



**Corporate Business Plan**  
2009–10

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## Table of contents

Foreword	1
<b>1</b> Role and values	3
<b>2</b> Strategic objectives: 2009–12	4
<b>3</b> Key corporate priorities and activities for 2009–10	6
<b>4</b> Service standards, internal targets and financial and HR performance measures	8
<b>5</b> Investment	12
<b>6</b> Resources for 2009–10	14
<b>7</b> Risk management for 2009–10	15
Appendix: Divisional business plans – summaries	16

## Foreword

In 2009–10 we will focus on continuing to improve the quality, efficiency and impact of our service.

This corporate business plan outlines what we aim to achieve during 2009–10 towards delivering our Three Year Strategic Plan 2008–11. Our strategy remains fundamentally unchanged with the same long term aim and vision, underpinned by our core values of excellence, leadership, integrity and diversity.

Diversity and equality in particular will be a key workstream throughout the year, with the objective of ensuring that we improve the equality of access to our service and the diversity of our workforce.

2009–10 will be a very different year from the preceding one which saw the launch of the *Equitable Life: a decade of regulatory failure* and *Six lives: the provision of public services to people with learning disabilities* reports, as well as the major preparations necessary for the launch of the new health complaint system. Those preparations and the completion of internal programmes such as our Casework Quality Framework and our People Strategy have placed us in a good position for the challenges of 2009–10. We will build on that work in the coming year with the development of our Knowledge and Information Management programme and the development of a new Communications Strategy.

Better knowledge management will improve our ability to handle complaints and ensure that the learning we glean from individual complaints can be analysed and shared more effectively to improve public services.

The year ahead also promises the opportunity to work more closely with other bodies with which we share common objectives, to continue to build the quality of our complaint service, and to begin to deliver the improved outcomes for complainants that the new health complaint system is designed to achieve.

I look forward to working with staff to achieve that.

Our key corporate priorities and activities for 2009–10 can be found in Section 3, and are based on the following priorities which are unchanged from last year and so provide a sense of continuity and a sound basis for assessing our progress. In 2009–10 we will:

- deliver an independent, high quality and accessible complaint handling service;
- capture and share the evidence from our casework and on our performance, and use our expertise to drive improvements in public services and to inform public policy;
- plan, deliver and manage change to achieve continuous improvement;
- attract, positively engage and develop our people so that they drive the achievement of our objectives; and
- use our systems and resources to support and manage effectively the service that PHSO provides to the public.

The *Ombudsman's Principles* continue to inform and guide our approach to casework as well as the way we do things in the Office. We have some way to go to live up to these principles ourselves. To improve on our performance against our customer service standards we need to get it right first time more of the time and deliver on our commitment to be customer focused.

I recognise that timeliness is a key element of quality in our casework and in providing an excellent service. Our service standards and performance commitments can be found in Section 4.

I am more than ever committed to investing in our people. Our People Strategy now gives us a direction which will ensure that the sum of the parts is greater than the whole. An overview of our corporate learning and development and capital investment priorities for 2009–10 can be found in Section 5.

Some things have not changed: my role as Parliamentary and Health Service Ombudsman, and our values of excellence, leadership, integrity and diversity.

**Ann Abraham**

Parliamentary and Health Service Ombudsman

15 July 2009

## 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 aim and vision is:

To provide an independent, high quality complaint handling service that rights individual wrongs, drives improvements in public services and informs public policy.

*Our values shape our behaviour, both as an organisation and as individuals working in the Ombudsman's Office, and incorporate the Ombudsman's Principles.*

### 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; and
- 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 complaint handling; and
- 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; and
- 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; and
- we promote equal access to our service for all members of the community.

## 2

## Strategic objectives: 2009–12

The core of our business remains the provision of a high quality and customer-focused complaint service that is available to all who need it. In order to deliver this, we will 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 continue to work to anticipate and manage changes in customer need within the environment in which we operate, helping us to plan our service in the future and develop our capacity to respond to these changes. Our staff remain critical to us in delivering a high quality service and we will continue to develop our knowledge, skills and expertise.

