

Corporate Business Plan 2007-08



Foreword

This Corporate Business Plan outlines what the Office aims to achieve during 2007-08 as part of work towards delivering our three-year Strategic Plan 2007-2010.

Our strategic focus is unchanged; we continue to aim to deliver a high quality complaints handling service to customers and to contribute to improvements in public service delivery by being an influential organisation, sharing our knowledge and expertise. Our strategic priorities of quality, efficiency and influence are also unchanged.

In 2006-07 we succeeded in achieving many of our strategic objectives, meeting our casework targets for the year and making progress in extending our influence.

We now need to move forward. Our key activities and deliverables for 2007-08 can be found in section 4, including the following priorities:

- Meeting or exceeding our internal targets and making progress towards achieving our service standards (these are set out in section 5)
- Managing our workload more effectively
- Making better use of management information, sharing our knowledge more effectively both internally and externally
- Getting the most from our staff, systems and financial resources

The context in which the Office works will change substantially during 2007-08. During the year we will be implementing a new organisational structure as part of *Organising for the future* – a programme of reorganisation that we are undertaking to ensure that the Office has in place the structures and working practices to enable us to deliver fully our Strategic Plan aims and objectives. The new organisational structure will be embedded right across the Office (see section 4.4 in particular).

In all this, we also have to be clear about a number of other priorities. Our service needs to be more accessible to all those who need it. That is one of the reasons why we have in place an Equality and Diversity Strategy. We also need to produce better focused and more consistent recommendations and effective outcomes for complainants. The new structure in Operations Division is intended to help us deliver that.

A number of recent developments will further support us in achieving these goals. The Office's *Principles of Good Administration* have now been published. They sprang from our wish to be open and clear with both complainants and public bodies within the Ombudsman's jurisdiction about the sorts of behaviour we expect when public bodies deliver public service, and the tests we apply in deciding whether maladministration and service failure have occurred. In particular, we want public bodies to understand how we will approach complaints, and complainants to understand how we will consider their cases.

We will be applying the Principles to ourselves as well (referred to especially in sections 4.1, 4.3 and 4.6). The Principles will help us to carry out our core work – to investigate and resolve complaints as effectively and efficiently as possible and to provide a first-class public service to complainants and public bodies within jurisdiction – and to achieve high standards in everything else we do. We will judge ourselves against the Principles at every stage and in every part of the Office.

During the year we will publish *Principles for Remedy*, currently the subject of wide external consultation. We will in particular apply them internally to help ensure that there is greater consistency in our recommendations. We hope that these Principles will also help public bodies by promoting a common understanding of the approach to take when remedying injustice or hardship caused by maladministration or poor service.

We will soon have in place a Regulatory Reform Order, which will enable us to provide a better, more coherent service to complainants and give us the opportunity to work more effectively with the Local Government Ombudsmen in England. This will be another valuable step towards the achievement of our goals.

Finally, we will be continuing to invest in our staff and infrastructure and an overview of our corporate learning and development and capital investment priorities for 2007-08 can be found in section 6.

Ann Abraham

Parliamentary and Health Service Ombudsman

1 Role and Values

The Parliamentary and Health Service Ombudsman (PHSO) exists to: ‘Provide a service to the public by undertaking independent investigations into complaints that government departments, a range of other public bodies in the UK, and the NHS in England, have not acted properly or fairly or have provided a poor service.’

Our vision is to:

- Make our service available to all who need it
- Operate open, transparent, fair, customer-focused processes
- Understand complaints and investigate them thoroughly, quickly and impartially, and secure appropriate outcomes
- Share learning to promote improvement in public services

The values which underpin everything we do are as follows:

Excellence

We pursue excellence in all that we do in order to provide the best possible service:

- We seek feedback to achieve learning and continuous improvement
- We operate thorough and rigorous processes to reach sound, evidence-based judgments
- We are committed to enabling and developing our staff so that they can provide an excellent service

Leadership

We lead by example and believe our work should have a positive impact:

- We set high standards for ourselves and others

- We are an exemplar and provide expert advice in complaints handling
- We share learning to achieve improvement

Integrity

We are open, honest and straightforward in all our dealings, and use time, money and resources effectively:

- We are consistent and transparent in our actions and decisions
- We take responsibility for our actions and hold ourselves accountable for all that we do
- We treat people fairly

Diversity

We value people and their diversity and strive to be inclusive:

- We respect others, regardless of personal differences
- We listen to people to understand their needs and tailor our service accordingly
- We promote equal access to our service for all members of the community

These values will shape our behaviour, both as an organisation and as individuals working in the Ombudsman’s office.

