

Business Plan 2017-18



PHSO Strategic aims and objectives	Accountable Officer
Aim 1: We will make it easier for people to find and use our service	
<p>We will:</p> <ul style="list-style-type: none"> 1.1 raise awareness and target those most in need; 1.2 improve access to our service; 1.3 improve understanding of our role, what to expect from us and how we are doing. 	<p>Executive Director - External Affairs and Insight</p>
Aim 2: We will help more people by resolving and investigating more complaints and providing an excellent customer service for everyone who contacts us	
<p>We will:</p> <ul style="list-style-type: none"> 2.1 meet demand for our service; 2.2 make decisions fairly and impartially, taking account of all the relevant evidence; 2.3 provide a good service experience that meets the needs of those who come to us; 2.4 listen and learn to improve our service; 2.5 use a wider range of investigative approaches to deal with big and repeated mistakes and deliver more impact. 	<p>Executive Director - Operations and Investigations</p>
Aim 3: We will make public services better by working with others to share what we learn from complaints	
<p>We will:</p> <ul style="list-style-type: none"> 3.1 generate and communicate insight into service failure based on our casework and work with others to influence improvements in public services; 3.2 support Parliament in holding Government to account for service improvement. 	<p>Executive Director - External Affairs and Insight</p>

Aim 4: We will work with others to make it easier to complain and to help public services resolve complaints better

We will:

- 4.1 generate insight into poor complaint handling and learning from complaints, develop solutions with others, make recommendations and influence for their adoption;
- 4.2 use our insight to help increase the capabilities of those who handle complaints in public services;
- 4.3 use our insight to support Parliament in holding public services to account for improving the way they deal with complaints;
- 4.4 We prepare and help shape plans for a Public Ombudsman Service.

Executive Director -
External Affairs and Insight

Aim 5: We will make sure our organisation works well to help us achieve our aims

We will:

- 5.1 involve our staff in designing the future and support them to deliver;
- 5.2 have people with the right skills, in the right place, at the right time;
- 5.3 harness technology to deliver a better service and insight;
- 5.4 provide value for money for the taxpayer;
- 5.5 have robust governance in place;
- 5.6 deliver strong financial management and stewardship of public money.

Executive Director -
Finance and Corporate
Services

Business Plan 2017-18 - Success Criteria, Deliverables and Key Activities

Aim 1: We will make it easier for people to find and use our service				
Strategic Objective	How we will measure success	What we will deliver in 2017-18		
		2017-18 Deliverables	Key Activities	Completed
1.2 1.3	The percentage of complaints made online to PHSO increases.	An improved online complaints form is developed (part of the digital and technology strategy), (see 5.3).	Decide and agree an approach for digital online complaints (dependent on 5.3).	Q2
	Satisfaction with our online form is consistently 80% or above.		Re-baseline and set a revised target for the digital take up of complaints Key Performance Indicator (dependent on 5.3).	Q2
	The percentage of premature / out of remit complaints reduces.		Procure a new digital online complaint platform (dependent on 5.3).	Q3
	Positive/neutral media coverage about PHSO is consistently 95% or above.	A three-year 'Point of Need' strategy is introduced, targeting both the organisations we investigate and advocacy organisations we work with. This will ensure that those in the local complaints process are made aware of PHSO's services at the right time.	Agree the 'Point of Need' strategy.	Q1
			Establish a baseline for premature / out of remit complaints.	Q1

Aim 1: We will make it easier for people to find and use our service

		What we will deliver in 2017-18		
Strategic Objective	How we will measure success	2017-18 Deliverables	Key Activities	Completed
		A programme of activity with advocacy groups and complainants is created, in order to improve both the understanding of our role and to improve access among groups that are most likely to need our services.	<p>Create a programme of activity with advocacy groups.</p> <p>Host an advocacy conference.</p> <p>Host an annual open meeting.</p> <p>Establish measures and baselines for advocacy groups understanding PHSO's role (survey).</p>	<p>Q1</p> <p>Q4</p> <p>Q4</p> <p>Q4</p>

