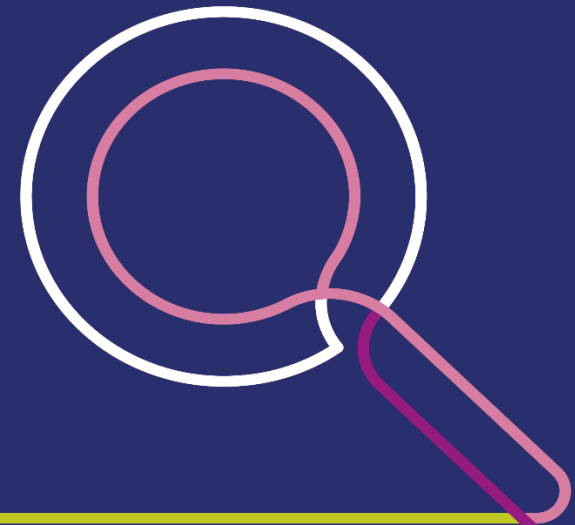

Redress Scotland Business Plan 2023-24

Review and Progress



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Progress against our 2023/24 business plan

This document sets out the progress we have made against our business plan for 2023/24. We have had a busy year which has included: our first external audit; a full programme of internal audit; development and implementation of a range of new policies; recruitment of new team and panel members; and the completion of our first annual report and accounts. Throughout the year we have been working through our development phase into a consolidation phase. The organisation has benefitted considerably from retaining highly skilled non-executives, panel members and team members who work collaboratively. This has supported the development of greater shared knowledge and capabilities, both of which are underpinned by a strong values based culture.

Overall, good progress has been made in implementing the actions in the business plan. This is against a background of the continuing development of the organisation. This included completing the recruitment and establishment of the staff team, the resignation of the former Chair and the appointment of a new Chair. Considerable work has also been undertaken on forecasting the number of completed applications and the capacity needed to match this demand. This led to an agreement to increase capacity with the number of staff and panel members we have.

Performance against the key performance indicators (KPI) has generally been very good, however the KPI on the pace of decision making has not been met and is consistently lower than last year. Given the current queue and our capacity, it is important to set realistic and appropriate targets. The focus in 2024-25 must therefore be on increasing capacity while sustaining quality and completing more decisions. However, Redress Scotland did increase the number of sitting panels in 2023-24 by more than 50% and the number of decisions by over 70%. Further detail on this will be included in the annual report and accounts.

The review of the progress we have made against our 2023/24 business plan has demonstrated that we have undertaken our work in a structured way that supports delivery of our broader Corporate Plan aims and the mission for Redress Scotland. All four teams and work areas in Redress Scotland have supported decision making effectively and

further strengthened the organisation. Looking forward, 2024-25 should be a year in which further consolidation takes place in the values, culture and delivery aspects of the organisation.

Governance



Governance aim one:

Establish real and substantive additional value through the knowledge, skills and experience within our governance structures.

Action	Person responsible	Progress
Complete an evaluation of governance including analysis of skills of governance committee members	Chair and governance committee members	Complete
Deliver regular reviews of risk register and framework of risk	Chair and governance committee members	Complete
Review scheme of delegation and complete updated scheme	Chair and governance committee members	Complete

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	Progress
All board members and team members will complete relevant training	Chair, governance committee members and Chief Executive	Complete
All board members complete an annual evaluation	Chair and Deputy Chair	Being progressed with meetings taking place in April – not yet complete but this will be achieved early in the new business year.
Review the conflict of interest policy, evaluate how effective it is and complete any needed improvements	Chair and governance committee members	Complete
Develop and implement guidelines on working arrangements for non-executives	Chair and governance committee members	Complete
Complete a workshop to review the effectiveness of the public body's strategy and agree any changes and improvements	Governance committee and team members	Complete

Governance aim three:

Ensure the governance structure and activities critically appraise and oversee the public body.

