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# Redress Scotland Business Plan 2024-25

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# Introduction

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This Business Plan sets out what Redress Scotland will do between April 2024 and March 2025 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 how these are being addressed.

The Business Plan has been developed through careful consideration and review of 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 underway 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.

# How our Business Plan is structured

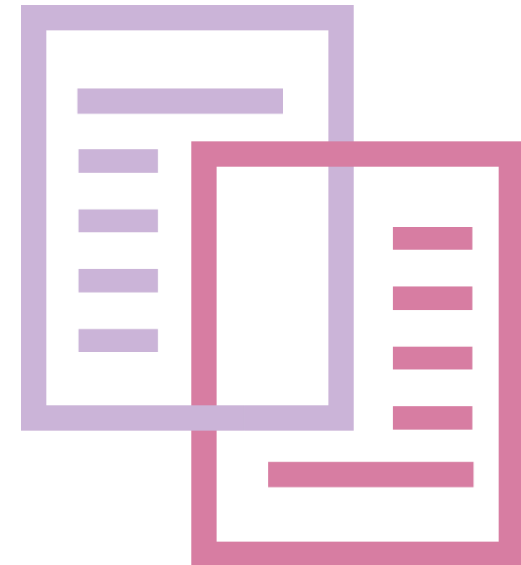
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Our Corporate Plan has four work areas, all of which are scrutinised by our governance committees. This plan is structured in the following sections: governance; operations; people; policy and improvement; and finance and resources.

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. A list of all our key performance indicators can be found at the end of the business plan.

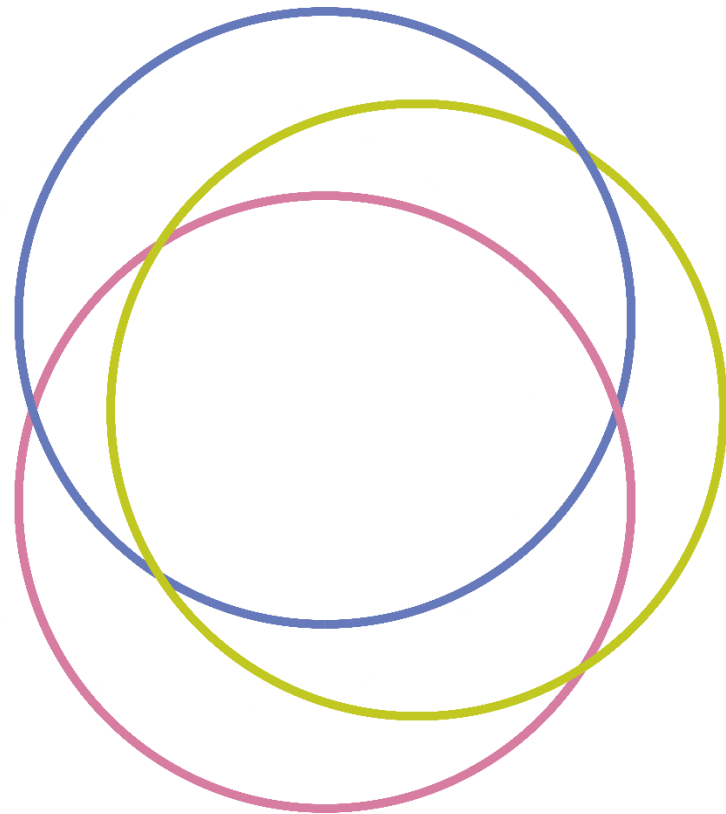


# Continuing to make progress and improvements

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We expect to complete most of the actions in the Business Plan between April 2024 and March 2025. Around December 2024 we will begin the process of reviewing this Business Plan.

The review 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.



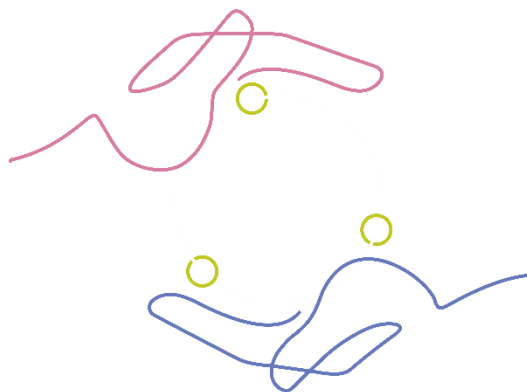


# Section 1: Governance

The Oversight Board is chaired by Kirsty Darwent (Chair of Redress Scotland) and the Audit, Risk and Assurance Committee (ARAC) is chaired by Bill Matthews (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	Timing
Complete an evaluation of governance, identifying improvements and implementing any relevant changes.	Chair and governance committee members	November - March 2025
Deliver regular reviews of risks, risk register and framework of risk. Including risk assurance and deep dives.	Chair and governance committee members	A risk workshop took place in April 2024. Strategic risks to be reviewed at a minimum of every three months.
Continue to assess and monitor the knowledge, skills and experience within governance structures and consider how this can be enhanced by working with external partners and stakeholders including survivors.	Chair and governance committee members	Skills analysis to be completed and work underway on inclusion of survivor views
Where relevant and appropriate, share knowledge, skills and expertise with other organisations where this would be of benefit.	Chair and governance committee members	Redress Scotland to organise and deliver a seminar on wholly digital working; other work undertaken throughout the year
Develop opportunities for survivors to influence and inform the work of the Oversight Board and the Audit Risk and assurance Committee.	Chair	December 2024

