

Business Plan 2016-17

Strategic objective and success criteria	Deliverables for 2016-17
<p>1.1 We will raise awareness of our service through working more closely with organisations in our jurisdiction, consumer organisations and national advice agencies, and target our work for the benefit of those groups most likely to need our services.</p>	<p><i>We will not be carrying out any new raising awareness activity. We will continue our work to maintain our profile amongst key stakeholders through the publication and promotion of our casework, which will also help support strategic objective 1.3</i></p>
<p>1.2 We will improve access to making a complaint</p> <p>Success criteria:</p> <p>Feedback shows that complainants are finding it easier to access our service online.</p> <p>Our communications have been positively assessed, quality assured and reviewed through focus groups, real time feedback and the customer satisfaction survey to ensure they meet the diverse needs of those who use our service.</p> <p>1.3 We will improve understanding of our role by providing more information about our role and what people can expect from us.</p> <p>Success criteria:</p> <p>Annual stakeholder survey shows clear improvement in understanding of our role externally.</p> <p>Positive media generated explaining our role.</p>	<p>Routinely using different communication channels to make sure people can access and find information about our service at the right time</p> <p>Launched a new website that is accessible and focused on the needs of people who use our service</p> <p>Explained our role, what people can expect from our service and what we expect from them, in all of our communications including digital and social media</p> <p>Routinely publishing performance information, information about our role and what we do, on our website</p> <p>Service Charter launched internally and externally</p>

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<p>2.1 We will meet demand for our service.</p> <p>Success criteria: Meeting demand for our service at 28,000 enquiries, 7,000 assessments and 4,000 investigations whilst having forecast levels of work in transition.</p> <p>Providing right decisions at the right time.</p>	<p>Produced and implemented a forecast and capacity plan which is:</p> <ul style="list-style-type: none"> • aligned to budget • drives recruitment • drives operating practice <p>Developed an operational model which enables us to meet demand and provides flexibility</p>
<p>2.2 We will make decisions fairly and impartially, taking account of all the relevant evidence.</p> <p>Success criteria: Evidence of baseline performance and any requirement for improvement.</p> <p>Improvement, against defined baseline, in key stages of investigative process.</p> <p>2.3 We will provide a good service experience that meets the needs of those who come to us.</p> <p>Success criteria: Evidence of baseline performance and any requirement for improvement.</p> <p>Improved service experience against a defined baseline.</p>	<p>2.2 deliverables: Define baseline performance in key stages of the end to end casework process</p> <p>Implement an improvement programme where required, covering, in particular:</p> <ul style="list-style-type: none"> • scope of investigation • consistency of report writing • explanation of evidence/standards used <p>2.3 deliverables: Define baseline performance in key stages of the end to end casework process and service experience</p> <p>Implement an improvement programme where required, covering, in particular:</p> <ul style="list-style-type: none"> • communication • timeliness

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<p>2.4 We will listen and learn to improve our service.</p> <p>Success criteria: Performance of our service and any opportunity for improvement is clearly evidenced and supported.</p>	<p>Clear alignment of:</p> <ul style="list-style-type: none"> • The Service Charter • The Service Model • The Quality Framework <p>New management information tools in place to effectively support operational delivery, including:</p> <ul style="list-style-type: none"> • Performance information • Staff and third party feedback • Qualitative data <p>Performance related pay targets aligned to external service standards and agreed with staff</p> <p>Management information evidences our performance against requirements, identifies any areas for improvement and illustrates where improvement has been made</p> <p>Management information is made available to third parties, along with what we have learnt and subsequent action to improve our service, as appropriate</p>
<p>2.5 We will develop a wider range of investigative approaches to deal with big and repeated mistakes and deliver more impact for more people.</p> <p>Success criteria: Numbers of people positively impacted by our investigations increases over time.</p>	<p>Clear definitions for and method (including governance arrangement and quality assurance mechanisms) in place to deliver</p> <ul style="list-style-type: none"> • big • repeated • high impact, and • complex cases <p>High impact cases managed strategically using a corporate approach</p> <p>Investigative methodologies used are appropriate and proportionate, and deliver impact, quality and value for money</p>