Action	Person responsible	Progress
Complete regular reports on performance, including key performance indicators and progress on the Corporate Plan	Chief Executive	Complete
Oversee completion of at least two accountable officer reviews for Redress Scotland, focussed on best value	Chief Executive	Complete
Complete regular appraisal and scrutiny of proposed budgets, policies and any significant developments	Chair and Chair of the Audit, Risk and Assurance Committee	Complete
Deliver a report on the activities of the Audit, Risk and Assurance Committee	Chair of the Audit, Risk and Assurance Committee	Reports have been drafted and will be completed in April/May 2024
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	Complete

Operations



Operations aim one:

Ensure Redress Scotland uses resources well and is efficient and effective.

Action	Person responsible	Progress
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	Complete
Design and implement a system for workload management that promotes efficiency and effectiveness	Head of Operations and Scheduling Manager	Complete
Deliver continuous improvement of forecasting, especially of Redress Scotland's capacity for making decisions at a good pace	Head of Operations	Work in this area has been progressed, including the development of a working group with the Scottish Government. This has not been completed due to a combination in new panel members appointments being later than planned and the shared work

		with Scottish Government. This action will be carried forward to the 2024-25 business plan.
Work with the practice development group to ensure panel members actively contribute to developing practice, efficiency and effectiveness	Head of Operations	Complete

Operations aim two:

Continuously improve operational processes, including developing standards for practice.

Action	Person responsible	Progress
Review the current process map, identify improvements and implement these supported by a detailed plan	Head of Operations, Operations Manager and Data Analyst	Complete
Review and complete update of all operational guidance and templates, communicating changes to all relevant people	Head of Operations and Operations Manager	Complete
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	Complete

Operations aim three:

Identify, select and implement digital and modern ways of working that supports delivery of our mission.

Action	Person responsible	Progress
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	Removed due to grant in aid allocation, however work is taking place on alternative approaches.
Identify and invest in appropriate software to support data capture and analysis	Data Analyst	Complete
Work with the practice development group to identify improvements to digital ways of working and implement these	Head of Operations and Practice Development Group	There have been a number of areas of work with the practice development group that are related to digital ways of working. A digital strategy will now be separately developed as it is recognised this is an organisation wide area.

Operations aim four:

Communicate directly and honestly about our work in decision making.

Action	Person responsible	Progress
Increase communications with survivors by implementing three new standard letters to survivors that provide information about decision making for their application	Operations Manager	Complete
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	Work has been completed in this area, however further work is needed and this action will be included in the 2024-25 business plan.

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	Progress
Establish arrangements for feedback from Scottish Government caseworkers on survivor experiences of Redress Scotland's work	Head of Operations	Arrangements are in place but are not yet as systematic as planned/ this action will be included in the 2024-25 business plan.
Develop and implement systems for gathering feedback from survivors, including decision letters, making sure this feedback influences operational work	Head of Operations	Complete.

People



People aim one:

Prioritise the wellbeing of all our people, supporting them effectively to fulfil their roles and responsibilities.

Action	Person responsible	Progress
Develop and then implement a wellbeing framework across the public body	Head of People Learning, Development and Wellbeing Lead and People and Wellbeing Partner	Complete
Complete and implement a tailored debriefing model to support our people and positively impact on wellbeing	Head of People and Head of Operations	Complete, and continuing to be developed. This action will be included in the 2024-5 business plan.
Work with our external health and safety advisors to complete implementation of the health and safety improvement plan	Head of People	Complete
Develop business case and proposal for 35 hour working week, then implement changes if agreed and approved	Head of People	Complete

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

Action	Person responsible	Progress
Establish a People Champions Group that ensures the voice of our employee group is considered at all times	Head of People	Complete
Procure and implement human resources software to support best practice in records management	Head of People	Not Complete – 2 suppliers were identified on two separate frameworks –l issues prevented this going ahead. This will be included in the 2024-25 business plan.
Develop and implement new employment contract to reflect digital and homeworking	Head of People	Complete
Develop and implement an annual review process for employees which includes a development plan	Head of People	Not complete – draft in progress and trial on proposals starting April – June 2024 with final policy being developed within 2024-25. This will be included in the 2024-25 business plan.