2 Aims and Objectives: 2007-2010

The core of our business remains unaltered and is the provision of a high quality and customer-focused complaints service that is available to all who need it. In order to deliver this, we need to continue to increase our awareness and understanding of our customers' needs – be they complainants, bodies within our jurisdiction, MPs, advisers or any others that we interact with. We also need to anticipate and manage changes in customers' needs and within the environment in which we operate. This will help us to plan our service in the future and develop our capacity to respond to these changes. Our staff are critical to us in delivering a high quality service and we will continue to develop our internal skills and expertise.

Aim	To deliver a high quality complaints handling service to customers		
Objectives	To deliver a high quality service based on understanding our customers' needs and making our service accessible to all who need it	To maintain a high quality service by anticipating the impact of changes in customers' needs and public service policy and developing our capacity to respond	To operate a high quality service by developing high performing staff and getting the best from our resources

We are committed to using our influence to contribute to improvements in public service delivery. We aim to do this by sharing our knowledge and expertise with others and establishing a distinct and recognised role for ourselves. Part of this will be delivered through our publications, such as the *Principles of Good Administration*, and we aim to publish more reports and good practice guidance over the next year.

Aim	To contribute to improvements in public service delivery by being an influential organisation, sharing our knowledge and expertise		
Objectives	To establish a distinct and recognised role in the administrative justice landscape and regulatory environment	To be recognised and utilised by others as a source of expertise in good administration and complaints handling	To be an authoritative voice on delivering systemic change, actively sought out by others

3 Organisational priorities

We have three core priorities driving our business. They are:

- continuously improving the *quality* of our service;
- increasing the *efficiency* of all aspects of our core activities;
- extending our *influence* with others to help improve public service delivery.

3.1 Continuously improving the *quality* of our service

Our customers and the bodies we investigate expect us to carry out our work to an exemplary standard. The quality of our work underpins the approach that we take and we always strive to improve our quality standards. We seek to achieve this by:

- being consistent in the quality of our work;
- actively sharing our knowledge with and learning from each other;
- identifying appropriate opportunities for joint working with other organisations.

3.2 Increasing the *efficiency* of all aspects of our core activities

Last year saw us make great progress in managing our workload strategically. We have worked closely with a number of bodies within our jurisdiction to identify ways of resolving complaints efficiently and effectively. We have also looked at our own processes to see where we can improve what we do. We will continue to do this by:

- ensuring we are working in the best and most effective way in terms of structures, processes, systems and procedures;
- ensuring staff have the skills, abilities and support to achieve consistently excellent performance;
- understanding the wider context in which we work and building this into our future plans.

3.3 Extending our *influence* with others to help improve public service delivery

From our stakeholder research, it is clear that many of the bodies within our jurisdiction, as well as our complainants, expect us to use the findings from our investigations to help drive improvements in public service delivery. Our main ways of doing this have been through special reports. We will continue to extend our influence by:

- securing effective outcomes and change for complainants;
- building relationships with our key stakeholders, sharing our learning with them and making them more aware of what we do;
- providing information to our stakeholders, that is up to date, easily accessible, reliable and accurate.

4 Key Corporate Activities and Deliverables for 2007-08

There are a number of key activities we need to undertake in 2007-08 to achieve our corporate priorities of quality, efficiency and influence and to drive forward the PHSO Strategic Plan. We have grouped these under six headings which summarise our main work areas for the year ahead. These headings are also used in each division's business plan, summaries of which are contained within the Annex to this document.

4.1 Achieving our service standards and improving outcomes for complainants

During 2007/08 we will:

- make progress towards achieving our customer service standards in 2008/09;
- meet our internal targets;
- develop our standard for casework quality;
- apply our *Principles of Good Administration* and *Principles for Remedy* in practice in:
 - our casework,
 - our service to customers;
- develop our approach to working with the Local Government Ombudsmen for England on joint investigations and reports following the enactment of the Regulatory Reform Order.