Aim 2: Help more people by resolving and investigating more complaints and providing an excellent customer service for everyone who contacts us

Strategic Objective	How we will measure success	What we will deliver in 2017-18		
		2017-18 Deliverables	Key Activities	Completed
2.1 2.2 2.3	<p>The Quality Committee is assured that we are meeting the demand for our service.</p> <p>Complaints completion time targets are met.</p> <p>Service Charter performance increases from the 2016-17 baseline in ‘following an open and fair process’, in particular on commitments 5, 8 and 11 - the areas with greatest room for improvement.</p> <p>The performance of other elements of the Service Charter will be maintained.</p>	<p>The new target operating model is delivered ensuring operational capacity meets demand levels. Greater flexibility is in place to respond to challenges with handover from intake, to assessment, to investigate.</p>	<p>Develop flexibility in resource allocation and link to changes in recruitment process (see 5.2).</p>	Q1
			<p>Refine the performance objective setting process for Operations staff.</p>	Q1
			<p>Complete the delivery of the new target operating model for Operations (see 5.2).</p>	Q3
		<p>An improvement programme is created and embedded through the Feedback and Learning model (see 2.4) focusing on consistency of report writing, decision making, remedy and communication.</p>	<p>Establish a baseline of key areas of improvement through the Feedback and Learning model.</p>	Q1
			<p>Roll out the programme of improvement activity.</p>	Q2
			<p>Evaluate the impact of the programme on the Service Charter measures.</p>	Q4
		<p>An approach to mediation / alternative dispute resolution is developed.</p>	<p>Scope approaches to mediation / alternative dispute resolution.</p>	Q2
			<p>Agree and undertake pilot approach.</p>	Q3

Aim 2: Help more people by resolving and investigating more complaints and providing an excellent customer service for everyone who contacts us

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		2017-18 Deliverables	Key Activities	Completed
2.4	The Quality Committee is assured that all feedback and learning is systematically used to drive improvements in our Service Charter.	A Feedback and Learning model is developed and regularly reviewed to find out if feedback is making a difference and driving organisational improvement.	Create new learning activities as part of a Feedback and Learning model.	Q1
			Align existing related activities into the model.	Q1
			Incorporate the Feedback and Learning model into business as usual processes, including staff role expectations (link to 5.2).	Q2
			Undertake impact review of the model as part performance / feedback and monitor any improvement.	Q3
		A Design Authority is created supporting and providing consistency across Operations. The Design Authority will promote better operational governance, effective decision-making and alignment with improvement plans.	Conduct an audit of Feedback and Learning model to make sure that all feedback is being effectively captured.	Q1
			Embed continuous improvement process that takes information from Feedback and Learning model and uses it drive quality (through updates to the Service Model, policy, guidance, learning and development offering etc.).	Q2
	Review of changes made as part of continuous improvement to assess impact.	Q4		

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Strategic Objective	How we will measure success	What we will deliver in 2017-18		
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2.5	Adopting best practice and using feedback routinely informs PHSO's approach for dealing with big and repeated mistakes.	A system to identify, manage and monitor high risk and high impact cases is embedded across the organisation.	<p>Identify best practice in dealing with repeated mistakes and establish criteria to share externally.</p> <p>Establish senior investigations team and scheme of delegation.</p> <p>Create policy and processes for escalation to Ombudsman and Board.</p> <p>Evaluate the approach for scheme of delegation.</p>	<p>Q1</p> <p>Q1</p> <p>Q2</p> <p>Q3</p>

Aim 3: We will make public services better by working with others to share what we learn from complaints

Aim 4: We will work with others to make it easier to complain and help public services resolve complaints better