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<p>3.1 We will generate and communicate insight into service failure based on our casework, and work with others to influence improvements in public services.</p> <p>Success criteria: Annual stakeholder survey shows recognition of the impact of our insight on improving public services.</p> <p>Developed strategic key performance indicators that can measure compliance and impact of our insight work.</p> <p>Positive media coverage of our insight work.</p>	<p>Established an insight team and processes</p> <p>Process in place to ensure insight from casework is being captured and shared</p> <p>Developed a range of thematic or systemic products</p>
<p>3.2 We will support Parliament in holding Government to account for service improvement.</p> <p>Success criteria: Parliament is supported to hold hearings on our reports on service failure and complaint handling.</p>	<p>We have developed ways of working to provide end to end support and engagement with Parliament to enable it to hold services to account for learning from complaints and improving services as a result</p>
<p>4.1 We will generate insight into poor complaint handling and learning from complaints, develop solutions with others, make recommendations and influence for their adoption.</p> <p>Success criteria: Annual stakeholder survey shows recognition of the impact of our insight on improving complaint handling.</p>	<p>Developed a range of thematic or systemic products</p> <p>Process in place to ensure insight from casework is being captured and shared</p> <p>Provided evidence to support government non-executive directors (NEDs) to use complaints information to measure performance and drive improvements in public services</p> <p>Provide insight to inform good NHS complaint handling in light of changes in the complaints landscape</p> <p>Review results of the <i>My Expectations</i> pilot</p>

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<p>4.2 We will use our insight to help increase the capabilities of those who handle complaints in public services.</p>	<p><i>We will not be carrying out activity on this strategic objective this year</i></p>
<p>4.3 We will use our insight to support Parliament in holding public services to account for improving the way they deal with complaints.</p> <p>Success criteria: Parliament is supported to hold hearings on our reports on service failure and complaint handling.</p>	<p>We have developed ways of working to provide end to end support and engagement with Parliament to enable it to hold services to account for learning from complaints and improving services as a result</p>
<p>4.4 We will prepare and help shape plans for a Public Ombudsman Service.</p> <p>Success criteria: We have fully explained our policy positions (co-worked and presented with the Local Government Ombudsman (LGO)).</p> <p>Feedback from external stakeholders shows they are clear on the requirements needed for the new organisation. Maximum discretion of the Ombudsman is retained within legislation to allow continued delivery of its full role.</p>	<p>Clarity of essential and desirable requirements informs our work</p> <p>We have worked collaboratively with LGO to engage, champion and input into plans by Government/ Parliament that will deliver a smooth transition to a new organisation</p> <p>We have engaged fully in development and passage of draft legislation with Parliament, government departments and NHS stakeholders</p>

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<p>5.1 We will involve our staff in designing the future; providing the necessary support to enable them to deliver effectively (including clarity of expectations, systems, guidance, briefing, performance management).</p> <p>Success criteria: Annual survey scores, turnover and sickness absences in 2017 are comparable to the public sector average.</p> <p>Managers are engaged in and helping to drive the changes we are making, able to manage performance and support their teams in delivery.</p> <p>Regular reviews and evaluation of change indicates staff understand their contribution to development, delivery and embedding of service improvements and feel better supported to deliver it.</p> <p>Regular reviews and evaluation of change indicates staff feel a shared pride in working for the organisation.</p>	<p>Revised set of values established throughout the organisation and championed by senior leadership team</p> <p>Systematic approach to engaging staff in managing change has been developed and rolled out across the organisation</p> <p>All members of the Executive Team lead, and are held to account for, following this change management process on any change for which they are responsible</p> <p>Equality impact assessments being undertaken regularly as part of systematic approach to change management</p>
<p>5.2 We will have people with the right skills, in the right place, at the right time.</p> <p>Success criteria: Organisation is appropriately resourced to deliver our service and business plan effectively.</p> <p>Key skills/critical positions have been retained and turnover is comparable to the public sector average.</p>	<p>Deliver a clear workforce development plan, including:</p> <ul style="list-style-type: none"> • analysis of roles, skills and capabilities required to future proof the organisation and to provide for succession planning and talent management • timely recruitment, talent management and retention of key skills <p>Establish a clear learning and development plan to identify skill requirements to deliver the business /service</p> <p>Performance and Development Review System (PDRS) and other mechanisms allow staff the opportunity to develop as part of talent management and succession planning</p>

