

Business plan 2026 to 2027

Aims	Objectives	Outcomes	Deliverables	Owner
<p>To drive meaningful improvements and system-level changes in public services</p>	<p>We will turn complaints data, lived experience and wider evidence into high-quality insight, making our evidence and data open and accessible to others.</p>	<p>Our evidence actively shapes scrutiny, public policy, decision-making and debate.</p>	<p>Publish demographic data and analysis on service usage and casework trends.</p>	<p>Director of Strategy and Resources</p>
			<p>Continue to develop our thematic analysis capabilities to enable reporting of themes and trends.</p>	<p>Chief Digital and Transformation Officer</p>
		<p>Complete data integration research and explore data sharing opportunities with partners and organisations.</p>	<p>Chief Digital and Transformation Officer</p>	
		<p>Produce insight products and resources on the following four policy objectives, using these to influence NHS and Government policy on:</p> <ul style="list-style-type: none"> • service design • communication • complaint handling • learning from complaints. 	<p>Director of Strategy and Resources</p>	
		<p>Deliver a research programme with published outputs on the drivers of demand.</p>	<p>Director of Strategy and Resources</p>	
		<p>Agree and publish an action plan setting out how we will implement the findings of our demand research.</p>	<p>Director of Strategy and Resources</p>	
	<p>We will focus on common, recurrent, and</p>	<p>Our insight provides a clear, evidence-based understanding of</p>	<p>Expand our systemic function including multi-disciplinary teams.</p>	<p>Director of Operations, Legal and Clinical</p>

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	systemic themes, highlighting underlying causes and emerging risks.	<p>underlying causes, recurring failings and emerging risks across public services and systems.</p> <p>Systemic risks and patterns of failure are identified earlier and more consistently, supporting more informed scrutiny and decision-making.</p>	Go live with our complaints dashboards for organisations so they can see all complaints by volume and type, our recommendations and compliance data.	Chief Digital and Transformation Officer
	We will track compliance and implementation of our recommendations and work with partners to ensure our findings lead to measurable improvements across public services.	<p>Public bodies act on our recommendations, embedding learning and strengthening understanding of what good public service design, communication, complaint handling and learning from complaints looks like.</p> <p>Our recommendations lead to sustained improvements over time,</p>	<p>Deliver systemic casework and system-wide recommendations aligned to our agreed systemic themes.</p> <p>Implement improvements to our financial remedy scheme to ensure our recommendations are fair and proportionate.</p>	<p>Director of Operations, Legal and Clinical</p> <p>Director of Strategy and Resources</p>

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		with fewer repeated failings, and increased trust in public services and our own public value.		
To provide an accessible, timely and person-centred complaints process	We will transform how people access and experience our service, using digital tools and AI-enabled pathways to make it clearer, faster and transparent at every stage.	People know what to expect from our process, and can easily understand, access and use our service, whatever their circumstances.	Complete end-to-end journey mapping for complainants and organisations we investigate to understand their experience. Use this insight to inform our channel strategy, digital products, what people want and service standards.	Chief Digital and Transformation Officer
		Our caseworkers deliver a streamlined, person-centred service, improving effectiveness, trust, and staff morale.	Go live with our complainant account and OWI account for making new complaints.	Chief Digital and Transformation Officer
		Deliver milestones functionality within our online accounts to provide better visibility of casework progress for users and staff.	Chief Digital and Transformation Officer	
		Develop priority AI assisted productivity tools in line with the roadmaps, to ensure security, reduce manual handling and improve efficiency for all staff.	Chief Digital and Transformation Officer	
		Develop digital workspaces for caseworkers, clinical, legal and managers which will streamline casework processes and data into an integrated system.	Chief Digital and Transformation Officer	