### Individual benefit

Our first strategic objective concerns the benefits we can bring about for individuals who have come to us with a complaint about a public service. We aim to make our service accessible to all and clarify the circumstances in which we can offer our services to the public. We will deal with complainants in a constructive manner to ensure that they are clear as to what they can expect from us. We promote the fact that we are independent from government and will demonstrate our impartiality through ensuring that our decisions are clear and soundly-based and our interventions and recommendations provide a good outcome for all parties.

### Strategic objective 1

To provide an independent, high quality and accessible complaint handling service that rights individual wrongs.

#### Outcome:

- people who need us come to us at the right time for the right reason;
- excellent customer service;
- our decisions are clear, soundly-based and impartial; and
- good outcomes for enquirers and complainants are achieved as a result of our interventions and our investigations.

### Public benefit

Our second strategic objective concerns the benefits we can bring to the wider public through influencing improvements in public services and using our experiences to inform public policy. 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 *Ombudsman's Principles*, and we aim to publish more reports indicating areas to improve practice over the next year.

### Strategic objective 2

To drive improvements in public services and inform public policy.

#### Outcome:

- we are recognised as the authority on good administration and complaint handling;
- bodies in jurisdiction apply PHSO's principles in the design and delivery of public services;
- improvements in public services are secured as a result of our reports and recommendations; and
- specific policies are informed by our work.

## Enabling objective

Good management of business and people is a key objective of any organisation and is at the heart of enabling successful delivery of PHSO's strategic objectives. We have summarised this in what we describe as our 'enabling objective', together with the measurable outcomes we will use to demonstrate success in this area.

### Enabling objective

To equip our people with the skills, knowledge, systems and resources to deliver our strategic objectives.

#### Outcome:

- we effectively manage our business and our financial resources to secure maximum benefit;
- we have a well-led, diverse workforce with the motivation, capability and capacity to deliver high performance;
- we are effective in sharing our knowledge and in managing our information;
- we have effective and efficient systems and a positive working environment; and
- we live our values and meet or exceed our corporate statutory responsibilities.

We will use a number of Performance Indicators (PIs) and Key Performance Indicators (KPIs) to measure how far we are meeting our strategic objectives. Some of these PIs and KPIs will report on in-year performance, in particular on our customer service standards.

# 3

## Key corporate priorities and activities for 2009–10

There are a number of key activities that we need to undertake in 2009–10 to drive forward the PHSO Strategic Plan and to embed the changes to the NHS complaints system. We have grouped these under five 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. The five headings remain the same as those in our *2008–09 Corporate Business Plan*, which reflects the need for the organisation to embed the changes already implemented.

### **3.1 Deliver an independent, high quality and accessible complaint handling service**

During 2009–10, we will:

- achieve our operational targets; and
- promote awareness of and access to our service.

### **3.2 Capture and share the evidence from our casework and on our performance, and use our expertise to drive improvements in public services and to inform public policy**

During 2009–10, we will:

- publish a number of statutory and other reports to demonstrate our accountability;
- publish a number of special reports to share our learning with other organisations;
- develop and deliver our communications capability to improve our profile and to increase the impact of the lessons from our casework; and
- develop our capability in respect of:
  - building effective strategic relationships and alliances;
  - capturing, analysing and reporting externally information on the complaint handling performance of bodies in the Ombudsman's jurisdiction; and
  - capturing and reporting information from internal and external sources to populate our KPI reports.

### **3.3 Plan, deliver and manage change to achieve continuous improvement**

During 2009–10, we will:

- improve the equality of access to our service and the diversity of our workforce;
- improve our casework quality and efficiency;
- continue our Knowledge and Information Management programme;
- test and implement our new business continuity management approach and continue improvements to mitigate key risks; and
- develop and implement new security policies for the protection of our information and other assets.

### **3.4 Attract, positively engage and develop our people so that they drive the achievement of our objectives**

During 2009–10, we will:

- implement our People Strategy including:
  - maintaining Investing in People standards through our learning and development plan and evaluation framework,
  - strengthening our leadership and management capability, and

- maximising the engagement of our people in order to contribute to the delivery of high performance and the positive culture that supports it;
- reviewing our Equality & Diversity Action Plan and prioritise actions in order to improve the diversity of our workforce; and
- developing and delivering internal communications to support organisational learning and performance.

