	BAU	Annual	01/01/26	31/03/26	M	Published business plan	Completed	
21	Governance: Business plan - coordinate quarterly update and publication				Eff	BAU	Quarterly	01/04/25	31/03/26	M	Updated plan published Qtly	On target	
22	Governance: Incident register - record and report all ICT incidents in line with the Risk and Incident policy and data breach procedures		AC		Eff	BAU	As required	01/04/25	31/03/26	S	- Effective incident management - Qtly updates to Leadership Team	On target	1 minor 'near-miss' incident in Q1 - click on phishing email
23	Governance: Risk - Business Continuity Plan - review and update annually, undertake tests with IRT				Eff	BAU	Annual	01/10/25	30/12/25	H	Effective risk management	Not started	Q3 activity

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24	Governance: Risk - Strategic and Operations registers - prepare draft registers annually in line with business planning process				Eff	BAU	Annual	01/01/26	31/03/26	M	Effective risk management	Not started	Q4 activity
25	Governance: Risk - Strategic risk register - coordinate regular reviews, update, and publish strategic risk register.				Eff	BAU	Quarterly	01/04/25	31/03/26	M	Effective risk management	On target	
26	Governance: Secretariat - provide secretariat to Advisory Audit Board and Leadership Team				Eff	BAU	Quarterly	01/04/25	31/03/26	M	Annual meeting schedule planned and issued - Papers prepared and issued at least one week prior to meeting - Declarations of interest published	On target	
27	ICT: Applications - Ad hoc - ensure appropriate software applications are available and fit for purpose		AC		Eff	BAU	Continuous	01/04/25	31/03/26	H	Appropriate applications available for staff to complete their roles and responsibilities	On target	
28	ICT: Applications - Case-handling system (Workpro) - manage the maintenance and enhancement of application and casework EDMS		AC		Eff	BAU	Continuous	01/04/25	31/03/26	H	Case-handling application up-to-date and meeting business and information management requirements	On target	
29	ICT: Applications - Communication tools, including video conferencing - ensure appropriate software applications are available and fit for purpose		AC		Eff	BAU	Continuous	01/04/25	31/03/26	M	Appropriate communication channels available for staff to complete their roles and responsibilities	On target	
30	ICT: Applications - Document management (eRDM) - manage the creation of new eRDM files by SPSO IMSOs				Eff	BAU	Annual	01/12/25	31/03/26	M	- All required eRDM files for the new year set up successfully. - Files due for restriction reviewed and necessary information retained	On target	2025-2027 files set up in February 2025 successfully. Creation of new files on an ad-hoc basis is ongoing.
31	ICT: Applications - Document management (eRDM) - manage the maintenance and enhancement of non-casework electronic document file system				Eff	BAU	Continuous	01/04/25	31/03/26	H	eRDM meeting information management requirements	On target	
32	ICT: Applications - Document sharing (Connect) - ensure application is fully embedded and fit for purpose				Eff	BAU	Continuous	01/04/25	31/03/26	H	Appropriate document sharing applications available for staff to complete their roles and responsibilities	On target	
33	ICT: Applications - Performance reporting - support the development of statistical reports from case-handling system, providing liaison with contractor.			S&I	Eff	BAU	Continuous	01/04/25	31/03/26	L	SQL Report builder and data bases are correct and working, all issues reported to contractor on time	On target	
34	ICT: Hardware - monitoring and management of IT hardware		AC		Eff	BAU	Continuous	01/04/25	31/03/26	H	- Functioning, fit for purpose hardware - Exception reporting - Annual statement to LT	On target	
35	ICT: Security and cyber resilience - Annual refresher training for all staff on Cyber Security and IT Code of Conduct		AC		Eff	BAU	Annual	01/04/25	31/03/26	H	Appropriate use of ICT systems All staff completed cyber and IT code of conduct training	On target	Training rolled out to all staff.