Strategic Objective	How we will measure success	What we will deliver in 2017-18		
		2017-18 Deliverables	Key Activities	Completed
3.1 3.2 4.1 4.2 4.3	Issues from our casework that have wider importance for public services are systematically identified. Insight projects deliver progress in: <ul style="list-style-type: none"> • support from Parliament and other stakeholders; • implementing our recommendations through changes in policy and practice; • public service delivery (where appropriate). 	The process for capturing, synthesising and sharing insight from our casework is improved and embedded (overseen by a new ‘Strategy Group’).	Agree the terms of reference for Strategy Group and communicate its purpose. Agree a system for automatically collecting insights from casework (both through and from staff).	Q1 Q1
		The existing <i>Learning from Mistakes</i> report, ‘Role of Non-Executive Directors’ projects, and a new project on mental health, are developed by the Strategy Group. The Strategy Group will decide whether these projects will be developed into full PHSO insight reports.	Develop and begin the delivery of a three-year strategy on <i>Learning from Mistakes</i> report , including: <ul style="list-style-type: none"> • maintaining a key role in the debate about how the NHS develops a learning culture; • supporting the implementation of recommendations from the Care Quality Commission review of investigations; and • working with the Complaints Improvement Partnership (a forum to look at complaint handling across the NHS) to deliver a strategy to improve the co-ordination of local investigations. Complete research with Central Government Non-Executive.	Q1-Q4 Q1-Q4 Q2 Q2

Aim 3: We will make public services better by working with others to share what we learn from complaints

Aim 4: We will work with others to make it easier to complain and help public services resolve complaints better

Strategic Objective	How we will measure success	What we will deliver in 2017-18		
		2017-18 Deliverables	Key Activities	Completed
			Support the delivery of systemic and major investigations: <ul style="list-style-type: none"> • publish report on <i>Access to Work</i>; • publish report on mental health. 	Q1 Q2
		Ways of providing Parliament with end-to-end support and engagement are embedded. This will enable Parliament to hold public organisations to account, learning from complaints and improving services.	Develop a communications plan to support The Public Administration and Constitutional Affairs Select Committee report on Driver and Vehicle Licensing Agency.	Q1
			Develop stakeholder / Parliamentary engagement plans for implementation (including creating a Parliamentary Liaison Officer).	Q1
4.4		Either		
	The Public Service Ombudsman legislation closely matches PHSO policy positions as it passes through Parliament. We have taken the necessary steps towards convergence given the Government's transition timetable.	A Bill team is formed to support the passage of legislation through Parliament and a joint Local Government Ombudsman (LGO) / PHSO response to the draft legislation is submitted.	Create a joint LGO and PHSO Bill team to monitor and support progress of legislation, working with the Cabinet Office as necessary. Work with LGO to agree and write a response to the draft legislation.	Q1 Q1

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Strategic Objective	How we will measure success	What we will deliver in 2017-18		
		2017-18 Deliverables	Key Activities	Completed
		External stakeholders are engaged on the key aspects of the Bill.	Agree joint external engagement and communications strategies.	Q1
		New ways of working are developed with LGO on the policy issues surrounding convergence, with steps towards convergence with LGO as required by the timetable.	Convene a joint LGO / PHSO meeting to develop an approach to convergence.	Q1
			Create a joint LGO / PHSO Board to agree an approach to convergence.	Q2
			Create a joint LGO / PHSO programme office for convergence.	Q3
Or				
	The draft legislation remains a commitment of the Government and retains a profile on the political landscape.	External stakeholders are engaged, including the Government, on the draft legislation to ensure the issue remains on policy agenda.	Agree joint external engagement and communications strategies.	Q1

Aim 5: Make sure our organisation works well to help us achieve our aims

Strategic Objective	How we will measure success	What we will deliver in 2017-18		
		2017-18 Deliverables	Key activities linked to deliverables	Completed
5.1	<p>The annual staff survey overall engagement score increases by at least 4%, with improvements also in the following areas:</p> <ul style="list-style-type: none"> visibility and accessibility of Executive Team; bullying, harassment and discrimination. <p>Quarterly pulse surveys show improvements.</p>	<p>A three-year internal communications and engagement strategy is developed and begins implementation (with an emphasis on engaging staff in managing change).</p>	Develop an internal communications and engagement strategy.	Q1
			Establish improved communication channels and cascade mechanisms across PHSO.	Q1
			Implement an internal communications and engagement strategy.	Q2
			Agree an approach to future work on PHSO values.	Q4
5.2	<p>Our organisational structure is coherently and effectively delivering strategic aims, with all members of staff clear on their role and expectations.</p> <p>All staff have access to appropriate learning/training opportunities and career pathways are clear.</p>	<p>The target operating model and corporate service reviews have been implemented and embedded, with new roles designed, developed and staff in place.</p>	Implement Phase 2 reshaping PHSO, including:	Q1
			<ul style="list-style-type: none"> completion of 45-day consultation process (launched 13 March); agreement of revised operating structure across the whole organisation following consultation; supported by revised job descriptions and role expectations for each role; staff placed in roles (either through matching or selection process). 	Q1
			Complete delivery of revised operating model.	Q2
			Review process and performance impacts against business expectations.	Q3
				Q4