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

Action	Person responsible	Progress
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	Complete
Review the Operations Manager role and title with the post holder then implement any agreed changes	Learning, Development and Wellbeing Lead and Administration team managers	Complete
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	Not complete as decided to complete work on the other competencies in operations first, which should ensure more meaningful completion of the analysis. This will be included in the 2024-25 business plan.
Complete an annual training plan that includes mandatory, core and ongoing training with structured evaluations	Head of People and Learning, Development and Wellbeing Lead	Complete

People aim four:

Work across the organisation, actively promoting equality and diversity and supporting continuous improvement.

Action	Person responsible	Progress
Develop and deliver equalities training, including a focus on unconscious bias, for all team and panel members	Head of People	Complete
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	Complete

Finance & Resources



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	Progress
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	Complete
Ensure all invoices are processed within the target of seven working days by Redress Scotland	Finance and Resources Manager and Finance and Resources Officer	KPI met consistently, complete
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	Complete
Develop, implement and monitor an improvement plan using findings from internal and external audit	Head of Finance and Resources	Complete
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	Complete. Further work will be targeted in 2024-25 business plan.

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	Progress
Complete regular analysis of financial and resource matters, including assessment of organisational capacity	Finance and Resources Team	Complete
Provide detailed analysis and trend information to support annual budget setting processes	Head of Finance and Resources	Complete

Finance and Resources aim three:

Support the delivery of value for money across the organisation including procurement and commissioning services.

Action	Person responsible	Progress
Work with commissioned procurement service to monitor progress and quality of practice in all procurement activities	Head of Finance and Resources	Complete.
Conduct focussed value for money reviews, completing at least 2 during the year	Head of Finance and Resources and Finance and Resources Manager	Reviews included travel, electronic purchasing card, conference and venue costs. Complete.

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	Progress
Implement the new Scottish Government finance system in Redress Scotland to support improvements in financial management and reporting	Head of Finance and Resources	There have been delays in the development of the new system. This action will be moved forward into 2024/25 business plan.
Complete development of a digital strategy to support Redress Scotland's work as a digital public body	Head of Finance and Resources	Not completed, to be moved forward into 2024/25 business plan.
Commission a specialist review of cyber security and implement any identified improvements	Head of Finance and Resources	Complete
Monitor the management of data security and ensure any breaches are reviewed and reported	Head of Finance and Resources	Complete.

Policy & Improvement



Policy and Improvement aim one:

Ensure that as a learning organisation we focus on, and support, quality assurance and continuous improvement.

Action	Person responsible	Progress
Develop and implement a quality assurance and improvement framework	Head of Policy and Improvement and Policy and Improvement Lead	Complete
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	Complete
Design and develop a library of decisions, legal advice and practice studies	Head of Policy and Improvement and Knowledge and Research Lead	Complete
Undertake and commission research sharing the findings across Redress Scotland	Head of Policy and Improvement and Knowledge and Research Lead	Complete
Complete initial scoping of Redress Scotland's legacy work	Head of Policy and Improvement, Knowledge and	Complete

	Research Lead and Policy and Improvement Lead	
Engage with survivors, at least 4 times during the year, to gather feedback on our work and deliver changes and improvements	Head of Policy and Improvement and Engagement Lead	Complete

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

Action	Person responsible	Progress
Produce and publish on our website video content from our CEO, the Chair of the Board, a panel member and survivor explaining their role and experience with Redress Scotland	Head of Policy and Improvement and Communications Lead	Complete
Produce and publish an animated roadmap setting out, in an accessible format, the steps in a survivors application journey with Redress Scotland	Head of Policy and Improvement and Communications Lead	Complete
Continue to develop communications for survivors and organisations that support them including regular written updates, completing at least 4 each year	Head of Policy and Improvement, Communications Lead and Engagement Lead	Complete

Deliver 3 engagement sessions with: solicitors and support organisations providing information about our work	Head of Policy and Improvement, Engagement Lead and Communications Lead	Complete
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Policy and Improvement aim three:

Develop and implement our policies in line with legislation, ensuring that they based in our values of dignity, respect and compassion.

Action	Person responsible	Progress
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	Complete for 2023/24 and to be continued in 2024/25
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	Incomplete - to be delivered in 2024/25 as further work required before implementation and embedding of approach can take place.