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# Redress Scotland Business Plan 2023–2024

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# 1. Introduction

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This Business Plan sets out what Redress Scotland will do between April 2023 and March 2024 to help us make progress on delivering the Corporate Plan. We have described what actions we will take over this year and when they will be completed. Throughout the year we will be assessing how much progress we are making and will measure this against the Business Plan and Corporate Plan. This will include identifying any challenges or issues and working out how to overcome them.

The Business Plan has been developed by thinking carefully about our Corporate Plan. All of the teams within Redress Scotland have **dedicated time to develop the plan** for their area. This has ensured the Business Plan is **well understood and supported across the team**. The senior management team will review progress regularly, taking action where necessary to support progress. Reports to the governance committees will provide information on work that is under way and being completed. Members of the governance committees will add value to the delivery of our Business Plan by providing scrutiny and challenge throughout the year.

This will ensure that Redress Scotland continues to improve and makes progress towards fulfilling our mission to be an excellent public body that makes independent high-quality decisions and fulfils expectations of our role in Scotland's Redress Scheme.

In all of our work we strive to live our values of **dignity, respect and compassion**. By doing this, we believe that we will manage our work in ways that directly benefit survivors. This includes listening to survivors and acting on what they tell us. This plan includes consultation with survivors on how we work so that we can continue to improve what we do.

## 2. How our Business Plan is structured

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Our Corporate Plan has four work areas, all of which are scrutinised by our governance committees. This plan is structured in the following sections: Governance; Operations; People; Finance and Resources; and Policy and Improvement.

Each section starts with some background information about the people responsible for taking the work forward. The actions are then set out in a table that includes the person responsible and the target for delivery.

The Business Plan is focussed on development of the work of the public body. We have therefore not included actions and activities that are routine.

We have included **key performance indicators** where we are confident these are helpful to the team and governance committees in **analysing and monitoring performance**.

### Section 1: Governance



### Section 2: Operations



### Section 3: People



### Section 4: Finance & Resources



### Section 5: Policy & Improvement



### 3. Continuing to make progress and improvements

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We expect to complete most of the actions in the Business Plan between April 2023 and March 2024. Around December 2023 we will begin the process of reviewing the full Business Plan.

This will include identifying what actions have been completed, which actions need to be continued into the next business plan and what new actions should be added. Monitoring progress helps make sure we are **measuring the quality of our work** and **identifying improvements** that we can make. An important part of this is **listening to survivors** so that we can make improvements that positively impact on their experiences and respond to their priorities.



# Section 1: Governance



Redress Scotland has two governance committees: the Oversight Board and the Audit, Risk and Assurance Committee. Each governance committee has a set of responsibilities which are set out in their terms of reference.

The Redress Scotland Rules of Procedure underpin all governance matters and alongside a framework of policies, **ensure that all members are well supported in realising their commitment** to good governance practice.

The Oversight Board is chaired by the Chair of Redress Scotland, and the Audit, Risk and Assurance Committee (ARAC) is chaired by the Deputy Chair of Redress Scotland. Both governance committees have panel members who serve a specified and time limited term, and non-executive members, who have been appointed by Scottish Ministers for terms of either three or four years. Governance work is supported by the Governance Secretary. The senior management team attends governance committees and provides regular reports.

**Governance aim one:** Establish real and substantive additional value through the knowledge, skills and experience within our governance structures.

Action	Person responsible	Delivered by
Complete an evaluation of governance including analysis of skills of governance committee members	Chair and governance committee members	March 2024
Deliver regular reviews of risk register and framework of risk	Chair and governance committee members	A minimum of every three months and in response to new risks or significant changes
Review scheme of delegation and complete updated scheme	Chair and governance committee members	By December 2023

**Governance aim two:** Make certain that employees, panel members and board members understand, are committed to and contribute appropriately to effective and impactful governance.