### **3.5 Use our systems and resources to support and manage effectively the service that PHSO provides to the public**

During 2009–10, we will:

- manage our resources effectively by:
  - meeting our financial and HR performance targets, and
  - implementing year three of our four year financial strategy.
- effectively review, assess and manage risks;
- provide effective and high quality internal services to enable the good running of the Office;
- ensure the effective provision of high quality legal advice and support to the organisation; and
- effectively manage our freedom of information and data protection duties.

# 4

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

### 4.1 Core business performance

In 2008–09 we made significant steps towards achieving our six service standard goals: we met four of these service standards during the year and we exceeded our interim service standard target for enquiries. However we did not do as well as we would have liked on our investigations throughput service standard target. In light of our performance we have reviewed the customer service standards we are aiming for and these are set out below. These are the same as those published in 2008–09.

#### Our customer service standard goals

##### Time we will take to acknowledge and respond to enquiries

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

##### Time we will take to investigate complaints

From acceptance for investigation	
Within 12 months	90%

##### Time we will take to deal with complaints about us

Initial response to complaints	95% within five working days
Substantive response to complaints	90% within 16 weeks

For 2009–10 and 2010–11, we have established two-year targets that will allow us to measure and monitor our progress towards delivering the two service standards goals we have yet to meet and to maintain or improve our performance for those we are already meeting. These targets recognise the transitional impact in 2009–10 of the move to the two-stage system for handling NHS

complaints following the abolition of the Healthcare Commission as well as work we are doing to improve the efficiency and timeliness of our casework.

Our performance will be monitored on an ongoing basis, and the targets for the two year period may therefore be subject to revision in line with how incoming work compares with the assumptions that follow. We have an established process for reviewing targets on a quarterly basis which is a key element of our performance management systems.

##### Time we will take to acknowledge and respond to enquiries

	2009–10	2010–11
Email enquiry	Acknowledgement sent within one working day	Acknowledgement sent within one working day
Written enquiry	Acknowledgement sent within two working days	Acknowledgement sent within two working days
Substantive response to enquiries	80% within 40 working days	90% within 40 working days

##### Time we will take to investigate complaints

From acceptance for investigation	2009–10	2010–11
Within 12 months	55%	90%

##### Time we will take to deal with complaints about us

	2009–10	2010–11
Initial response to complaints	95% within five working days	95% within five working days
Substantive response to complaints	90% within 16 weeks	90% within 16 weeks

In addition, we have the following target in respect of old investigations in hand:

### Old investigations

A target of no more than 40 investigations over 12 months old at 31 March 2010 (and no more than 40 investigations over 12 months old at 31 March 2011).

The targets for 2009–10 and 2010–11 are based on the workload position at 1 April 2009 and the following underpinning assumptions about our casework which will be monitored and reviewed throughout the period. These reflect our strategic objectives of accepting only the most appropriate cases for investigation, of encouraging local leadership on complaints and of promoting local resolution wherever possible.

<b>Actual caseload at 1 April</b>	<b>2009</b>	<b>2010</b>
Enquiries in hand	2,175	2,100
Investigations in hand	308	450
Investigations over 12 months old	50	40
Complaints about us in hand	238	150
<b>Incoming workload assumptions</b>	<b>2009–10</b>	<b>2010–11</b>
Enquiries – at or around	27,500	27,500
Cases accepted for investigation – at or around	450	450
Complaints about us received – at or around	1,400	1,400
<b>Output assumptions</b>	<b>2009–10</b>	<b>2010–11</b>
Total enquiries closed – at or around	27,500	27,500
• Closed at preliminary assessment – at or around	21,500	21,500
• Closed at further assessment – at or around	6,000	6,000
Concluded investigations – at or around	300	500
Complaints about us resolved – at or around	1,500	1,400
<b>Forecast caseload at 31 March</b>	<b>2010</b>	<b>2011</b>
Enquiries in hand – at or around	2,100	2,100
Investigations in hand – at or around	450	400
Investigations over 12 months old – no more than	40	40
Complaints about us in hand – at or around	150	150

