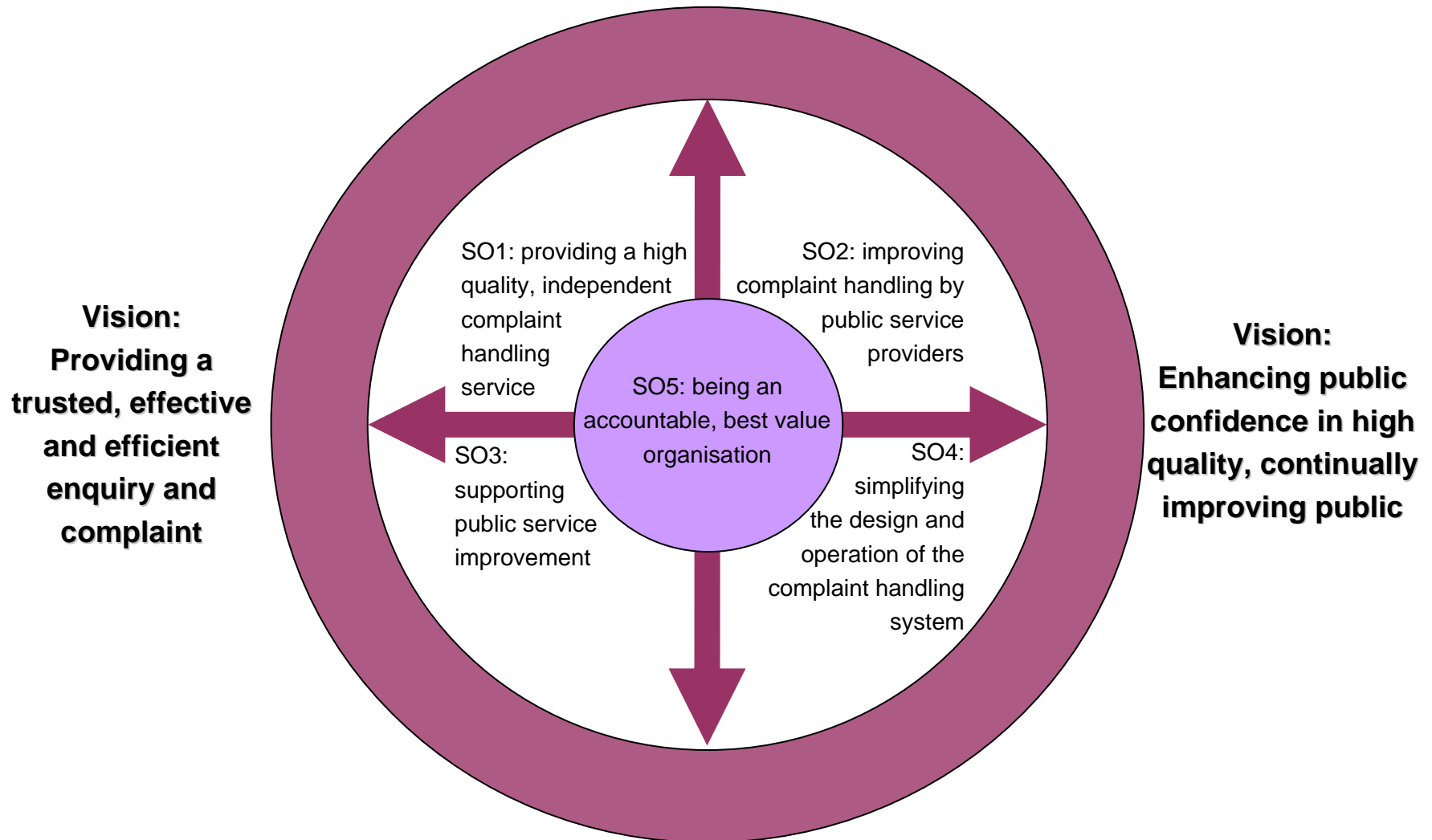


Strategic Plan 2008 - 2011



Vision, Values, Strategic Objectives (2008-11) and Business Priorities 2008-09

VISION

Our vision is of enhanced public confidence in high quality, continually improving public services in Scotland which consistently meet the highest standards of public administration – we aim to bring this about by providing a trusted, effective and efficient complaint handling service which remedies injustice for individuals resulting from maladministration or service failure.

VALUES

We aim to be:

- courteous, considerate and respectful of people's rights;
- independent, impartial, fair and expert in responding to complaints;
- accessible to all, and responsive to the needs of our users: complainants and service providers;
- collaborative in our work with service providers, policy makers and other stakeholders;
- open, accountable and proportionate about our work and governance, ensuring stakeholders understand our role and have confidence in our work;
- a best value organisation which is efficient, effective, flexible, and makes good use of resources; and
- best practice employers with well trained and highly motivated staff.