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36	ICT: Security and cyber resilience - contribute to iTECS Cyber Security Awareness Leads group and Security Champions Network		AC		Eff	BAU	Continuous	01/04/25	31/03/26	L	Attend meetings, report to LT as required	On target	
37	ICT: Security and cyber resilience - Cyber Essentials re-certification				Eff	BAU	Annual	01/11/25	31/12/25	H	Cyber Essentials re-certification achieved	Not started	
38	ICT: Security and cyber resilience - implement Public Sector Action Plan for Cyber Resilience and Public Sector Cyber Resilience Framework actions, monitor actions and report		AC		Eff	BAU	Quarterly	01/04/25	31/03/26	H	- Exception reporting to LT - Up-to-date Information and Data related Policies and Procedures	On target	
39	ICT: Security and cyber resilience - Induction, training and user support		AC		Eff	BAU	Continuous	01/04/25	31/03/26	H	Users operating all systems effectively	On target	
40	ICT: Security and cyber resilience - IS installation (network) - monitor the maintenance of security and cyber resilience standards by contractor				Eff	BAU	Continuous	01/04/25	31/03/26	H	Regular meetings with customer relationship manager and annual service report.	On target	
41	ICT: Security and cyber resilience - review Cyber Incident Response Plan and associated Playbooks				Eff	BAU	Annual	01/04/25	30/06/25	H	Review complete and signed off by LT	Not started	
42	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		AC		Eff	BAU	Continuous	01/04/25	31/03/26	H	Appropriate response times for level 1 ICT requests Escalated calls logged with external contractors in good time	On target	
43	ICT: Technical Support - Team ICT Champions - manage and support the network of Level 1 ICT support in teams.		AC		Eff	BAU	Continuous	01/04/25	31/03/26	M	ICT Champs informed and confident, providing support effectively to team members	On target	Group amended to include Performance Stats (due to lots of crossover in membership) - chaired by DL
44	ICT: Technical Support - Video conferencing tools - provide support and administration for executive level online meetings		AC		Eff	BAU	Continuous	01/04/25	31/03/26	M	Appropriate communication channels available for LT / Management to complete their roles and responsibilities	On target	
45	ICT: Telephony - monitoring and management of telephony network and hardware, including mobile communications and connectivity; providing technical support where required.		AC		Eff	BAU	Continuous	01/04/25	31/03/26	H	Telephony functionality available for staff to complete their roles and responsibilities	On target	Much more efficient service from our new telephony suppliers.
46	Information Governance: Advice - provide a data protection and information governance advice and consultancy service for all SPSO business areas				Eff	BAU	As required	01/04/25	31/03/26	H	Actions and recommendations reported to LT	On target	
47	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	01/04/25	31/03/26	S	- Effective incident management and up to date log - Qtly updates to LT	On target	

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48	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	01/04/25	31/03/26	S	- Qtly assurance reporting to LT - data protection and information governance audits and compliance checks reported to LT	On target	
49	Information Governance: Data protection fee - review and update details and pay annual fee to the Information Commissioner (ICO)				Eff	BAU	Annual	28/11/25	28/11/25	S	Fee paid & registration up to date	Not started	Q3 activity
50	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	01/04/25	31/03/26	M	Report to LT in line with governance arrangements	On target	
51	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	01/04/25	31/03/26	S	Signed off by LT	On target	
52	Information Governance: Data Protection Officer - review and update DPO service Memorandum of Understanding				Eff	BAU	As required	01/04/25	30/09/25	S	MoU signed	Not started	MoU review date passed due to previous suspension, and resource.