## 4.2 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 per cent of the retainable income for the year sanctioned by Parliament with no more than £40k of excess income; and
- 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 per cent 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  $\pm 2$  per cent (comparing forecast outturn expenditure to budget allocated), subject to a de minimis level of  $\pm £1k$ . The tolerances for demand-led budgets and capital investment budgets are increased to  $\pm 5$  per cent ( $\pm £5k$  de minimis) and  $\pm 6$  per cent respectively; and
- our budget forecasts should be accurate to within a tolerance of  $\pm 2$  per cent (comparing actual expenditure for the month to the forecast provided in the previous month), subject to a de minimis of  $\pm £1k$ . The tolerances for capital investment budgets are increased to  $\pm 5$  per cent ( $\pm £5k$  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.

### 4.3 HR measures

(a) Sickness absence:

- our target is to maintain average sickness absence levels at less than 6.0 days per full time staff equivalent (FTE) employee per year.

(b) Diversity:

- in 2007–08, we set ourselves targets to achieve, by 31 March 2010, a workforce in which:
  - at least 20 per cent of those employed are from minority ethnic groups;
  - employees from minority ethnic groups are represented at all levels; and
  - at least 5 per cent of those employed are people with disabilities.

However, our current workforce statistics (March 2009) show that the 20 per cent target is unachievable this year. In 2009–10 we will therefore review all of these targets in light of our current position and also reflect on the impact of having a workforce on two sites.

# 5

## 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 Information and Communications Technology (ICT) systems.

### 5.1 Investing in our staff

In order to achieve our aims and objectives, we will invest significant resources in supporting the training, learning and development of all employees, in addition to investing in broader organisational development. The Knowledge and Information Management programme will also produce an increased demand for training as the workforce is asked to respond to new ways of working.

#### Learning and development priority areas 2009–10

Priority learning and development needs are set out below and take into account the organisation's aims, objectives and business plans. Each activity specified is structured under one overarching heading and underpinned by PHSO's values, People Strategy and the *Ombudsman's Principles*.

Talent management activities will be targeted at addressing focus areas, so for example, reducing the cost of unfilled vacancies, reducing the staff turnover rate, increasing the number of internal promotions, especially for under represented groups such as Black and Minority Ethnic groups, strengthening leadership and management capability and ultimately contributing to improved organisational performance.

The bulk of training, learning and development will be under the following headings:

- **casework skills and knowledge:**
  - this will include the Trainee Caseworker Scheme; training for experienced caseworkers to enhance key skills and prepare for new business needs; and additional skills to support expert/specialist caseworkers share their knowledge effectively.
- **organisational development:**
  - this will include knowledge and information management; equality and diversity; and management and leadership development.
- **personal and professional development:**
  - this will cover continuous professional development for those in technical/specialist functions; ICT skills; and a wide range of development activities to improve personal effectiveness.

More detailed plans for investing in the learning and development of our staff are contained in the PHSO 2009–10 Corporate Learning and Development Plan.

## 5.2 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.

Our investment strategy is based on maintaining an effective and efficient asset base, while also providing for measured investment in our accommodation and in new systems and technology to generate real operational benefits.

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 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 a modern, well-equipped office working environment; and
- to develop and maintain high quality, business-led, ICT systems.

In 2007–08, we completed a major accommodation refurbishment project in Millbank Tower. We also replaced our core network cabling and rebuilt two new server rooms, significantly enhancing the resilience of our ICT infrastructure. We also replaced our HR database.

Since the capital investment strategy was agreed, the *Health and Social Care Act 2008* has come into force, abolishing the Healthcare Commission and making PHSO the second-stage NHS complaint handler in England as of 1 April 2009. In order to have the necessary infrastructure in place for the change, in 2008–09 we acquired our new Manchester site and undertook a major fit out programme including extending our ICT infrastructure to include this new location.

In 2009, as part of our Knowledge and Information Management programme, work will also commence on replacing our existing case management system with a view to rolling out a new system in 2010.