4.2 Developing and using management information better to improve performance

During 2007/08 we will:

- develop and implement an improved Corporate Performance Framework, including a focus on improved management information;
- implement the next phases of rebuilding our case management system, Visualfiles;
- maintain the focus on data quality and integrity.

4.3 Getting the most from staff, systems and financial resources

In 2007/08 we will:

- apply our *Principles of Good Administration* in practice in our internal administration/management;
- continue the implementation of our Equality and Diversity Strategy;
- invest in our people:
 - management and leadership development,
 - development of a casework skills training programme,
 - development of a talent management strategy,
 - liP accreditation;
- manage our resources effectively:
 - meet our financial and HR performance measures,
 - implement year 1 of our 4 year financial strategy;
- implement new business continuity arrangements.

4.4 Managing change

During 2007/08 we will:

- complete the reorganisation project, implementing and embedding the new organisational structures.

4.5 Capturing, organising and sharing our knowledge

During 2007/08 we will:

- agree and communicate internally and externally our Knowledge and Information Management (KIM) programme;
- develop a practical plan and associated governance for delivery of the programme;
- begin the implementation of the programme, including: developing an internal training programme to raise awareness and understanding of KIM; scoping a fundamental review of PHSO's approach to records management; and researching an appropriate taxonomy which will contribute to the rebuild of Visualfiles and help scope its replacement.

4.6 Developing our external relations, influence and impact

Our key activities in 2007/08 will be:

- applying our *Principles of Good Administration* and *Principles for Remedy* in practice in our external relations and influencing strategy;
- demonstrating the application of our *Principles of Good Administration* and *Principles for Remedy* in our published case material;
- developing and beginning to implement our Outreach Strategy;
- working with the Department of Health and others on revised complaint handling arrangements for health and social care;
- publishing a number of special reports to share our learning with other organisations.

5 Service standards, internal targets and financial and HR performance measures

We will continue to improve our performance measurement system throughout 2007-08 in order to ensure that we can effectively monitor the delivery of expected outcomes and deliverables. This includes enhancing our suite of tactical (in-year) targets and performance measures to provide a system that:

- better supports decision-making;
- provides a monitoring and review process to demonstrate in-year progress towards the achievement of our annual business targets and on-going progress towards our longer-term strategic aims and objectives; and
- extends across our work and activities more widely to cover, for example, our investment in our staff, equality and diversity (internal and external) and purchasing and procurement.

5.1 Core business performance

Our rolling Strategic Plan contains the following aspirational service standards which we are looking to achieve by 2008-09:

Time we will take to acknowledge and respond to enquiries

Email enquiry	Acknowledgement sent within 1 working day
Written enquiry	Acknowledgement sent within 2 working day
Substantive response to enquiries	90% within 40 working days

Time we will take to investigate complaints

From acceptance for investigation	
Within 6 months	60%
Within 12 months	90%

Time we will take to deal with complaints about us

Initial response to complaints	95% within 5 working days
Substantive response to complaints	
Tier 1	90% within 12 weeks
Tier 2	90% within 16 weeks

For 2007-08, we have established targets that will allow us to measure and monitor our progress towards reaching these service standards, building on improvements already achieved in 2006-07. The targets are:

Time we will take to acknowledge and respond to enquiries

A target of achieving our ‘aspirational’ service standard on enquiry responses in the current year:

Email enquiry	Acknowledgement sent within 1 working day
Written enquiry	Acknowledgement sent within 2 working day
Substantive response to enquiries	90% within 40 working days

Time we will take to investigate complaints

A progressive target for the current year which reflects this year’s focus on quality and which will lead to a target of achieving our ‘aspirational’ service standard in 2008-09:

From acceptance for investigation	2007-08	(2008-09)
Within 6 months	55%	(60%)
Within 12 months	85%	(90%)

Time we will take to deal with complaints about us

A target of achieving our ‘aspirational’ service standards in the current year recognising that this will be challenging and will be affected greatly by the number of complaints currently in hand and by the number received in the year:

Initial response to complaints	95% within 5 working days
Substantive response to complaints	
Tier 1	90% within 12 weeks
Tier 2	90% within 16 weeks

Outputs

A target of 16,000 enquiries closed.

A target of 1,400 investigations concluded.

