

Ref.	Assigned to	Actions	Status	30/04/2023	31/05/2023	30/06/2023	31/07/2023	31/08/2023	30/09/2023	31/10/2023	30/11/2023	31/12/2023	31/01/2024	29/02/2024	31/03/2024	30/04/2024	31/05/2024	30/06/2024	31/07/2024	31/08/2024	30/09/2024	31/10/2024	30/11/2024	31/12/2024	31/01/2025	28/02/2025	31/03/2025	
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																										
iii	PAM/HCS	Recruit to additional posts	Completed																									
		Recruitment to Corporate Services team (GFO)																										
		Recruitment to Public Appointments team (PASO)																										
		Reconsider Public Appointments staff complement																										
iv	PAM	Consider whether a tendering exercise for additional PAAs is required																										
v	PAM/SIO/HCS	Induct all new staff into their roles	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																										
vi	ESC/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.	Completed																									
		Produce action plan for year ahead - Public Appointments																										
		Produce action plan for year ahead - Standards																										
		Produce action plan for year ahead - Corporate Services																										
		Assign individual actions via performance management systems																										
		Build resilience in teams by rotating staff around different office functions																										
vii	ESC/SMT	Assess operational efficiency of new staff complement against office needs at time and for future	Completed																									
viii	ESC/SMT	Report on outcome of workforce plan implementation	Completed																									
ix	ESC/SMT	Ensure appropriate desk instructions for roles and functions are in place and up to date																										
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																										
i	ESC/SMT	Performance reviews conducted for all staff and training and development plans	Completed																									
ii	ESC/SMT	Organisation wide training requirements captured via performance appraisals	Completed																									
		Log of organisational and functional training requirements developed																										
S3		We will regularly survey staff and act on the results of such surveys with a view to ensuring their wellbeing																										
i	HCS	Surveys designed to cover: flexible working preferences, views on the organisation, wellbeing levels	Completed																									
		Survey designed to collect views on working flexibly																										
		Survey designed to collect views on staff wellbeing																										
ii	ESC/SMT	Survey results reviewed at SMT meetings	Completed																									
		Conclusions drawn - working flexibly																										

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S4		Conclusions drawn - wellbeing										W	W											W			
i	ESC	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																									
		All staff introduced to our values as an office to ensure understanding of and adherence to these in all of our work	Completed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MSP , Councillor and Public Body Complaints																											
C2		We will adapt our procedures to take account of stakeholder views and engender trust in the way that we work																									
iii	SIO / HIO	Reintroduce previous KPIs and consult on these and other new ones to track progress of investigatory work.	Assigned																								
		Put tracking measures in place and assess for efficacy/accuracy																									
		Report on progress internally against KPIs quarterly																									
		Report on progress against KPIs externally annually																									
iv	SIO / HIO	Stay up to date with case and legislative developments in ethical standards framework across UK (then integrate as standing agenda item in IO meetings)	Completed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
C3		We will publish our procedures as revised so that everyone knows what to expect																									
i	SIO / HIO	Maintain an up to date investigations manual	Completed																								
		Review and update the investigations manual on a regular basis to ensure it is fit for purpose and reflects our procedures																									
		Publish web page version of the Investigations Manual																									
ii	SIO / HIO	Rolling project to have information on our complaint handling work that's of interest and relevance to the public translated into BSL, Easy Read, video and other languages	Assigned																								
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	Completed																								
C5		We will highlight sources of support available to stakeholders																									
		Identify sources of support in a centralised internal database																									
		Signpost support on templates																									
		Signpost support on ESC website																									
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	Completed																								
i	PAM	Rolling project to have information on our public appointments work that's of interest and relevance to the public translated into BSL, Easy Read, video and other languages																									
A2	PAM	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	Completed																								
A3		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																									

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i	ESC	Engage with the Scottish Parliament's subject committee about appointments practices with a view to making improvements and increasing transparency Agree suitable reporting arrangements Analyse panel chair reports to understand themes and areas of interest Following discussion, submit periodic reports	Assigned																								
ii	PAM	Develop suite of good practice case studies following implementation of revised Code to demonstrate where and how good practice is being utilised	Assigned																								
iii	PAM	Continue to feed into lessons learned for the Scottish Government by seeking applicant and panel member views 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. Survey panel chairs (and body chairs where appropriate) 12 months after appointment to understand whether outcomes have been achieved Issue statutory and non-statutory guidance as appropriate to foster improvement in practices	Completed																								
A4		We will seek support to revise and republish Diversity Delivers to include new recommendations for the achievement of greater board diversity We will revise and republish Diversity Delivers to include new recommendations for the achievement of greater board diversity	Completed																								
	ESC/PAM	Consult informally from June 2024																									
	ESC/PAM	Run formal consultation from December 2024																									
	ESC/PAM	Commence research into good practice and what the content of the revised strategy should include																									
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																									
ii	HCS	Engage with SPCB to assess and fully implement external governance arrangements and address Commissioner funding issues Develop, consult on and implement a Governance Framework	Assigned																								
vi	HCS SIO/HIO PAM	Review schemes of delegation to incorporate results of workforce planning Corporate services Standards Public Appointments	Assigned																								
vii	ESC/SMT	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	Completed																								

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ix	HCS	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. Seek advice and guidance from Audit Scotland Draft financial plan showing variances by scenario(s) and their potential impact on the office's ability to fulfil its functions	Completed																									
x	ESC	Develop, consult on and publish a strategic plan for 2024 to 2028																										
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 improve on what we do and ensure our practices are equitable																										
iii	HIO	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, updating relevant templates and contacting complainers and respondents from complaints closed from March 2023 onward Set baseline based on initial results	Completed																									
G3		Analyse, consider and plan how to integrate relevant feedback from survey																										
		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.	Completed																									
	ESC/HIO	Develop a communications strategy																										
		Implement actions arising from the Communications Strategy																										
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 continous improvement																										
i	AESC/AO	Draft biennial business plan for 2023-25 Draft plan Publish plan	Completed																									
ii	HCS	Publish Annual Report and Accounts Prepare ARA Issue draft ARA Finalise and sign ARA Publish ARA Populate online ARA template	Assigned																									
iii	HCS	Decision on office accomodation 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	Completed																									

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iv	SIO/HIO	Maintain existing accommodation or move to new model Review contractual and practical arrangements for CMS Further assess proposed amendments to existing CMS Identify alternatives such as CMS upgrade or replacement Decide on preferred option	Completed																								
v	HCS	Risk assessment of EU exit on current and future activities	Completed																								
vii	HCS	Review and revise all outstanding policies that are currently beyond their published review date	Completed																								
viii	HCS	Regularly review website to ensure content is up to date	Completed																								
x	HCS	Assess website user experience																									
xi	HCS	Investigate tendering for IT Managed Service Provider	Assigned																								
xii	HCS	Investigate tendering for website developer and hosting services	Assigned																								
xiii	HCS	Investigate transfer to cloud-based server and records management	Completed																								
xiii	SMT	Develop and implement project to ensure destruction of records in line with retention schedules	Completed																								

Completed

Underway

Scheduled

Outstanding

Ongoing action - completed

Ongoing action - scheduled

Action drawn from Strategic Plan

Standalone, significant action