## 6

## Resources for 2009–10

2008–09 was the second year of PHSO's 2008–11 three-year settlement as sanctioned by HM Treasury. The baseline funding provided under the settlement is:

	£000
Net Resource (Cash)	22,126
Net Resource (Non-cash*)	1,900
Total Net Resource	24,026
Capital	1,600

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

The baseline also provides for £420k of income to be retained and used in the year. In addition, any funds unspent in prior years may be carried forward into 2009–10 as End-Year Flexibility.

As a result of the *Health and Social Care Act 2008*, PHSO has become the second-stage NHS complaint handler in England from 1 April 2009. Further funding has been sanctioned by HM Treasury as follows:

	Additional Funding £000	New Baseline £000
Net Resource (Cash)	9,680	32,226
Net Resource (Non-cash*)	520	2,420
Total Net Resource	10,200	34,226
Capital	500	2,100

The PHSO Executive Board has agreed the following allocations from the 2009–10 baseline:

	£000
Net Resource (Cash)	31,800
Net Resource (Non-cash)	2,420
Net Resource (Reserves)	6
Total Net Resource	34,226
Capital	2,100

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.

# 7

## Risk management for 2009–10

PHSO recognises that to successfully deliver its objectives, and to continually improve on how this is done, there are risks which need to be managed effectively. Consequently, risk management is embedded throughout the organisation and is monitored both strategically and at operational and casework levels.

PHSO has developed a new strategic risk model which will be implemented through 2009–10. It identifies key risk areas and is designed to work dynamically in recognising and addressing risks changing or emerging through the year. Key strategic areas are:

- overarching risks to PHSO's reputation and credibility in providing an effective Ombudsman's service which delivers on its objectives;
- risks to effective governance and leadership required to effectively manage PHSO's business; and
- risks at operational infrastructure and project levels critical to the delivery of our business.

These risks are reviewed on an ongoing basis with quarterly updates being presented to the Advisory Board, the Executive Board and the Audit Committee. A review of the strategic risks, and the processes by which they are managed, is carried out at least annually, but also in-year when appropriate.

Risks are also managed below the strategic level (at a directorate, project and contractual level). In order to integrate risk management with the business planning process, these local level risks are managed alongside business plan activities within our business plan activity monitoring system.

## Appendix: Divisional business plans – summaries

Workstream	Operations	Corporate Resources	Communications	Other Key Functions
Deliver an independent, high quality and accessible complaint handling service				
Achieve our operational targets	Achieve our operational targets	Provide information and analysis for management that regularly monitors progress against deliverables set out in agreed plans to regular timescales and on an ad-hoc basis		<b>Legal Team</b> Ensure the effective provision of high quality casework legal advice and support
Promote awareness of and access to our service	Contribute to promoting the awareness of and access to our service	Contribute to promoting the awareness of and access to our service	Promote awareness of and access to our services	

Workstream	Operations	Corporate Resources	Communications	Other Key Functions
Capture and share the evidence from our casework and on our performance, and use our expertise to achieve improvements in public services and to inform public policy				
Publish statutory and other reports to demonstrate our accountability	Contribute to a number of statutory and other reports to demonstrate our accountability	Produce performance data, commentary and statistical analysis for PHSO's 2008-09 statutory Annual Report and its Resource Accounts  Produce PHSO's 2008-09 Resource Accounts  Produce PHSO's 2009-12 Strategic Plan and 2009-10 Corporate Business Plan documents	Produce and publish PHSO's 2008-09 statutory Annual Report  Publish a number of other reports to demonstrate our accountability	
Publish special reports to share our learning with other organisations	Contribute to a number of special reports to share our learning with other organisations	Support the publication of a number of special reports to share our learning with other organisations	Publish a number of special reports to share our learning with other organisations	
Develop and deliver our communications capability to improve our profile and to increase the impact of the lessons from our casework	Support the development of our communications capability to improve our profile and to increase the impact of the lessons from our casework		Develop and deliver our communications capability to improve our profile and to increase the impact of the lessons from our casework	<b>Ombudsman's Private Office</b> Support the development of our communications capability to improve our profile and to increase the impact of the lessons from our casework
Develop our capability in respect of: <ul style="list-style-type: none"> <li>building effective strategic relationships and alliances,</li> <li>capturing, analysing and reporting externally information on the complaint handling performance of bodies in the Ombudsman's jurisdiction, and</li> <li>capturing and reporting information from internal and external sources to populate our Key Performance Indicator reports</li> </ul>	Support the Ombudsman in developing our capability to build effective strategic relationships and alliances	Develop our capability in respect of capturing, analysing and reporting externally information on the complaint handling performance of bodies in the Ombudsman's jurisdiction  Produce performance data, commentary and statistical analysis for PHSO's 2008-09 KPI Report  Management of stakeholder research, including maintenance of PHSO's Key Performance Indicator reporting systems	Support the Ombudsman in developing our capability to build effective strategic relationships and alliances	<b>Ombudsman's Private Office</b> Develop our capability in respect of building effective strategic relationships and alliances