Old Investigations

A target of no more than 60 investigations over 12 months old at 31 March 2008.

These targets are based on the following underpinning statistics and assumptions which will be monitored and reviewed throughout the year:

Actual Caseload at 1 April 2007

Enquiries in hand	667
Investigations in hand	617
Investigations over 12 months old	73

Incoming Workload Assumptions

Enquiries	16,000
Complaints accepted for investigation	1,400
<i>Of which:</i> Parliamentary	500
Health	900

Output Assumptions

Preliminary assessments	no less than	16,000
Further assessments	no less than	5,000
Concluded investigations	no less than	1,400
<i>Of which:</i> Parliamentary		500
Health		900

Forecast Caseload at 31 March 2008

Enquiries in hand	At or around	750
Investigations in hand	At or around	620
Investigations over 12 months old	No more than	60

Targets will be disaggregated into Divisional, Directorate and individual staff wherever possible and will be reflected in the relevant business, activity and job plans.

5.2 Financial Management

(a) Parliamentary funding limits

We will not exceed the total net resource expenditure for the year sanctioned by Parliament, limiting any underspend to less than £500k;

We will not exceed the net capital investment expenditure for the year sanctioned by Parliament, limiting any underspend to less than £100k;

We will recover 100% of the retainable income for the year sanctioned by Parliament with no more than £40k of excess income;

In supporting our work, the total value of cash utilised during the year will not exceed the Net Cash Requirement limit sanctioned by Parliament.

(b) Payments to suppliers

We will pay 100% of correctly presented supplier invoices within 30 days of receipt. This is in line with the 'prompt payment' performance measure used across the public sector to reflect its commitment to suppliers of goods and services.

(c) Budgetary control

Our budgets will be managed within a tolerance of +/- 2% (comparing forecast outturn expenditure to budget allocated), subject to a de minimis of +/- £1k. The tolerances for demand-led budgets and capital investment budgets are increased to +/- 5% (+/- £5k de minimis) and +/- 6% respectively;

Our budget forecasts should be accurate to within a tolerance of +/- 2% (comparing actual expenditure for the month to the forecast provided in the previous month), subject to a de minimis of +/- £1k. The tolerances for capital investment budgets are increased to +/- 5% (+/- £5k de minimis).

(d) Balance sheet

Depreciation charges for the year (excluding depreciation in respect of the one-off costs of the accommodation project) will be no more than £200k greater than the value of new assets purchased in the year.

5.3 Sickness Absence

Our average sickness absence rate will be no more than 7.0 days per full time staff equivalent (FTE) employee.

6 Investment

Over the coming year we will continue to invest in the learning and development of our staff and in the infrastructure of our business, in particular our accommodation and ICT systems.

6.1 Investing in our staff

In order to achieve our aims and objectives, we will invest significant resources in supporting the learning and development of all employees, in addition to investing in broader organisational development.

Learning and Development Priority Areas 2007-08

Following analysis of the aims, objectives and divisional business plans, priority learning and development needs are set out below; each has against it the relevance to improving quality (Q), efficiency (E) and influence (I) and the intended outcome.

6.1.1 Review, redesign and **transformation of casework related skills and knowledge based training**. In addition to skills based training, the programme will include learning from the assessment and recommendations panels, a legal toolkit update, human rights training, understanding of the *Principles of Good Administration* and *Principles of Remedy*, VisualFiles training and specific casework related equality and diversity training. The outcome of this will be high performing Operations staff who are acknowledged by customers as able to meet their needs (Q,E,I).

6.1.2 Continued investment in **Management and Leadership Development**, with the roll out of the Management Development Programme (MDP), including the Aspiring to Management Programme. In addition to the MDP, training for managers in performance management skills and employment law update training will also be provided. This will result in improved management and leadership capability that will deliver the business needs of the organisation (Q,E,I).

6.1.3 **Equality and Diversity** training will remain a priority, with all staff completing the Equality & Diversity awareness training. Further specific modules related to the diverse needs of our customers will be developed to support the implementation of the Equality & Diversity action plan, particularly around increasing accessibility as part of our Outreach Strategy. This training will provide all employees with the confidence and competence to deal with the diverse needs of customers, with customers recognising that their specific requirements are being met (Q,E,I).