Aim 5: Make sure our organisation works well to help us achieve our aims

Strategic Objective	How we will measure success	What we will deliver in 2017-18		
		2017-18 Deliverables	Key activities linked to deliverables	Completed
			Evaluate outcome of the change with staff, and consider refinements based on outcome.	Q4
		A comprehensive learning and development package is designed and is being implemented.	Provide a package of support to staff during change process both to enable staff to cope with change, and to support making significant life decisions.	Q1
			Develop career paths for all roles across the organisation, which sets out the skills and competencies required at all levels.	Q1
			Invest in developing a training offer across the organisation, which supports all staff in gaining the skills to be effective in their roles (including accreditation for caseworkers).	Q2
			Review and refresh Performance Development and Review System and Performance Related Pay to support development in role, career aspirations and is an effective component of approach to reward and recognition.	Q2
			Offer refreshed management and leadership development.	Q2

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Strategic Objective	How we will measure success	What we will deliver in 2017-18		
		2017-18 Deliverables	Key activities linked to deliverables	Completed
		<p>The accommodation strategy implementation is completed in Manchester and is underway in London (London to be completed during Q3 18-19).</p>	<p>Complete accommodation strategy implementation in Manchester including:</p> <ul style="list-style-type: none"> • procurement of property search partner; • selection of accommodation options, and evaluation of impacts (including any potential impact on staff travel); • fit out including Information and Communications Technology (ICT) infrastructure. <p>Begin property search for London office near Westminster.</p>	<p>Q1 Q2 Q3 Q2</p>
		<p>Operationalised capacity planning is undertaken so that activity:</p> <ul style="list-style-type: none"> • is aligned to budget; • drives recruitment; • drives operating practice. 	<p>Develop recruitment pipeline approach for operational activity to minimise loss of productivity.</p> <p>Develop policies and/or set clear business need criteria for shift working, home working and other flexible arrangements.</p>	<p>Q1 Q2</p>

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Strategic Objective	How we will measure success	What we will deliver in 2017-18		
		2017-18 Deliverables	Key activities linked to deliverables	Completed
5.3	<p>Each investment has clear return on investment (ROI) and benefits realisation plan in place</p> <p>Digital and technology strategy has explicit links to key business deliverables and effectively prioritises investment.</p>	A digital and technology strategy has been developed by Technology Board and implemented with a digital learning and development platform and new payroll system in place.	<p>Put in place six-month interim digital strategy.</p> <p>Develop a digital and technology strategy (and link to LGO digital strategy).</p> <p>Create three-year technology investment plan.</p> <p>Procure a new digital online complaint platform as part of digital strategy (see 1.2).</p> <p>Procure and implement a new digital learning and development platform.</p> <p>Procure and implement a new payroll system.</p>	<p>Q1</p> <p>Q2</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q4</p>
5.4	<p>PHSO can demonstrate that we are a cost-effective service achieving:</p> <ul style="list-style-type: none"> economy; efficiency; equity of access and outcomes; effectiveness. <p>We are delivering against our corporate service reviews savings plan.</p>	A more sophisticated approach to measuring and demonstrating value for money (VfM) is developed.	<p>Review existing benchmarking information.</p> <p>Develop an approach to VfM.</p> <p>Undertake appropriate benchmarking to support VfM.</p> <p>Develop operational plans to improve VfM based on VfM evidence.</p> <p>Redesign the business case approach to ensure VfM and benefits realisation (dependency with project management approach).</p>	<p>Q1</p> <p>Q2</p> <p>Q3</p> <p>Q3</p> <p>Q3</p>