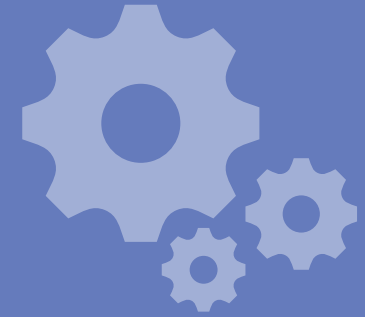
Action	Person responsible	Delivered by
All board members and team members will complete relevant training	Chair, governance committee members and Chief Executive	March 2024
All board members complete an annual evaluation	Chair and Deputy Chair	March 2024
Review the conflict of interest policy, evaluate how effective it is and complete any needed improvements	Chair and governance committee members	December 2023
Develop and implement guidelines on working arrangements for non-executives	Chair and governance committee members	December 2023
Complete a workshop to review the effectiveness of the public body's strategy and agree any changes and improvements	Governance committee and team members	March 2024



**Governance aim three:** Ensure the governance structure and activities critically appraise and oversee the public body.

Action	Person responsible	Delivered by
Complete regular reports on performance, including key performance indicators and progress on the Corporate Plan	Chief Executive	For each meeting of the Audit, Risk and Assurance Committee and the Oversight Board
Oversee completion of at least two accountable officer reviews for Redress Scotland, focussed on best value	Chief Executive	March 2024
Complete regular appraisal and scrutiny of proposed budgets, policies and any significant developments	Chair and Chair of the Audit, Risk and Assurance Committee	For each meeting of the Audit, Risk and Assurance Committee and the Oversight Board
Deliver a report on the activities of the Audit, Risk and Assurance Committee	Chair of the Audit, Risk and Assurance Committee	September 2023
Complete work on a proactive approach to preventing fraud, including reviewing and updating internal policies and procedures	Chair of the Audit, Risk and Assurance Committee	March 2024

# Section 2: Operations



The Operations Team in Redress Scotland supports decision making, manages enquiries and complaints and works to continuously improve processes.

The Head of Operations leads the team which includes the Operations Manager, two Administration Managers, a Scheduling Manager, a Data Analyst and panel Support Co-ordinators.

The panel Support Co-ordinators provide organisational and administrative support to panel members and sitting days. The team meets regularly and works together closely to **support and improve processes** that are trauma informed and can **respond to individual applications** for redress.

Redress Scotland has established a practice development group which has a membership of panel and team members. This group discusses decision making practice, how this is supported and identifies and contributes to improvements.

**Key performance indicators for Operations:** Operations has three key performance indicators. These are monitored throughout the year and red, amber and green ratings are used to help measure performance. The table on the next page sets out the detail of these key performance indicators.

Area of work	Key performance indicator	Measured against target of	RAG
Operations	Pace of decision making	Decision made and letter completed in 30 working days for 80% of completed applications	>80% green 70–80% amber <70% red
	Freedom of information requests	All requests responded to within 20 working days	100% green 95–100% amber <95% red
	Complaints are well managed	More than 80% of complaints are managed within set timescales	>80% green 70–80% amber <70% red

**Operations aim one:** Ensure Redress Scotland uses resources well and is efficient and effective.

Action	Person responsible	Delivered by
Deliver opportunities for team members to contribute to wider developments and improvements, with each team member participating in at least one organisational workshop	Head of Operations and Operations Manager	December 2023
Design and implement a system for workload management that promotes efficiency and effectiveness	Head of Operations and Scheduling Manager	September 2023
Deliver continuous improvement of forecasting, especially of Redress Scotland’s capacity for making decisions at a good pace	Head of Operations	September 2023
Work with the practice development group to ensure panel members actively contribute to developing practice, efficiency and effectiveness	Head of Operations	March 2024

**Operations aim two:** Continuously improve operational processes, including developing standards for practice.

Action	Person responsible	Delivered by
Review the current process map, identify improvements and implement these supported by a detailed plan	Head of Operations, Operations Manager and Data Analyst	September 2023
Review and complete update of all operational guidance and templates, communicating changes to all relevant people	Head of Operations and Operations Manager	March 2024
Complete work on standards for practice for panel members and panel Support Co-ordinators and implement these in practice	Head of Operations, Operations Manager and Practice Development Group	October 2023

**Operations aim three:** Identify, select and implement digital and modern ways of working that supports delivery of our mission.