6.1.4 Training in **Personal Effectiveness skills** will be a priority. This includes areas such as time and workload management, project management, risk management, presentation skills, influencing skills, report writing and plain English, as well as advanced IT training in Word, Excel, and specific software packages, such as SAGE, Quark Xpress and Artemis. The outcome of this training will be a high performing workforce that are acknowledged by customers as able to meet their needs (Q,E,I).

6.1.5 Continued Professional Development remains an ongoing priority in our drive to attract, develop and retain high quality, professionally qualified staff. This includes support for specialist teams. Such development will result in a high performing, professional staff that are recognised internally and externally as able to provide specialist advice (Q,E,I).

6.1.6 Learning and Development activities to support the implementation of the **Knowledge and Information Management (KIM) strategy**, including support to improve the understanding and management of corporate performance information, will be a priority for 2007-08. The KIM strategy will result in PHSO becoming a knowledge sharing organisation able to influence public service improvements among bodies within our jurisdiction (Q,E,I).

6.1.7 Significant investment in **Organisational Development** work, in particular to support the management of change and development of new teams, with the effective implementation of *Organising for the future*, will be a priority for 2007-08. The outcome of this work will be a new organisational structure and teams that are acknowledged as able to meet the demands of *Organising for the future* (Q,E,I).

More detailed plans for investing in the learning and development of our staff are contained in the PHSO 2007-08 Corporate Learning and Development Plan.

6.2 Capital investment

PHSO's policies on asset base maintenance and plans for longer-term investment are contained in our four year Capital Investment Strategy, covering the period 2007-11, which was agreed by the Executive Board in October 2006.

The principle objectives of PHSO's capital investment strategy are:

- To agree funding for a range of capital equipment purchases and development projects to support PHSO's strategic business aims and objectives
- To ensure that PHSO's capital asset base is routinely refreshed to avoid unplanned 'big bang' funding requirements
- To maintain an up-to-date, flexible and extensible ICT infrastructure and environment
- To maintain modern, well-equipped office accommodation and working environment
- To develop and maintain high quality, business led, ICT systems

For many years, PHSO suffered from a chronic underinvestment in both its ICT and accommodation facilities, which put the organisation at significant risk in being unable to provide the fundamental systems and support for staff in order to be able to deliver its business objectives and targets. To address this issue we commenced work on a major accommodation refurbishment project in 2005-06. This project has now been completed, having been delivered to time and on budget. We have also replaced our core network cabling and rebuilt two new server rooms, which has significantly enhanced the resilience of our ICT infrastructure.

Going forward, our investment strategy will be based on maintaining an effective and efficient asset base whilst also providing for measured investment in our accommodation and in new systems and technology to generate real operational benefits.

Investment in 2007–08 will include projects to refurbish the shared meeting room facility on the 20th Floor, to complete the replacement of our furniture and make further improvements to our accommodation as appropriate. However, the main focus of our capital investment this year will be in supporting the PHSO Knowledge and Information Management (KIM) programme and our ICT infrastructure. We will be replacing approximately a third of our PCs in line with our policy on maintaining our asset base and we will upgrade a number of our core business applications including completing the replacement of our HR database. Our ICT test bed will be further enhanced to ensure that we have a suitable platform to test new applications that we may be introducing as a result of the KIM programme.

7 Resources for 2007-08

2007-08 is the final year of PHSO's existing three-year settlement as sanctioned by the Treasury. The baseline funding provided under the settlement is:

	£000
Net Resource (Cash)	21,831
Net Resource (Non-cash*)	2,195
Total Net Resource	24,026
Capital	1,500

*(*Non-cash resource allocations are used to fund the effect of accounting transactions such as accrual movements, provisions and asset depreciation.)*

In addition, any 2006-07 funds unspent at 31 March 2007 may be carried forward into 2007-08 as End-Year Flexibility.

The PHSO Executive Board has agreed the following allocations from the 2007-08 baseline:

	£000
Net Resource (Cash)	20,943
Net Resource (Non-cash*)	2,195
Net Resource (Strategic Fund)	888
Total Net Resource	24,026
Capital	1,500

Cash resources will be allocated to recurrent pay and non-pay budgets. Resources allocated to the Strategic Fund will be used to support non-recurrent, development expenditure.