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			Digitalise our Public Value Model so it is robust, automated and assisted by AI, improving our understanding of our casework themes and trends.	Chief Digital and Transformation Officer
	We will provide clear, responsive advice that helps people understand their options, access the most appropriate support, and resolve issues early wherever possible.	People understand their options and have the information and tools to resolve issues earlier.	Implement agreed demand management proposals, including the recruitment of additional caseworkers.	Deputy Director of Operations
			Agree service standards and design model for helpdesk support for external users of our digital products.	Chief Digital and Transformation Officer
	We will collect and analyse real-time feedback and user insight to continuously improve the design and delivery of our service, better meet people's needs, and model	We identify and use robust and reliable insight to inform the future design and delivery of our service, evidencing how people's feedback has led to improvements.	Go live with digital user satisfaction capabilities so we can understand user satisfaction throughout the complaints experience.	Chief Digital and Transformation Officer
			Use user satisfaction data to develop an agreed improvement plan for implementation from 2027 to 2028 onwards.	Director of Strategy and Resources

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	a culture of learning.			
To be a recognised and influential voice in improving public services	We will maximise our role as a Parliamentary body to support scrutiny and inform public debate.	MPs understand our UK-wide jurisdiction, their role in supporting constituents' access to justice, and engage with us actively on cases and policy issues. Our expertise is actively sought out by Parliament and others to inform scrutiny and shape public debate.	Establish stronger and more formal partnerships with key NHS and Government stakeholders to share insights and support accountability.	Director of Strategy and Resources
			Deliver a programme of Parliamentary engagement to raise awareness and support scrutiny.	Director of Strategy and Resources
			Agree collaboration arrangements with other ombudsman services, regulators and oversight bodies, collaborating to share intelligence.	Director of Strategy and Resources
			Strengthen engagement with ICBs, NHS Trusts and providers - including commissioners, clinicians and patient safety specialists - to develop our intelligence and understanding of their issues.	Director of Strategy and Resources
	We will reach, support and share the experiences of underrepresented complainants, working with partners and using targeted	People from underrepresented communities can access our service and see their experiences reflected in our work.	Engage advocacy and advice organisations to improve signposting and understanding barriers in wider public service.	Director of Strategy and Resources

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	<p>communication channels.</p> <p>We will create a clear, recognisable identity within the justice landscape, so that people know we provide individual redress and drive improvements in public services.</p>	<p>We are widely known as the main point of contact for complaints about the NHS in England and UK Government departments.</p> <p>We are a well-established and influential presence within the wider justice landscape, demonstrably strengthening accountability and access to justice.</p>	<p>Change the name of our organisation so people understand who we are and what we do.</p> <p>Use quarterly meetings of our stakeholder feedback group to test and shape changes to service delivery.</p> <p>Deliver a programme of Complaints Champions workshops with advocacy and advisory sector groups to build understanding of our service and support access.</p> <p>We will hold a Public Engagement Advisory Group meeting at least four times a year and use it to test and seek feedback on change, policy development and delivery of our strategy.</p>	<p>Director of Strategy and Resources</p> <p>Director of Strategy and Resources</p> <p>Director of Strategy and Resources</p> <p>Director of Strategy and Resources</p>
Our core business	We will build our skills and capabilities in key areas.	We have mature skills and capabilities that enable us to successfully deliver our strategy.	<p>Develop product management capabilities to support agile delivery of digital solutions that deliver value to users.</p> <p>Deliver year 1 milestones of our workforce development plan to develop our data skills and knowledge capabilities.</p>	<p>Chief Digital and Transformation Officer</p> <p>Chief Digital and Transformation Officer</p>

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			Deliver year 1 milestones of our workforce development plan to develop our digital skills and knowledge capabilities.	Chief Digital and Transformation Officer
			Deliver year 1 milestones of our workforce development plan to develop our systemic casework skills and knowledge capabilities (in-line with development of systemic function as above).	Director of Operations, Legal and Clinical
		We provide value for money as a public service, supported by strong corporate governance.	Develop a new Board operating model to support the implementation of the strategy.	Chief of Staff

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