

Ref.	Assigned to	Actions	Status	Strategic Objective (as per Plan)	30/04/2022	30/05/2022	30/06/2022	31/07/2022	31/08/2022	30/09/2022	31/10/2022	30/11/2022	31/12/2022	31/01/2023	28/02/2023	31/03/2023	30/04/2023	30/05/2023	30/06/2023	30/07/2023	30/08/2023	30/09/2023	30/10/2023	30/11/2023	30/12/2023	30/01/2024	29/02/2024	30/03/2024	2024/25																
Staff and resources																																													
S1		We will aim to ensure that we have the staff required with the relevant skills, knowledge, experience and values to acquit our functions; we will review our current structure and staffing arrangements and identify those areas that require to be revised in order for us to work most effectively		Expanded from SO intro para; new SO?																																									
i	AESC/SMT	Conduct workforce planning covering all sections of the office. Include increased capacity to support the AESC/ESC the SMT and the rise in investigatory work for MSP and councillor complaints.																																											
ii	AESC/AO	Draft business case for SPCB to cover all additional posts required following workforce planning. Final workforce plan produced Final workforce plan agreed Case for SPCB drafted and submitted Case agreed	Assigned																																										
iii	AESC/SIO	Recruit to additional posts All new vacancies filled	Assigned																																										
iv	AESC/AO	Recruit to fill pre-existing vacancies Recruit CSO (subject to workforce planning) Recruit PAO CSO appointed PAO appointed	Assigned																																										
v	AO/SIO/PAM	Induct all new staff into their roles Induction of PAO successfully completed Assign individual actions and identify training required at end of PAO probationary period Induction new staff successfully completed Assign individual actions and identify training required at end of new staff probationary period	Assigned																																										
vi	AESC/SMT	Prepare action plans for all activity for next two years based on biennial business plan – map staff/resources/available skillsets to all activities. Staff members and teams mapped to individual actions – ensure resilience/double cover as failsafe for staff departures and/or incapacity. Action plans for each function for next two years prepared Actions mapped to available staff, building in resilience and cross-office working Build resilience in teams by rotating staff around different office functions	Assigned																																										
vii	AESC/SMT	Assess operational efficiency of new staff complement against office needs at time and for future Assessment conducted	Assigned																																										
viii	AESC/SMT	Report on outcome of workforce plan implementation Report produced	Assigned																																										
ix	AESC/SMT	Actions assigned to each section and staff member All staff reminded of linkages between strategic business and action plans, risks to achievement as well as financial implications of activities Individual action plans agreed	Assigned																																										
S2		We will aim to ensure that all staff are trained and developed to fulfil their roles effectively, including on the revised Codes of Conduct for Councillors and Members of Public Bodies, good practice in complaint handling and equality diversity and inclusion in all of our practices		SO1d																																									
i	AESC/SMT	Performance reviews conducted for all staff and actions for year ahead agreed	Assigned																																										
					Throughout year on anniversary of appointment. All reviews complete by end of FY.																																								

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		Formal training and development plans to be agreed with all staff in order for them to meet their individual objectives (see S1). Highlighted training includes health, safety and wellbeing risk assessments, Equality, Diversity and Inclusion and mitigating biases.																															
ii	AESC/AO/SMT	Organisation wide training requirement identified and suppliers sourced	Assigned				■																										
S3		Appropriate training researched, costed and obtained																															
		We will regularly survey staff and act on the results of such surveys with a view to ensuring their wellbeing		Expanded from SO intro para; new SO?																													
i	PAM	Surveys designed to cover: flexible working preferences, views on the organisation, wellbeing levels	Assigned							■											■												
		Surveys designed to collect views on the organisation and wellbeing levels																															
		SMT agree content																															
ii	AESC/SMT	Surveys finalised - views on the organisation and wellbeing levels	Assigned								■											■											
		Survey results reviewed at SMT meetings																															
		Conclusions drawn																															
		Practices revised																															
S4		We will ensure that HR-related our policies have staff wellbeing at their heart. We will ensure that staff are trained to fulfil their role in a way that is respectful of all individuals who contact us, regardless of their backgrounds	Assigned	Expanded from SO intro para; new SO?																													
i	AESC/SMT	All staff introduced to our values as an office to ensure understanding of and adherence to these in all of our work	Assigned																														
		Staff introduced to values																															
		Staff asked to provide views in formal and informal settings																															
		Staff demonstrate understanding of and adherence to our values																															
		Develop and document method for review, staff consultation, training and comms.																															
MSP , Councillor and Public Body Complaints																																	
C1		We will consult all relevant stakeholders on our current complaint handling procedures and revise them and publish them in the form of an investigations manual which takes account of the views received. Parts of the manual will be produced in Easy Read, BSL and other languages to ensure accessibility	Assigned	SO1a																													
C2		We will adapt our procedures to take account of stakeholder views and engender trust in the way that we work		SO1b																													
i	AESC/SIO	Upgrading and updating of procedural documentation (templates, factsheets, flowcharts, checklists etc) for MSP, councillor and board member complaint handling	Assigned																														
		All documentation updated, adopted and published, in the form of a draft investigations manual for consultation																															
		Procedures adopted and staff trained on use																															
ii	SIO	Issue manual to key stakeholders for comment	Assigned							■																							
		Draft manual published on website																															
		Stakeholder views invited																															
		Responses incorporated																															
iii	SIO	Reintroduce previous KPIs and consult on these and other new ones to track progress of investigatory work.	Assigned																														
		Reintroduce prior KPIs by reference to annual reports																															
		Design new KPIs related to stakeholder views on our performance																															
		Consult stakeholders on appropriateness and relevance																															