Annexes: Divisional business plans - Summaries

Annex A: Operations, Corporate Resources and PIC

Annex B: Others

Annex A: Operations, Corporate Resources and PIC

Workstream	Operations	Corporate Resources	PIC
Achieving our service standards and improving outcomes for complainants			
<ul style="list-style-type: none"> • Make progress in achieving our customer service standards (in 2008/09) 	<ul style="list-style-type: none"> • Meet or exceed our casework targets and customer service standards • Anticipate and manage strategically demand for our service and engage stakeholders to help achieve this • From end of first half-year, achieve month on month reduction in number of old cases 		<ul style="list-style-type: none"> • Implement year 1 of our agreed research strategy, to help inform the development of our service and the progress being made to achieve our service standards, targets and standards for casework quality
<ul style="list-style-type: none"> • Meet our internal targets 			
<ul style="list-style-type: none"> • Develop our standard for casework quality 	<ul style="list-style-type: none"> • Assess ourselves against BIOA principles of good complaints handling and develop of our own approach to quality 'audit' • Review the learning from complaints about us to identify and address areas for improvement 		
<ul style="list-style-type: none"> • Apply our <i>Principles of Good Administration</i> and <i>Principles for Remedy</i> in practice in: <ul style="list-style-type: none"> - Our casework - Our service to customers 	<ul style="list-style-type: none"> • Ensure that our <i>Principles of Good Administration and Remedy</i> are incorporated into our casework policy and guidance and training for staff 		<ul style="list-style-type: none"> • Implement <i>Principles of Good Administration</i> internally and monitor the impact of them externally • Complete <i>Principles for Remedy</i>, implementing them internally and monitoring the impact of these externally

Workstream	Operations	Corporate Resources	PIC
Achieving our service standards and improving outcomes for complainants (continued)			
<ul style="list-style-type: none"> Develop our approach to working with the Local Government Ombudsman for England on joint investigations and reports following the enactment of the Regulatory Reform Order 	<ul style="list-style-type: none"> Establish broad approach and agree protocol between LGO's 3 offices & PHSO Published arrangements for staff and other key stakeholders 		

Workstream	Operations	Corporate Resources	PIC
Developing and using management information better to improve performance			
<ul style="list-style-type: none"> Develop and implement an improved Corporate Performance Framework, including a focus on improved management information 	<ul style="list-style-type: none"> Ensure that operational performance information is complete, accurate, timely and fit for purpose Use management information for workforce planning purposes Make recommendations on future management information needs/ service targets at appropriate points in business planning cycle 	<ul style="list-style-type: none"> Development and management of Corporate Performance Framework and reporting against standards, measures and targets; prediction and analysis of corporate (including operational) performance information which is complete, accurate, timely and fit for purpose, to enable effective monitoring and management of customer service standards and targets and performance against business plan priorities Development, implementation and monitoring of core information systems 	<ul style="list-style-type: none"> Use Visualfiles and casework analysis to promote the sharing of learning from our complaints internally and externally
<ul style="list-style-type: none"> Implement the next phases of rebuilding our case management system, Visualfiles 	<ul style="list-style-type: none"> Identify gaps in current VF capacity VF functionality agreed, delivered and fit for purpose 	<ul style="list-style-type: none"> Manage, develop and implement Visualfiles rebuild 	
<ul style="list-style-type: none"> Maintain the focus on data quality and integrity 	<ul style="list-style-type: none"> Audit of accuracy of Visualfiles data Develop an action plan to address any gaps or concerns raised by the audit 	<ul style="list-style-type: none"> Provide training and advice for new MIS systems data quality and accuracy 	