53	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	01/04/25	31/03/26	H	Stats submitted to SIC	On target	
54	Information Governance: Freedom of Information - log, track, monitor, and deal with FOI/EIR requests and reviews within statutory timescales				Eff	BAU	As required	01/04/25	31/03/26	S	Reporting performance against statutory target of 20 days	On target	
55	Information Governance: Freedom of Information - manage and respond to FOI/EIR appeals to the Scottish Information Commissioner				Eff	BAU	As required	01/04/25	31/03/26	S	Reporting to LT	On target	
56	Information Governance: Individual rights - log, track, monitor, and deal with data protection requests and complaints within statutory timescales				Eff	BAU	As required	01/04/25	31/03/26	S	Reporting performance against statutory target of one month	On target	
57	Information Governance: Individual rights - manage and respond to data protection complaints to the UK Information Commissioner				Eff	BAU	As required	01/04/25	31/03/26	S	Reporting to LT	On target	
58	Information Governance: Information asset register - maintain, review and update the asset register, and risk-assess information assets				Eff	BAU	As required	01/04/25	31/03/26	S	- up-to-date register - report to LT in line with governance arrangements	On target	

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59	Information Governance: Leadership and oversight - data protection and information governance assurance reporting				Eff	BAU	Quarterly	01/04/25	31/03/26	M	- Qtly / YE assurance paper - DPO assurance statements - reporting to AAB - Annual report and accounts	On target	
60	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	01/04/25	31/03/26	M	Qtly / YE analysis report to LT	On target	
61	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	01/04/25	31/03/26	S	Signed off by LT	On target	
62	Information Governance: Publishing information - maintain, review and update SPSO Publication Scheme (incl. Re-use, and Open data)				Eff	BAU	As required	01/04/25	31/03/26	S	Publication scheme compliance reported to LT	On target	
63	Information Governance: Records Management Plan - maintain, review and update our RMP				Eff	BAU	As required	01/04/25	31/03/26	S	Progress update review (PUR) submitted to Keeper of Records Scotland	On target	
64	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	01/04/25	31/03/26	S	- up-to-date register - report to LT in line with governance arrangements	On target	
65	Information Governance: Retention and disposal - ensure retention and disposal of casework documents in line with policy (non-casework automated in eRDM)				Eff	BAU	Quarterly	01/04/25	31/03/26	S	- annual assurance statement to LT - annual file location audit - 100% of hard copy case files located securely and correctly recorded on CMS - ad hoc updating as required	On target	
66	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	01/04/25	31/03/26	S	- evidence ALL staff receive induction/ update/ refresher training - annual declarations - training program signed off by LT	On target	
67	Information Governance: Transparency - maintain, review and update privacy information and notices				Eff	BAU	As required	01/04/25	31/03/26	S	Report to LT	On target	
68	Performance reporting: Professional advice - collation of statistics and year-to-date performance				Eff	BAU	Monthly	01/04/25	31/03/26	M	Qtly analysis report to LT	Completed	Reports tabled at quarterly assurance and governance meetings

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69	Policy and procedures: Finance - review, update and ensure implementation of good governance arrangements and supporting procedures and processes.				Eff	BAU	Annual	01/07/25	30/09/25	L	Recommendations for changes or amendments provided to all office-holders	Not started	Q2 activity
70	Policy and procedures: Governance - review annually in line with business planning process				Eff	BAU	Annual	01/0725	30/09/25	L	Recommendations for changes or amendments provided to LT	Not started	Q2 activity
71	Policy and procedures: Information and Communication Technology (ICT) - review, maintain and update ICT and Digital Strategy and supporting guidance, particularly focussing on cyber security and resilience; disseminate through updates and training, and monitor practice.				Eff	BAU	Annual	01/04/25	30/06/25	M	Annual review undertaken and signed off by LT	Completed	Signed off by LT in Q1
72	Policy and procedures: Risk Management and Business Continuity - review annually in line with business planning process				Eff	BAU	Annual	01/10/25	30/12/25	M	Recommendations for changes or amendments provided to LT	Not started	Q3 activity
73	Professional Advice Service - deliver a well-resourced professional advice service		AC		Eff	BAU	Continuous	01/04/25	31/03/26	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 Q1 = 10.7 days % advices provided within 20 working days Q1 = 84% Average allocation time Q1 = 3.8 days
74	Professional Advice Service - provide an Annual Report on advice service				Eff	BAU	Quarterly	01/04/25	31/03/26	M	Report on service	Not started	2024-25 report sent in April 25
75	Survey management: administration and advice on all electronic surveys issued, including Staff, ad hoc working groups, etc.	AJtER			Eff	BAU	As required	01/04/25	31/03/26	L	Results provided on time	Completed	Staff survey completed. Ad hoc support provided if required.
76	Survey management: support the general use of MS forms or Survey Monkey application by other colleagues	AJtER			Eff	BAU	As required	01/04/25	31/03/26	L	Support provided on request	On target	
77	ICT: Applications - Case-handling system (Workpro) - develop e-learning on SPSO Learning Hub to improve induction and training experience		AC		Eff	Project	Project defined	01/04/25	31/03/26	L	Workpro training uploaded to SPSO Learning Hub and accessible to staff	Not started	
78	ICT: Application - Case-handling system (Workpro) - update PSC Workflow stage names and fields, including any changes to reporting				Eff	Project	Project defined	01/04/25	31/12/25	M	All PSC workflow stages and relevant reports updated	On target	Spec finalised and approved with CAS. Scheduled for Q2 and Q3 - report work to be completed in Q3 /4.