Action	Person responsible	Delivered by
Develop the specification for a case management system, identify options considering costs and benefits and select the most appropriate for Redress Scotland	Head of Operations, Operations Manager and Data Analyst	March 2024
Identify and invest in appropriate software to support data capture and analysis	Data Analyst	December 2023
Work with the Practice Development Group to identify improvements to digital ways of working and implement these	Head of Operations and Practice Development Group	March 2024

**Operations aim four:** Communicate directly and honestly about our work in decision making.

Action	Person responsible	Delivered by
Increase communications with survivors by implementing three new standard letters to survivors that provide information about decision making for their application	Operations Manager	March 2024
Work to increase accessibility for survivors and share information that is clear, direct and useful to increase transparency of decision making	Head of Operations and Operations Manager	December 2023

**Operations aim five:** Engage with a wide range of people, with a particular focus on enabling survivors to influence what is done and how it is done.

Action	Person responsible	Delivered by
Establish arrangements for feedback from Scottish Government caseworkers on survivor experiences of Redress Scotland's work	Head of Operations	December 2023
Develop and implement systems for gathering feedback from survivors, including decision letters, making sure this feedback influences operational work	Head of Operations	March 2024

# Section 3: People



The People Team in Redress Scotland supports our human resources. This includes work on: recruitment and retention; wellbeing; training and development; and all relevant policies and procedures.

The Head of People leads a team, all with different and diverse roles: Learning, Development and Wellbeing Lead; People and Wellbeing Partner; Executive Secretary; Governance Secretary; and People Administrator. Team members work across Redress Scotland and support all functions of the organisation, recognising that **people are the most important resource in the organisation.**

**Key performance indicators for People:** People has two key performance indicators. These are monitored throughout the year and red, amber and green ratings are used to help measure performance. The table below sets out the detail of these key performance indicators.

Area of work	Key performance indicator	Measured against target of	RAG
People	Absence rates	5%	<5% green 5-10% amber >10% red
	Turnover (all people)	10%	<10% green 10-20% amber >20% red

**People aim one:** Prioritise the wellbeing of all our people, supporting them effectively to fulfil their roles and responsibilities.

Action	Person responsible	Delivered by
Develop and then implement a wellbeing framework across the public body	Head of People Learning, Development and Wellbeing Lead and People and Wellbeing Partner	September 2023
Complete and implement a tailored debriefing model to support our people and positively impact on wellbeing	Head of People and Head of Operations	December 2023
Work with our external health and safety advisors to complete implementation of the health and safety improvement plan	Head of People	March 2024
Develop business case and proposal for 35 hour working week, then implement changes if agreed and approved	Head of People	September 2023

**People aim two:** Develop, implement and continuously improve our people practices.

Action	Person responsible	Delivered by
Establish a People Champions Group that ensures the voice of our employee group is considered at all times	Head of People	September 2023
Procure and implement human resources software to support best practice in records management	Head of People	December 2023
Develop and implement new employment contract to reflect digital and homeworking	Head of People	September 2023
Develop and implement an annual review process for employees which includes a development plan	Head of People	September 2023

**People aim three:** Deliver and provide excellent learning and development opportunities.

Action	Person responsible	Delivered by
Review the Administration Team Manager role and title with the post holders then implement any agreed changes	Learning, Development and Wellbeing Lead and Administration Team Managers	June 2023
Complete training needs analysis, including a skills and knowledge matrix and use this to inform future learning and development needs	Learning, Development and Wellbeing Lead	December 2023
Complete an annual training plan that includes mandatory, core and ongoing training with structured evaluations	Head of People and Learning, Development and Wellbeing Lead	March 2024

**People aim four:** Work across the organisation, actively promoting equality and diversity and supporting continuous improvement.