Workstream	Operations	Corporate Resources	PIC
Getting the most from staff, systems and financial resources			
<ul style="list-style-type: none"> Apply our <i>Principles of Good Administration</i> and <i>Principles for Remedy</i> in practice in our internal administration/management 	<ul style="list-style-type: none"> These workstreams picked up elsewhere and/or in supporting activities 	<ul style="list-style-type: none"> Management and delivery of high quality, efficient and effective internal services to the office which meet the <i>Principles of Good Administration</i> 	<ul style="list-style-type: none"> These workstreams picked up elsewhere and/or in supporting activities
<ul style="list-style-type: none"> Continue the implementation of our Equality and Diversity Strategy 	<ul style="list-style-type: none"> Deliver Operations' Equality and Diversity Action Plan 	<ul style="list-style-type: none"> Manage the implementation of the E&D strategy and action plan Continue to implement the CR elements of the E&D strategy action plan 	<ul style="list-style-type: none"> Continue to implement the PIC elements of the E&D strategy action plan
<ul style="list-style-type: none"> Invest in our people: <ul style="list-style-type: none"> Management and leadership development Development of a casework skills training programme Development of a talent management strategy liP accreditation Manage our resources effectively: <ul style="list-style-type: none"> Meet our financial and HR performance measures Implement year 1 of our 4 year financial investment strategy 	<ul style="list-style-type: none"> Provide the required support to the Project Board in the implementation of the management development programme Develop with our corporate colleagues a casework skills training programme - see Learning and Development Plan Contribute to the retention of PHSO's liP accreditation Ensure that Operations staff and managers have the skills and knowledge they need Work with HR to ensure Ops have data necessary to manage attendance more effectively Use resources effectively 	<ul style="list-style-type: none"> Management and delivery of work programmes in respect of: <ul style="list-style-type: none"> Management and leadership development Development of a casework skills training programme Development of a talent management strategy liP accreditation Learning and development needs identified, met and impact evaluated Development of HR strategy Exercise effective corporate stewardship of resources within the limits voted by Parliament, including achievement of our financial and people targets Replace, enhance and/or improve ICT systems and hardware Ensure that the office environment is maintained to the highest appropriate standard 	<ul style="list-style-type: none"> Identify the development needs of the division and delivering these Contribute to the attainment of liP reaccreditation by delivering the relevant elements of the liP action plan Use resources effectively

Workstream	Operations	Corporate Resources	PIC
Getting the most from staff, systems and financial resources (continued)			
<ul style="list-style-type: none"> Implement new business continuity arrangements 		<ul style="list-style-type: none"> Support Governance in design of a Business Continuity Management plan, implementation and testing 	<ul style="list-style-type: none"> Review of internal and external communications aspects of current business continuity plan completed

Workstream	Operations	Corporate Resources	PIC
Managing change			
<ul style="list-style-type: none"> Complete the reorganisation project, implementing and embedding the new organisational structures 	<ul style="list-style-type: none"> As far as possible, implement new structure on 1 October 2007 Complete transition to new structure 	<ul style="list-style-type: none"> Management of reorganisation programme Manage other change and development in PHSO as required Corporate Resources support for change (HR issues, resourcing, training, accommodation changes etc) 	<ul style="list-style-type: none"> Update and continue to implement communications plan for <i>Organising for the future</i> Develop and implement internal communications strategy: to establish objectives and outline the internal communications needs of the Office, based on an audit of current communications methods

Workstream	Operations	Corporate Resources	PIC
Capturing, organising and sharing our knowledge			
<ul style="list-style-type: none"> • Agree and communicate internally and externally our Knowledge and Information Management (KIM) programme • Develop a practical plan and associated governance for delivery of the programme • Begin the implementation of the programme, including: internal training; scoping a review of records management; and researching a taxonomy 	<ul style="list-style-type: none"> • Contribute to the KIM programme • Ensure Knowledge Champions' role scoped and properly resourced • Capture current knowledge within functional units/directorates before staff transfer • Identify gaps in knowledge base and, with corporate colleagues, prioritise work to fill those gaps • With corporate colleagues deliver programme of 'learning events' 	<ul style="list-style-type: none"> • Provide support to PIC in the scoping, management and implementation of the KIM programme (including systems development; addressing culture and behavioural issues etc) 	<ul style="list-style-type: none"> • Set up and implement PHSO's Knowledge Management Programme • Tracking key external developments through effective horizon scanning and sharing these internally to help improve our service and responsiveness to outside developments • Supporting the new Operations' structure by providing policy and case research as required - sharing learning about what is coming in, what we're investigating and what we're learning from our complaints