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		Analyse responses and adapt KPIs as appropriate Put tracking measures in place and assess for efficacy/accuracy																											
		Report on progress internally against KPIs quarterly and externally annually																											
iv	SIO	Stay up to date with case and legislative developments in ethical standards framework across UK (then integrate as standing agenda item in IO meetings)																											
C3		We will publish our procedures as revised so that everyone knows what to expect		SO1c																									
i	SIO	Publish revised investigations manual	Assigned																										
	SIO	Reviewing and updating investigations manual																											
ii	HCS/CST	Have parts of manual that are of interest and relevance to the public translated into BSL, Easy Read and other languages																											
C4		We will highlight the need for the provision of support for complainers, respondents and witnesses in cases in which we are investigating complaints about bullying and harassment, including sexual harassment		SO1e																									
		Consult key stakeholders on what support might look like.																											
		Identify sources of support																											
		Signpost support on templates and websites																											
Public Appointments																													
A1		We will assist with the implementation of the revised Code of Practice for appointments with a greater focus on outcomes, accountability and transparency and an emphasis on learning lessons	Assigned	New SO?																									
i	HCS/CST	Have parts of Code that are of interest and relevance to the public translated into BSL, Easy Read and other languages																											
A2		We will provide guidance and support to everyone engaged in the appointments process with a view to their implementing the new Code's provisions effectively		SO2d																									
i	AESC/PAM	Draft statutory guidance	Assigned																										
	AESC/PAM	Publish statutory guidance																											
ii	AESC/PAM	Run training and review training developed by SG for all relevant stakeholders on new Code's application	Assigned																										
iii	AESC	New Code comes into effect	Assigned																										
A3		Continual training and guidance developed to support revised Code																											
		We will report publicly on the difference that the new Code of Practice is making to the appointments process, for good or bad, with a view to improving on practices. We will do so by publicising instances of good practice or innovative practice and learning as well as areas for improvement		SO3b																									
i	AESC	Engage with the Scottish Parliament's subject committee about appointments practices with a view to making improvements and increasing transparency	Assigned																										
		Agree suitable reporting arrangements																											
ii	APAM	Following discussion, submit periodic reports																											
	APAM	Publish good practice case studies on website	Assigned																										
iii	APAM	Continue to feed into lessons learned for the Scottish Government by seeking applicant and panel member views	Assigned																										
		Run applicant surveys on a round by round basis and provide a feedback report, whenever a request to run a survey is made.																											
		Survey panel chairs (and body chairs where appropriate) at the end of appointment rounds to seek their views on PAA performance and the PA process.																											

