Public Service Ombudsman

# Business plan 2026 to 2027

| Aims | Objectives | Outcomes | Deliverables | Owner |
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| **To drive meaningful improvements and system-level changes in public services** | We will turn complaints data, lived experience and wider evidence into high-quality insight, making our evidence and data open and accessible to others. | Our evidence actively shapes scrutiny, public policy, decision-making and debate.<br><br>Our insight is continually strengthened through collaboration and shared intelligence, giving us a deeper understanding of emerging risks and system pressures. | Publish demographic data and analysis on service usage and casework trends. | Director of Strategy and Resources |
| | | | Continue to develop our thematic analysis capabilities to enable reporting of themes and trends. | Chief Digital and Transformation Officer |
| | | | Complete data integration research and explore data sharing opportunities with partners and organisations. | Chief Digital and Transformation Officer |
| | | | Produce insight products and resources on the following four policy objectives, using these to influence NHS and Government policy on:<br>• service design<br>• communication<br>• complaint handling<br>• learning from complaints. | Director of Strategy and Resources |
| | | | Deliver a research programme with published outputs on the drivers of demand. | Director of Strategy and Resources |
| | | | Agree and publish an action plan setting out how we will implement the findings of our demand research. | Director of Strategy and Resources |
| | We will focus on common, recurrent, and | Our insight provides a clear, evidence-based understanding of | Expand our systemic function including multi-disciplinary teams. | Director of Operations, Legal and Clinical |

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| | systemic themes, highlighting underlying causes and emerging risks. | underlying causes, recurring failings and emerging risks across public services and systems.<br><br>Systemic risks and patterns of failure are identified earlier and more consistently, supporting more informed scrutiny and decision-making. | 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. | 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.<br><br>Our recommendations lead to sustained improvements over time, | Deliver systemic casework and system-wide recommendations aligned to our agreed systemic themes. | Director of Operations, Legal and Clinical |
| | | | Implement improvements to our financial remedy scheme to ensure our recommendations are fair and proportionate. | Director of Strategy and Resources |

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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.<br><br>Our caseworkers deliver a streamlined, person-centred service, improving effectiveness, trust, and staff morale. | 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 |
| | | | 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.<br><br>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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| | communication channels. | | | |
| | 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. | We are widely known as the main point of contact for complaints about the NHS in England and UK Government departments.<br><br>We are a well-established and influential presence within the wider justice landscape, demonstrably strengthening accountability and access to justice. | Change the name of our organisation so people understand who we are and what we do. | Director of Strategy and Resources |
| | | | Use quarterly meetings of our stakeholder feedback group to test and shape changes to service delivery. | Director of Strategy and Resources |
| | | | Deliver a programme of Complaints Champions workshops with advocacy and advisory sector groups to build understanding of our service and support access. | Director of Strategy and Resources |
| | | | 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. | Director of Strategy and Resources |
| **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. | Develop product management capabilities to support agile delivery of digital solutions that deliver value to users. | Chief Digital and Transformation Officer |
| | | | Deliver year 1 milestones of our workforce development plan to develop our data skills and knowledge capabilities. | Chief Digital and Transformation Officer |

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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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