79	ICT: Applications - Document sharing (Connect) - implement multi-factor authentication within Connect		AC		Eff	Project	Project defined	01/04/25	31/03/26	H	MFA switched on in all Connect Workspaces	On target	Spec finalised with CAS, quote received for purchasing Workgroup using SG VAR framework.
80	ICT: Applications - Document sharing (Connect) - research possibility of uploading documents from Connect to Workpro				Eff	Project	Project defined	01/04/25	31/03/26	H	Paper to LT with recommendation	Not started	

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81	ICT: Applications - Windows 11 - manage the upgrade to Windows 11				Eff	Project	Project defined	01/04/25	31/10/25	H	All staff upgraded to Windows 11 successfully	On target	Most laptops now updated - some issues requiring laptop replacements,
82	ICT: Security and Cyber Resilience - simulated phishing campaign - share analysis of results and use to direct training				Eff	Project	Continuous	01/04/25	31/03/26	M	Report on results to LT	On target	
83	ICT: Telephony - pursue options for soft-phone telephony with the current contractor and SCOTS		AC		Eff	Project	Project defined	01/04/25	31/03/26	M	All possibilities explored.	Not started	
84	ICT: Security and Cyber Resilience - complete map of SPSO supply chain		AC		Eff	Project	Project defined	01/07/25	31/12/25	M	Map of SPSO supply chain available and accessible to SPSO ICT and IRT	Not started	

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1	Accreditation: Become a Disability Confident employer		AC			Project	Project defined	01/04/25	30/06/25	M	- Report and recommendations to LT - Implement recommendations agreed by LT - Achieve accreditation	Not started	
4	Accreditation: Maintain Disability Confident Accreditation		AC			BAU	Annual	01/07/25	31/03/26	M	- Annual accreditation as Disability Confident employer	Not started	
5	Equalities, Diversity and Inclusion: Implement EDI strategy and plan		AC		Eff	BAU	Annual	01/04/25	31/03/26	H	- Implement EDI strategy and plan	Not started	
11	HR Strategy: Develop and implement HR and people strategy		AC		Eff	Project	Project defined	01/09/25	31/03/26	M	- HR and people strategy to LT - Incorporated workforce/succession plan	Not started	
17	HR: Compliance - Review new Disclosure Scotland certification process against SPSO security clearance requirements		AC			Project	Project defined	01/04/25	30/06/25	H	- Review new certification process and implement	Not started	
19	HR: Records management - Preparing shared HR mailboxes for Outlook mailbox archiving		AC			Project	Project defined	01/04/25	31/12/25	M	- Retention and disposal of records in line with policy - Improved long term electronic records filing process	Not started	
20	HR: Records management - Review of HR records against retention and disposal policy		AC			BAU	Annual	01/10/25	31/12/25	M	- Retention and disposal of records in line with policy	Not started	
26	Learning and development: Review and update organisational mandatory/compliance training programme		AC		Eff	Project	Project defined	01/04/25	31/03/26	H	- Scoping and report to LT with recommended project plan - Implement project, including engagement with relevant staff groups	Not started	
27	Learning and development: Review and update new start induction programme		AC		Eff	Project	Project defined	01/04/25	31/03/26	M	- Scoping and report to LT with recommended project plan - Implement project, including engagement with relevant staff groups	Not started	
28	Learning and Development: Review of competency framework and associated HR activities		AC		Eff	Project	Project defined	01/10/25	31/03/26	L	- Updated and approved values-based competency framework - Update recruitment, performance management, learning and development processes and documents in line with review outcomes	Not started	
34	Reward and Benefits: Review of SPSO's annual leave entitlement in light of the SPCB transition to a 35 hour working week		AC		Eff	Project	Project defined	01/09/25	31/03/26	H	- Scoping and research of SPCB transition to 35 hour week - LT paper and consultation with trade union	Not started	

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1	BH Handbook: Health, safety, security - maintain, review, update and disseminate through updates while monitoring practice.				Eff	BAU	Annual	01/12/25	31/03/26	S	Monitor HS with 'competent person' and report changes to LT	Not started	
2	BH: Facilities Maintenance - maintain and manages facilities and ongoing plans including statutory, and preventative maintenance; Resolve day to day maintenance issues that are prioritised & resolved efficiently; Liaise with landlord, trade engineers and contractors.				Eff	BAU	Continuous	01/04/25	31/03/26	S	- Bridgeside House facilities maintained - prioritised preventative maintenance actioned - meet statutory standards for HS and facilities - provide assurance update	On target	* Quarterly H&S Workplace Audits complete with TU Rep.