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A4	AESC AESC AESC/PAM	We will seek support to revise and republish Diversity Delivers to include new recommendations for the achievement of greater board diversity Consult informally from October 2023 Run formal consultation from June 2024 Commence research into good practice and what the content of the revised strategy should include	Assigned	SO2b																											
Governance and Accountability																															
G1		We will put new and more effective governance measures in place, inclusive of independent elements, to ensure for ourselves and to assure others, by way of public reporting, that we are achieving our objectives in line with our purpose and our values and in line with the resources made available to us		Mission Statement above SO3																											
i	AESC/SMT	Full review of governance arrangements Agree three year plan with internal auditor Review of Advisory Audit Board remit and membership Review of whistle-blowing policy	Assigned																												
ii	AESC/AO	Engage with SPCB to assess and fully implement external governance arrangements and address Commissioner funding issues	Assigned																												
iii	AESC/SMT	Maintain SMT meetings	Assigned																												
iv	AESC/AO	Adhere to arrangements for risk assessment	Assigned																												
v	AESC/SIO	Commission an external independent review of all decisions made on complaints from August 2020. Report on findings Seek legal advice on competency of such a review Subject to legal advice seek approval for contingency funding for review Subject to legal advice and funding commission review Report on findings if review conducted.	Assigned																												
vi	AESC/AO	Review schemes of delegation to incorporate results of workforce planning	Assigned																												
vii	AESC/SMT/SPCB	Consider whether standing orders can be revised to ensure collaborative decision making between ESC/SMT and wider organisation and preclude management override of controls Revise standing orders to give SMT a clear governance role set out in terms of reference for ESC and SMT members Ensure ESC bound by SMT decisions in legislation and/or by some other contractual means	Assigned																												
viii	AO/AESC/SMT	Continue to operate the revised budget process to ensure formal approval obtained from SMT as a whole on an annual rolling basis including recommending the budget for submission to the SPCB	Assigned																												
ix	AESC/AO	Prepare a medium-term financial plan to include alternative scenarios of expected income and expenditure in future years, associated assumptions for each scenario and quantifying the funding gaps. Take account of the impact of leaving the EU, the Covid-19 pandemic and other expected changes Consider whether a medium-term financial plan is required or of benefit. Draft financial plan showing variances by scenario(s) and their potential impact on the office's ability to fulfil its functions	Assigned																												
G2		We wil adopt quality assurance monitoring of key performance indicators, such as timescales for investigation stages, including surveys of the views of those with whom we come into contact, and report publicly on the results. We will use those results to		SO3a																											

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i	AESC	Update performance management framework to take account of risks.	Assigned		█																										
ii	AESC/SMT	Agree organisation-wide KPIs and how to monitor these	Assigned						█																						
iii	PAM/SIO	Include a survey that both complainers and respondents can complete on an anonymous basis to give views on how we investigate complaints Design and roll out survey Set baseline based on initial results	Assigned												█		█														
G3		We will work in partnership with the Scottish Government, the Scottish Parliament, the Standards Commission for Scotland and other stakeholders to promote good practice and to ensure that lessons are learned from the outcomes of our investigations. Our ongoing engagement with our stakeholders will be regular and meaningful.		SO3c																											
Other Corporate activity																															
O1		We recognise that public sector resources are limited and understand that we must review, scrutinise and report publicly on our work to ensure best value and continuous improvement		Comment under Costs																											
i	AESC/AO	Draft biennial business plan for 2022-24 Draft plan Publish plan Consider biennial plan on an ongoing basis to include the following year	Assigned		█	█																									
ii	HCS	Publish Annual Report and Accounts Prepare ARA Issue draft ARA Populate online ARA template	Assigned												█																
iii	AESC/SMT	Decision on office accommodation needs Further survey on staff flexible working preferences Assess current and predicted use of office accommodation Identify solution that meets both staff and business needs Maintain existing accommodation or move to new model	Assigned																												
iv	AESC/HCS	Review contractual and practical arrangements for CMS CMS user feedback session Analysis of feedback to identify 'quick fixes' with current system and longer term requirement Identify alternatives such as CMS upgrade or replacement Decide on preferred option Procure new solution	Assigned																												
v	AO	Risk assessment of EU exit on current and future activities	Assigned																												
vi	HCS	Review of records management arrangements in preparation for resubmission of our RMP to NRS	Assigned																												
vii	AO/PAM	Review and revise all outstanding policies that are currently beyond their published review date	Assigned																												
viii	AO	Review entire website to ensure up to date - see project plan	Assigned		█																										
ix	AO	Review and maintain entire website and ensure pages and publications are up to date on a rolling basis																													
x	HCS	Tender for IT Managed Service Provider	Assigned																												
xi	HCS	Tender for website developer and hosting services	Assigned																												
xii	HCS	Investigate transfer to cloud-based server and records management	Assigned																												
xiii	SMT	Induct new Commissioner in relation to all functions	Assigned																												