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<p>Equality management improved across all areas of the business.</p> <p>There are no differences in engagement score by ethnicity, gender, disability, sexual orientation, or parental responsibilities.</p>	<p>PDRS process is fair and transparent; established in the organisation to support delivery of business priorities</p> <p>Review and assessment of skills in the organisation, leading to plan in place to ensure we have the skills to deliver fit for purpose services</p> <p>Management capability in place to support the business</p> <p>Clear, transparent redundancy and redeployment where relevant</p> <p>Develop an operational employment model that enables:</p> <ul style="list-style-type: none"> • Forward recruitment plan • Skills mix • Flexible resource and working environment <p>Designed staff development programme based on a training needs analysis (also links to 2.2/2.3)</p>
<p>5.3 We will harness technology to deliver better customer service, insight, knowledge management and efficient ways of working.</p> <p>Success criteria: Return on investments in technology achieved.</p> <p>Technology strategy takes clear account of risks and impacts of technological change both internally and externally.</p> <p>No technological investment is undertaken outside of the strategic context set by the technology programme board.</p> <p>Technology strategy has explicit links to key business deliverables and effectively prioritises investment.</p>	<p>Technology investment aligns with, underpins and drives key business deliverables</p> <p>Technology programme board has defined, set, and implemented a technology strategy</p>

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<p>5.4 We will provide value for money for the taxpayer.</p> <p>Success criteria: Delivering a cost effective service, with appropriate governance arrangements in place that reflect value for money and are comparable to other relevant organisations (for example, ombudsman services and regulators).</p>	<p>Reduced accommodation in Millbank in 2016-17, taking into account any potential impact on services and productivity</p> <p>Accommodation strategy for end of current leases in place which supports the delivery of the business model</p> <p>Four-year plan in place to ensure we deliver our savings in line with our financial strategy</p> <p>Plan in place to safely deliver new business model and organisational structure in 2017-18:</p> <ul style="list-style-type: none"> • Ensures the senior management of the organisation is proportionate, provides appropriate skills and leadership and delivers value for money • Ensures the organisation is structured to enable delivery of effective quality services and value for money <p>Plan in place to deliver 2016-17 non-pay savings with spending behaviour across the organisation in line with changed expectations and requirements</p> <p>Comparator studies have identified any further improvement opportunities for greater value for money</p>
<p>5.5 We will have robust governance in place.</p> <p>Success criteria: Everyone within the organisation is clear on who makes what decisions, and the expectations of them in terms of following a process, recording, audit and assurance.</p> <p>Decision making is transparent, and the governance systems in place support effective decision making.</p>	<p>Annual reports and accounts laid before Parliament</p> <p>Fit for purpose governance arrangements:</p> <ul style="list-style-type: none"> • Clear and systematic approach to all decision making that considers options, information, risk and impact on resources and capacity • Clear governance arrangements in place including delegation arrangements and levels of authority • Clear procedure monitoring and reporting arrangements in place to record decisions made across the organisation with all staff understanding their responsibilities in relation to this • Streamlined, fit for purpose assurance arrangements established and documented, with annual executive assurance statements supporting the governance statement

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	<ul style="list-style-type: none"> Compliance with the control framework is a key performance metric, and non-compliance is not tolerated within the organisation <p>Effective, corporate governance of ICT - including a control framework (see 5.3)</p> <p>Single information governance team in place, taking responsibility for ensuring effective and proportionate information governance arrangements embedded across the organisation</p> <p>Procurement roles, responsibilities and expectations refreshed across the organisation, with performance management arrangements in place to monitor compliance</p> <p>Internal audit process runs according to plan, with clear executive oversight of the implementation of agreed audit recommendations</p> <p>Revised risk management arrangements in place, which enable the risk register to be an effective management tool</p>
<p>5.6 We will deliver strong financial management and stewardship of public money.</p> <p>Success criteria: A strong system of financial management and control that meets the required standards in managing public money and the Accounting Officer's financial responsibilities.</p>	<p>Appropriately qualified and skilled Finance Team in place, with a safe and effective handover from the London team to the new Manchester team</p> <p>Clean set of financial accounts</p> <p>Revised Finance Code in place across the organisation, which is fit for purpose, ensuring the proper stewardship of financial resources across the organisation</p> <p>Key financial processes currently in place in the organisation, reviewed against best practice, and new processes designed and implemented within the operating practice of the new Finance Team (and across the organisation as appropriate)</p> <p>All key financial processes fully documented and brought together in a Finance Manual</p> <p>Performance management arrangements in place, which provides information on compliance with the Finance Code and finance processes</p> <p>All financial control issues identified by internal audit resolved and controls operating effectively</p>