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 .				Eff	BAU	Continuous	01/04/25	31/03/26	S	- Annual H&S Assurance Statement - Training and updates disseminated to all staff - Low Residual Risk in operational Risk Register - Tolerable level for Fire Risk - 2 fire drills annually evacuate in 3 minutes - Pass annual H&S Audit	On target	* Fire Drill complete on 6/05/25. successful with improvements fedback to teams.
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.				Eff	BAU	Continuous	01/04/25	31/03/26	M	-Provide Assurance update -H&S Group meeting deliver on actions -Deliver H&S policy aspects for office and home -Provide safe and secure environment	On target	
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.		AC		Eff	BAU	As required	01/04/25	31/03/26	S	- All new staff completed H&S + Security - Annual H&S + Security Training - Annual DSE Training - Annual Fire Safety Training	On target	*DSE training being completed by all staff
6	BH: Mail & delivery management - provide efficient service for pick-up of all mail & deliveries, update and maintain courier procedures in hybrid working.	AJtER			Eff	BAU	Continuous	01/04/25	31/03/26	M	Secure & timely mail support services	On target	
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.				Eff	BAU	Continuous	01/04/25	31/03/26	M	Contracts delivering on service expectations	On target	* Cleaning Audit achieve 98%
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.				Eff	BAU	Continuous	01/04/25	31/03/26	H	Shared space, AV & equipment requirements maintained and managed fairly so rooms fit-for-purpose. - Manage bookings for shared meeting rooms	On target	
9	Climate change duties: - complete environmental climate awareness themes across year and complete Scotland Annual Climate Change Week				Eff	BAU	Monthly	01/04/25	31/03/26	M	- complete environmental climate awareness themes across year - complete Scotland Annual Climate Change Week	On target	* Quarterly Environmental Themed Awarness days complete for year. *Q1 Themed awareness World Ocean Day
10	Climate change duties: - monitor primary energy usage and waste management				Eff	BAU	Monthly	01/04/25	31/03/26	M	Continued reduction in our Baseline carbon footprint (2015/16 72 tCO2e)	On target	

No	Activity description of task/ activity/ project	Strat Theme 1 Access to justice - rights	Strat Theme 2 Agile capacity	Strat Theme 3 Standards impact	Strat Theme 4 Efficiency	Type Select	Frequency Select	Start	End	Priority Select	Measure/ KPI/ Reporting	Status Select	Comment/ update - why not on target/ exceeded - actual achieved - important milestones achieved - if it is a new addition to the plan - policy decisions taken - why discontinued, or carried forward
11	Finance: Audit, External Audit Activity - prepare and provide all financial statements to External Auditors				Eff	BAU	Annual	01/06/25	30/09/25	H	Provide financial statements and supporting evidence in line with agreed dates	On target	External audit docs prepared by Accountant, SBC and SHRC audits timetable for late July and August.