Workstream	Operations	Corporate Resources	PIC
Developing our external relations, influence and impact			
<ul style="list-style-type: none"> Applying our <i>Principles of Good Administration</i> and <i>Principles for Remedy</i> in practice in our external relations/ influencing strategy 	<ul style="list-style-type: none"> Influence effectively through our <i>Principles of Good Administration and Remedy</i> 		<ul style="list-style-type: none"> Promote and practice our Principles to increase our influence on improvements in complaints handling across the public sector
<ul style="list-style-type: none"> Demonstrating the application of our <i>Principles of Good Administration</i> and <i>Principles for Remedy</i> in our published case material 	<ul style="list-style-type: none"> Deliver workshops to share ideas/good practice in weaving <i>Principles of Good Administration</i> into reports Principles applied and recognisable in published case material 		<ul style="list-style-type: none"> Work with Operations to produce Special Reports, the Annual Report or digests of casework summaries
<ul style="list-style-type: none"> Developing and beginning to implement our Outreach Strategy 	<ul style="list-style-type: none"> With PIC, develop and begin the implementation of our Outreach strategy Develop an effective, enhanced Outreach function within Customer Services Team to deliver PHSO's Outreach strategy 	<ul style="list-style-type: none"> Continuing and identifying further opportunities for working with and sharing learning/ services with other ombudsmen and relevant public sector bodies 	<ul style="list-style-type: none"> External Relations strategy implemented: strengthen and monitor external liaison activity across the Office that feeds into the strategy, including high level (EB and directors) and regular liaison Outreach strategy: develop and implement strategy that outlines who currently uses our service, who we want to reach, and how we will reach them

Workstream	Operations	Corporate Resources	PIC
Developing our external relations, influence and impact (continued)			
<ul style="list-style-type: none"> Working with Department of Health and others on revised complaint handling arrangements for health and social care 	<ul style="list-style-type: none"> Comment on DoH consultation document Create a scoping document on implications for PHSO 		
<ul style="list-style-type: none"> Publishing a number of special reports to share our learning with other organisations 	<ul style="list-style-type: none"> Develop, with our corporate colleagues, a number of special reports, including a follow up on Tax Credits, a 'final' report on Continuing Care and six Mencap referred health complaints Identify, for consideration by Ombudsman, any other potential special reports for the business year 		<ul style="list-style-type: none"> Greater knowledge of our work via the publication of influential special reports and accessible case digests that are widely used by bodies in jurisdiction. Impact measured by stakeholder surveys

Annex B: Others

Governance

The Governance team will provide efficient, effective and proactive support to the Ombudsman, Deputy Ombudsman and Deputy Chief Executive as well as the rest of the organisation where appropriate.

In 2007/08 the Governance team will also:

- ensure the effective management of the Ombudsman's casework and in particular the second tier of our internal complaints procedures;
- identify and manage case-related impacts on our service;
- deliver the highest standards of records management;
- implement the *Principles of Good Administration*;
- increase awareness of the team members on equality and diversity issues.

The team will also

- contribute to the planning and implementation of corporate events;
- maintain and review the risk management framework and strategic risk register;
- review, identify and manage audit and assurance requirements;
- develop effective systems for managing the work of the Private Office;
- develop the Business Continuity Management plan;
- continue to develop effective relationships with other Public Service Ombudsmen and key stakeholders, particularly Cabinet Office, Department of Health and the Healthcare Commission.

Legal Services

In 2007/08 the Legal Services team will:

- complete the 2007 Jurisdictional Review;
- complete the work on the Regulatory Reform Order and provide guidance and training on its effect;
- embed the required changes arising from the Freedom of Information and Data Protection review;
- embed the Human Rights remit into PHSO practice;
- clarify the Office's approach to Alternative Legal Remedy issues;
- embed the new panel of external solicitors;
- maintain links with the BIOA legal interest group and with the European Ombudsman and his legal adviser.

Equitable Life

In 2007/08 the responsibilities of the Equitable Life Unit will be:

- to complete the further investigation into the prudential regulation of Equitable Life and handle the related follow-up work;
- to deal with the residual work related to the occupational pensions report, including assisting in any judicial review proceedings thereon in which we are represented;
- to consider and complete any other casework referred to the unit by the Ombudsman or by others with her agreement;
- to fully participate in, and contribute to, the other work of PHSO including sharing learning of our experience with PHSO and key stakeholders.

Please note

The telephone numbers of the Parliamentary and Health Service Ombudsman changed on 15 March 2009.

The new contact details are:

Helpline: 0345 015 4033

Fax: 0300 061 4000

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