Action	Person responsible	Delivered by
Develop and deliver equalities training, including a focus on unconscious bias, for all team and panel members	Head of People	December 2023
Develop an equalities plan to ensure we continuously improve and promote the need to be inclusive of all	Head of People and People and Wellbeing Partner	December 2023



# Section 4: Finance & Resources



The Finance and Resources Team has responsibilities across Redress Scotland which include: finance; procurement; digital; sustainability; estates; and data security.

The Head of Finance and Resources leads a team whose roles are: Finance and Resources Manager; and Finance and Resources Officer. Each member of the team has skills and knowledge that **ensure finance and resources of the organisation are well managed**. This includes work on budget development and monitoring; assessing and delivering best value; working with internal and external audit; and ensuring that the organisation has good quality resources.

The team is headed by the Head of Finance and Resources who provides strategic leadership and direction, financial expertise and is a member of the senior management team. Support is provided by the Finance and Resources Manager who provides operational leadership, co-ordinates the Annual Report and Accounts, and drafts the monthly management accounts. The Finance and Resources Officer has responsibility for all financial processing activities up to the point of approval and also provides analytical support. Together the team has preliminary responsibility for ensuring **organisational assurance**, and ensuring **value for money** to taxpayers.

**Key performance indicators for Finance and Resources:** Finance and Resources has two key performance indicators. These are monitored throughout the year and red, amber and green ratings are used to help measure performance. The table on the next page sets out the detail of these key performance indicators.

Area of work	Key performance indicator	Measured against target of	RAG
Finance and Resources	Expenditure against budget (including any agreed amendments and variance in year)	No more than 3%	<3% green 3-5% amber >5% red
	Invoices processed and authorised within seven days of receipt of correct invoice	No less than 95%	>95% green 90-95% amber <90% red

**Finance and Resources aim one:** Provide the right information, at the right time, contributing to delivery of the mission and meeting survivors' expectation.

Action	Person responsible	Delivered by
Continuous improvement of monthly management accounts by ensuring financial information is clearly presented by work area	Head of Finance and Resources and Finance and Resources Manager	September 2023
Ensure all invoices are processed within the target of seven working days by Redress Scotland	Finance and Resources Manager and Finance and Resources Officer	September 2023
Delivery of Redress Scotland's first Annual Report and Accounts to a high standard	Head of Finance and Resources, Finance and Resources Manager and Head of Policy and Improvement	December 2023
Develop, implement and monitor an improvement plan using findings from internal and external audit	Head of Finance and Resources	December 2023
Review and update where necessary all finance policies and procedures and the finance handbook to ensure compliance with regulations and guidance aligned to best practice	Head of Finance and Resources	September 2023

**Finance and Resources aim two:** Carefully analyse and report on financial and resource matters, supporting the leadership and management of the organisation.

Action	Person responsible	Delivered by
Complete regular analysis of financial and resource matters, including assessment of organisational capacity	Finance and Resources Team	March 2024
Provide detailed analysis and trend information to support annual budget setting processes	Head of Finance and Resources	December 2023

**Finance and Resources aim three:** Support the delivery of value for money across the organisation including procurement and commissioning services.

Action	Person responsible	Delivered by
Work with commissioned procurement service to monitor progress and quality of practice in all procurement activities	Head of Finance and Resources	March 2024
Conduct focussed value for money reviews, completing at least two during the year	Head of Finance and Resources and Finance and Resources Manager	March 2024

**Finance and Resources aim four:** Support the selection and implementation of digital and other resources that enable the organisation to deliver effectively and efficiently.

Action	Person responsible	Delivered by
Implement the new Scottish Government finance system in Redress Scotland to support improvements in financial management and reporting	Head of Finance and Resources	March 2024
Complete development of a digital strategy to support Redress Scotland's work as a digital public body	Head of Finance and Resources	September 2023
Commission a specialist review of cyber security and implement any identified improvements	Head of Finance and Resources	September 2023
Monitor the management of data security and ensure any breaches are reviewed and reported	Head of Finance and Resources	March 2024

# Section 5: Policy & Improvement



Redress Scotland's Policy and Improvement Team has four focus areas: policy and improvement; research and knowledge; communications; and engagement.