12	Finance: Audit, Internal - support and participate in audit activities of other organisations when referencing a shared service provided by the SPSO.				Eff	BAU	As required	01/04/25	31/03/26	L	Provide supporting evidence in line with agreed dates	On target	No requests in Q1
13	Finance: Budget - Bridgeside House - plan and prepare submission for SPCB, including resource planning, staff and non-staff; profile approved budget				Eff	BAU	Annual	01/07/25	31/10/25	H	Annual budget submission, signed off by LT	On target	2026-27 budget prepared
14	Finance: Expenditure - Bridgeside House - monitor and manage expenditure against budget plan				Eff	BAU	Continuous	01/04/25	31/03/26	M	- report monthly spend against budget to BHMG - report quarterly finance position to Office-holders and SPCB	On target	
15	Finance: Expenditure - Shared service: SPSO, SBC, SHRC - pay invoices against approved orders and process payment of creditors				Eff	BAU	Continuous	01/04/25	31/03/26	H	100% of undisputed invoices paid within 30 working days Reported in Qtly to Office-holders and SPCB	On target	
16	Finance: Procurement (ICT) - support the procurement and management of ICT hardware requirements.		AC		Eff	BAU	Continuous	01/04/25	31/03/26	L	Staff have suitable equipment to carry out their roles.	On target	
17	Governance: Reporting - provide a quarterly service performance report for shared service activities provided				Eff	BAU	Quarterly	01/04/25	31/03/26	L	Qtly performance report to Office-holders and SPCB on service provided	On target	
18	Governance: Support - provide information, support and resources to ensure a robust public service organisation				Eff	BAU	As required	01/04/25	31/03/26	M	Information provided when required, in good time	On target	
19	HR Finance: Audit, External - Prepare and provide payroll, pension, staff and contractor information - provide evidence to External Auditor in good time				Eff	BAU	Annual	01/06/25	30/09/25	S	Provide HR information in line with agreed dates	Not started	
20	HR Finance: Payroll - Manage and maintain payroll		AC		Eff	BAU	Monthly	01/04/25	31/03/26	S	- Staff paid promptly and correctly - Successfully audited accounts	Not started	
21	HR Operations: - Provide an effective HR service		AC		Eff	BAU	Continuous	01/04/25	31/03/26	S	- Enquiries and time recording log - Quarterly shared service HR and L&D report	Not started	
22	ICT: - provide an ICT support and advisory service to the SBC and SHRC as required.				Eff	BAU	Continuous	01/04/25	31/03/26	H	Performance report to SBC and SHRC on service provided	Not started	

No	Activity *description of task/ activity/ project*	Strat Theme 1 *Access to justice - rights*	Strat Theme 2 *Agile capacity*	Strat Theme 3 *Standards impact*	Strat Theme 4 *Efficiency*	Type *Select*	Frequency *Select*	Start	End	Priority *Select*	Measure/ KPI/ Reporting	Status *Select*	Comment/ update *- why not on target/ exceeded* *- actual achieved* *- important milestones achieved* *- if it is a new addition to the plan* *- policy decisions taken* *- why discontinued, or carried forward*
23	Learning and development: Learning Hub - Development and delivery of mandatory training, new start induction programme and skills refresher programme, recording and monitoring of training records		AC		Eff	BAU	Continuous	01/04/25	31/03/26	M	- Implemented training programme - Producing individual training records - Producing management information reports - Quarterly Shared Service reporting	Not started	
24	Policy and procedures: Bridgeside House MOU - review, update and ensure implementation of good governance arrangements and supporting procedures and processes.				Eff	BAU	Annual	01/01/26	31/03/26	L	Recommendations for changes or amendments provided to all office-holders	Not started	Q4 activity
25	Policy and procedures: Finance - review, update and ensure implementation of good governance arrangements and supporting procedures and processes.				Eff	BAU	Annual	01/01/26	31/03/26	L	Recommendations for changes or amendments provided to all office-holders	Not started	Q4 activity
26	Policy and procedures: Shared Services Agreements - review, update and ensure implementation of good governance arrangements and supporting procedures and processes.				Eff	BAU	Annual	01/04/25	31/03/26	L	Recommendations for changes or amendments provided to all office-holders	Not started	Q4 activity
27	Policy Handbook: HR - review and update, disseminate through updates and training, and monitor practice. (3-yr. rolling review of volumes)				Eff	BAU	Annual	01/04/25	31/03/26	H	Policies signed off and implemented	Not started	
28	Facilities: Bridgeside House - office use revision project - support the first floor works as required				Eff	**Project**	**Project defined**	01/08/25	31/03/26	M	Works completed satisfactorily for all stakeholders.	Not started	Pre-works planning meeting 16/07/25
29	HR: Shared Services Project - Set-up and provide HR services to the Patient Safety Commissioner, including set up of payroll, recruitment of staff, development of policies and providing L&D support		AC		Eff	**Project**	**Project defined**	01/04/25	31/03/26	H	- Payroll in place and processing begins with new staff joining - Support and advise recruitment and selection processes - Share and support with the development of HR policies and procedures - Access to the Learning Hub and mandatory training	Not started	SPCB timeline to be confirmed.