Workstream	Operations	Corporate Resources	Communications	Other Key Functions
<b>Plan, deliver and manage change to achieve continuous improvement</b>				
Improve the equality of access to our service and the diversity of our workforce	Improve the equality of access to our service and the diversity of our workforce	Drive the development and implementation of actions to improve equality of access and the diversity of our workforce	Improve the equality of access to our service and the diversity of our workforce	
Improve our casework quality and efficiency	Improve our casework quality and efficiency	Support initiatives to improve the quality and efficiency of our casework	Support initiatives to improve the quality and efficiency of our casework	
Continue our Knowledge and Information Management (KIM) programme	Provide support to the KIM programme	Deliver the planned outputs of the KIM programme	Support the KIM programme by assisting in the development of the KIM communications strategy and plan	
Implement our business continuity management approach	Support the implementation of our business continuity management approach	Test and implement our new business continuity management approach and continue improvements to mitigate key risks	Support the implementation of our business continuity management approach	
Implement new security policies	Support the implementation of our security policies	Develop and implement a new security and protection policy for the protection of our information and other assets	Support the implementation of our security policies	
<b>Attract, positively engage and develop our people so that they drive the achievement of our objectives</b>				
Implement our People Strategy	Implement the People Strategy in Operations	Lead and deliver the implementation of the People Strategy  Implement the People strategy in Corporate Resources	Implement the People Strategy in Communications	
Equality and diversity	Support the achievement of the people aspects of our equality and diversity vision and strategy	Achieve the people aspects of our equality and diversity vision and strategy	Support the achievement of the people aspects of our equality and diversity vision and strategy	
Develop and deliver internal communications to support organisational learning and performance	Support the development of internal communications that supports organisational learning and performance	Support the development of internal communications that supports organisational learning and performance	Lead the development of internal communications to support organisational learning and performance	

Workstream	Operations	Corporate Resources	Communications	Other Key Functions
Use our systems and resources to effectively support and manage the service that PHSO provides to the public				
Risk and Resource management	Effective management of Operations' resources, risks and activities	Effective management of Corporate Resources' resources, risks and activities  Provide a high quality risk management service which assures that risk managers effectively review, assess and manage risks to PHSO	Effective management of Communications Division's resources, risks and activities	
Provision of internal services		To provide high quality internal services including: <ul style="list-style-type: none"> <li>• Risk management</li> <li>• Governance</li> <li>• Internal audit</li> <li>• Financial and accounting</li> <li>• Planning and performance analysis</li> <li>• Business support</li> <li>• Payroll and pensions</li> <li>• Employee relations</li> <li>• Workforce information</li> <li>• Recruitment</li> <li>• Records archive service</li> <li>• Learning resource service</li> <li>• Learning &amp; development</li> <li>• Organisational development</li> <li>• Facilities management</li> <li>• Information and communications technology</li> </ul>	Develop and maintain a comprehensive and accurate stakeholder database  Provide high quality communications services to support the organisation and our casework	
Effectively manage our Freedom of Information and Data Protection duties				<b>Legal Team</b> Effectively manage our Freedom of Information and Data Protection duties





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