SPSO BUSINESS PLAN 2008-09

STRATEGIC OBJECTIVES

Over the period 2008-11 our main aims are:

- Strategic objective 1:** **To provide a high quality, independent complaint handling service –** by being accessible and dealing with all enquiries and complaints impartially, consistently, effectively, proportionately and speedily; and producing clear, accurate and influential investigation reports.
- Strategic objective 2:** **To improve complaint handling by public service providers -** by working in partnership with others to promote early local resolution of disputes and complaints and to promote best practice.
- Strategic objective 3:** **To support public service improvement in Scotland -** by working in partnership with public service deliverers, policy makers, scrutiny bodies and regulators to feed back and capitalise on the learning from our consideration of enquiries and complaints and to promote good administrative practice.
- Strategic objective 4:** **To simplify the design and operation of the complaint handling system in Scottish public services -** by working in partnership with others to promote an integrated, effective, standardised and user-friendly system as an integral part of the wider administrative justice system in Scotland; and to promote informed awareness of the role and activities of the SPSO.
- Strategic objective 5:** **To be an accountable, best value organisation –** by making best use of our resources and demonstrating continuous improvement in our operational efficiency and supporting the professional development of our staff.

SPSO BUSINESS PLAN 2008-09

KEY PRIORITIES 2008-09

Strategic objective 1: **Provide a high quality, independent complaint handling service** - being accessible and dealing with all enquiries and complaints impartially, consistently, effectively, proportionately and speedily; and producing clear, accurate and influential investigation reports.

Key priorities for 2008-09

- a. Further improve performance against time targets for handling enquiries and complaints, through process review and effective prioritisation of resources
- b. Update and meet quality measures for service delivery
- c. Develop and refine mechanisms for systematically monitoring user feedback on our service, including accessibility, to help identify areas for improvement
- d. Strengthen systems to ensure reports and recommendations are consistent, clear and influential
- e. Audit and evaluate all communications to ensure they raise informed awareness of our purpose, our role, our powers and our place in the administrative justice framework
- f. Promote changes to SPSO legislation to remove restrictions and anomalies and ensure that it is fit for purpose in relation to our enquiry and complaint handling functions

Strategic objective 2: **Improve complaint handling by public service providers** - by working in partnership with others to promote early local resolution of disputes and complaints and to promote best practice.

Key priorities for 2008-09

- a. Further develop and promote Valuing Complaints as our main tool for improving the processes and culture of complaints handling
- b. Develop a clearer and shared understanding with Bodies under Jurisdiction and other stakeholders for the high incidence of premature complaints in order to inform measures to reduce them over the next two to three years
- c. Scope options for the provision of complaints handling training and other learning opportunities that build on current service provision

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Strategic objective 3: **Support public service improvement in Scotland** - by working in partnership with public service deliverers, policy makers, scrutiny bodies and regulators to feed back and capitalise on the learning from our consideration of enquiries and complaints and to promote good administrative practice.

Key priorities for 2008-09

- a. Improve regularity and detail of feedback on complaint patterns and trends
- b. Improve communication with policy makers and other influencers
- c. Ensure strategic lessons from casework are shared effectively internally and with appropriate improvement and scrutiny bodies

Strategic objective 4: **Simplify the design and operation of the complaint handling system in Scottish public services** - by working in partnership with others to promote an integrated, effective, standardised and user-friendly system as an integral part of the wider administrative justice system in Scotland; and to promote informed awareness of the role and activities of the SPSO.

Key priorities for 2008-09

- a. Continue to engage with key stakeholders to champion a simplified, more effective complaint system, and to influence complaints handling policy and system design. In particular, contribute to the post-Crerar debate and the implementation of the conclusions
- b. Continue to promote informed awareness of the role and activities of the SPSO
- c. Lead and influence development of policy on wider administrative justice landscape

SPSO BUSINESS PLAN 2008-09

Strategic objective 5: **Be an accountable, best value organisation** – by making best use of our resources and demonstrating continuous improvement in our operational efficiency and supporting the professional development of our staff.

Key priorities for 2008-09

- a. Ensure sound management of resources in a way that supports our corporate planning, reflects changing business needs and gives careful consideration of opportunities for improvement and efficiency savings (e.g. through shared services)
- b. Strengthen performance management and reporting framework, and further develop and implement indicators that can be used to benchmark, monitor and address performance issues across the organisation
- c. Ensure SPSO's Information and Communications Technology supports continuous improvement in the quality and efficiency of operations, in particular in relation to providing timely, accurate management information
- d. Enhance the clarity of our reports on activity and performance to improve accountability and responsiveness to our stakeholders
- e. Further build management of risk into management processes so that risk management supports strategic prioritisation and decision making
- f. Maintain and develop a culture of excellence in staff management and development: develop management standards (with reference to Investors in People)
- g. More clearly define SPSO's commitment to sustainable development