The Head of Policy and Improvement leads a team all with different and diverse roles: Policy and Improvement Lead; Research and Knowledge Lead; Communications Lead; and Engagement Lead.

Each member of the team has specialist skills and knowledge and works across the organisation to provide support to organisational functions. **Quality assurance and improvement** is an important part of the work of this team. The Policy and Improvement team leads on **engagement with survivors**, including **actively seeking feedback** and **supporting in person meetings** with survivors and panel members.

**Policy and Improvement aim one:** Ensure that as a learning organisation we focus on, and support, quality assurance and continuous improvement.

Action	Person responsible	Delivered by
Develop and implement a quality assurance and improvement framework	Head of Policy and Improvement and Policy and Improvement Lead	March 2024
Complete at least four focussed self-evaluation activities and use these to identify and implement practical improvements	Head of Policy and Improvement and Policy and Improvement Lead	Throughout 2023–2024
Design and develop a library of decisions, legal advice and practice studies	Head of Policy and Improvement and Knowledge and Research Lead	March 2024
Undertake and commission research sharing the findings across Redress Scotland	Head of Policy and Improvement and Knowledge and Research Lead	March 2024
Complete initial scoping of Redress Scotland’s legacy work	Head of Policy and Improvement, Knowledge and Research Lead and Policy and Improvement Lead	March 2024
Engage with survivors, at least four times during the year, to gather feedback on our work and deliver changes and improvements	Head of Policy and Improvement and Engagement Lead	March 2024

**Policy and Improvement aim two:** Communicate in a helpful, honest and simple way that provides information that is survivor focussed.

Action	Person responsible	Delivered by
Produce and publish on our website video content from our CEO, the Chair of the Board, a panel member and a survivor explaining their role and experience with Redress Scotland	Head of Policy and Improvement and Communications Lead	August 2023
Produce and publish an animated roadmap setting out, in an accessible format, the steps in a survivor’s application journey with Redress Scotland	Head of Policy and Improvement and Communications Lead	August 2023
Continue to develop communications for survivors and organisations that support them including regular written updates, completing at least four each year	Head of Policy and Improvement, Communications Lead and Engagement Lead	March 2024
Deliver three engagement sessions with solicitors and support organisations providing information about our work	Head of Policy and Improvement, Engagement Lead and Communications Lead	March 2024

**Policy and Improvement aim three:** Develop and implement our policies in line with legislation, ensuring that they are based in our values of dignity, respect and compassion.

Action	Person responsible	Delivered by
Develop and improve our policies, processes and materials based on learning and feedback from survivors, stakeholders and colleagues	Head of Policy and Improvement and Policy and Improvement Lead	March 2024
Develop, implement and embed our approach to assessing the impact of our policies and processes on survivors	Head of Policy and Improvement and Policy and Improvement Lead	March 2024

# Summary of how we will know we have made improvements

Throughout 2023–24 we will track progress against this plan, providing reports on the progress we have made on each action. This will make sure we are monitoring how effectively we are implementing the Business Plan.

If progress is slower than planned, or there are barriers to progress, these will be identified and the senior team will develop ways of moving forward with support and advice from the governance committees. **Self-evaluation activities** during the year will help us assess how well Redress Scotland is performing and what difference improvements have made.

**Feedback from survivors will provide critical appraisal** of how we work and what we do. We will report on survivor feedback and how we are responding to the governance committees. Redress Scotland will also publish information about what we have heard from survivors and what we have done about this feedback.

Our quality assurance and improvement framework will support the delivery of the Business Plan throughout 2023–24. We will continue to approach our work with an **openness to learning** that means we can continuously develop and improve our work. While our key performance indicators will provide information on critical aspects of Redress Scotland, we will also measure our improvement through the progress we have tracked in this Business Plan and through feedback from survivors.