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Strategic Objective	How we will measure success	What we will deliver in 2017-18		
		2017-18 Deliverables	Key activities linked to deliverables	Completed
		<p>A plan is in place to ensure that VfM is achieved when delivering:</p> <ul style="list-style-type: none"> reshaping of organisation (5.2); accommodation strategy (5.2); investment in technology (5.3); Feedback and Learning model (2.4); Governance Framework (5.5). 	<p>Vacate and sublet on 19th Floor of Millbank Tower.</p> <p>Deliver pay related savings through the Phase 2 process.</p>	<p>Q1</p> <p>Q4</p>
5.5	<p>Everyone within the organisation is clear on who makes what decisions, and the expectations of them in terms of following a process, recording decisions, audit and assurance.</p> <p>The governance systems in place support effective decision making and delivery of our strategic aims.</p>	<p>Streamlined and fit-for-purpose assurance arrangements are established and documented, with annual executive assurance statements produced.</p> <p>An effective internal audit process is embedded, with executive oversight of the implementation of agreed audit actions.</p>	<p>Put in place the assurance framework map, with compliance and monitoring arrangements.</p> <p>Extend assurance statements to members of directorate management teams.</p> <p>Implement effective, risk-based, internal audit plan with quarterly monitoring of implementation with Executive oversight.</p>	<p>Q1</p> <p>Q2</p> <p>Q1</p>

Aim 5: Make sure our organisation works well to help us achieve our aims

Strategic Objective	How we will measure success	What we will deliver in 2017-18		
		2017-18 Deliverables	Key activities linked to deliverables	Completed
	We are effectively monitoring compliance with our control framework, and not tolerating non-compliance.	Revised risk management arrangements are in place, ensuring that risk is effectively managed at all levels of the organisation.	Roll out revised risk management framework and process.	Q1
			Implement a critical incidents plan.	Q1
	We have in place effective responses to critical incidents, risks and threats.		Sign off business continuity and disaster recovery plans.	Q2
			Establish a clear, mandatory decision recording mechanism, linked to Scheme of Delegation and level of decision, which includes clear requirements for business decisions.	Q2
	Clear procedure monitoring and reporting arrangements are in place to record decisions with all staff understanding their responsibilities. A clear and systematic approach is also embedded to all decision making, including options appraisal, information, risk, and impact on resources and capacity.			
	Clear governance arrangements are embedded including delegation arrangements and levels of authority.	Implement the non-casework scheme of delegation.	Q2	

Aim 5: Make sure our organisation works well to help us achieve our aims

Strategic Objective	How we will measure success	What we will deliver in 2017-18		
		2017-18 Deliverables	Key activities linked to deliverables	Completed
		A set of activity is delivered to improve the organisation's approach to change, project management, benefits realisation and evaluation.	Develop change and project management methodology and approach, including evaluation. Roll out change and project management methodology and approach, including evaluation.	Q1 Q2
		A new three-year PHSO strategy is developed	Develop three-year strategy for PHSO. Approve three-year strategy for March 2018 Board.	Q3 Q4
		A high quality set of financial accounts is delivered.	Produce an annual report and accounts.	Q2
		A finance code is embedded and complied with across organisation.	Integrate Finance in Learning and Development offer with regular refresher training. Introduce Finance as part of induction with regular refresher training.	Q2 Q3
5.6	A strong system of financial management and control which meets the required standards in managing public money and the Accounting Officer's financial responsibilities.	Control framework is operating effectively	Document and review Human Resources processes and controls framework. Implement revised Human Resources processes and controls.	Q1 Q2

Aim 5: Make sure our organisation works well to help us achieve our aims

Strategic Objective	How we will measure success	What we will deliver in 2017-18		
		2017-18 Deliverables	Key activities linked to deliverables	Completed
		Full use of financial resources is made.	Establish asset management arrangements.	Q1
			Approve three-year capital investment plan.	Q3