**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	Timing
Relevant training and development for non-executives will be identified from 23/24 annual evaluations, a skills matrix and training needs analysis. This information will be used to ensure appropriate development opportunities are available for non-executives.	Chair, governance committee members and Chief Executive	Annual evaluations to take place between April and July 2024. Skills matrix completion will follow.  April - July 2024
All board members complete an annual evaluation in 24/25, and any relevant feedback is used to inform development of governance.	Chair and Deputy Chair	Annual evaluations to take place between January and March 2025
Following on from the strategy workshop in March 2024, agree any changes and implement these in 2024-25.	Chair and Deputy Chair	A plan will be developed from the strategy workshop to inform developments in 2024/25
Identify an area of strategy that can be further developed, and complete a workshop on this to inform progress.	Chair and Deputy Chair	March 2025



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

Action	Person responsible	Timings
Complete regular reports on performance, including key performance indicators and progress on the Corporate Plan.	Chief Executive	Dates of reports to be scheduled and included in the forward plan for both OB and ARAC
Review the reporting structure for the governance committees, ensuring that these are proportionate and appropriately informative.	Chief Executive/ Knowledge and Research Lead	October 2024
Complete accountable officer reviews as is useful for Redress Scotland, focussed on best value.	Chief Executive	March 2025
Complete regular appraisal and scrutiny of proposed budgets, policies and any significant developments with a particular focus on the pace of decision making.	Chair and Chair of the Audit, Risk and Assurance Committee	Following annual audit November 2024
Deliver a report on the activities of the Audit, Risk and Assurance Committee.	Chair of the Audit, Risk and Assurance Committee	June 2024
Review the arrangements for reducing cyber risks and ensure appropriate assurances are in place for this area of work.	Chair of the Audit, Risk and Assurance Committee	December 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, three administration managers, a scheduling manager (and assistant), a data analyst, quality assurance lead 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.

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 below 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	30 working days for priority one and two applications 45 working days for requests for review 90 working days for priority three 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
Integration and ongoing support of new panel members and operational team members, identifying areas for ongoing improvement.	Head of Operations & Operations Manager	October 2024
Deliver continuous improvement of forecasting with the development of robust projections of increased decision making.	Head of Operations, Scheduling Manager & Data Analyst	December 2024
Work with the practice development group and Scottish Government to support improvements to the processes within the scheme.	Head of Operations	March 2025

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

Action	Person responsible	Delivered by
Review of scheduling and quality assurance processes in recognition of increased level of sitting days and determinations.	Head of Operations, Scheduling Manager & Quality Assurance Lead	March 2025

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

<b>Action</b>	<b>Person responsible</b>	<b>Delivered by</b>
Explore options for increased accessibility to the scheme through the development of web based resources.	Head of Operations & Operations Manager	March 2025

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

<b>Action</b>	<b>Person responsible</b>	<b>Delivered by</b>
Development and Implementation of practice note on Sexual and Physical Abuse.	Head of Operations	August 2024
Review and improve the information we provide to survivors about their application, and how and when it will be dealt with, to ensure that they are included and informed.	Head of Operations and Operations Manager	December 2024

**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.

<b>Action</b>	<b>Person responsible</b>	<b>Delivered by</b>
Establish more robust arrangements for feedback from survivors regarding their experiences of our communication and operational processes.	Head of Operations	March 2025

# 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 of six, 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. 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 implement activities and supports that enhance and align to our wellbeing framework now in place.	Head of People Learning, Development and Wellbeing Lead and People and Wellbeing Partner	February 2025
Continue to develop the tailored debriefing model to support our people and positively impact on wellbeing. Collect and collate feedback on the supports already in place to measure impact and ensure this is making a difference.	Head of People and Head of Operations	February 2025
Work with our external health and safety advisors to complete implementation of the health and safety improvement plan to ensure our duty of care.	Head of People	March 2025

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

Action	Person responsible	Delivered by
Develop and implement a retention and exit strategy to support our operation during the transition and preparation of the various stages including eventual closure process.	Head of People	March 2025
Continue to develop and explore the role of the People Champions Group that ensures the voice of our people is considered at all times.	Head of People	February 2025
Procure and implement human resources software to support best practice in records management and ensure good people processes and reporting.	Head of People	September 2024
Implement an annual review process for employees which includes a development plan, lone worker risk assessment and self-care plan. This process will be reviewed to identify improvements.	Head of People	September 2024

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

Action	Person responsible	Delivered by
Continue to build the competency framework for all the teams.	Learning, Development and Wellbeing Lead and Operations Team initially then to other areas.	August 2024
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	September 2024
Complete an annual training plan that includes mandatory, core and ongoing training with structured evaluations for all training activity to ensure continuous improvement.	Head of People and Learning, Development and Wellbeing Lead	March 2025

**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, further training on unconscious bias, for all team and panel members.	Head of People	August 2024
Deliver on the equalities plan in place to ensure we continuously improve and promote the need to be inclusive of all.	Head of People and People and Wellbeing Partner	December 2024



# Section 4: Finance and 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 of two. The roles are: Finance and Resources manager; and Finance and Resources Officer.

Each member of the team has skills and knowledge that ensures that 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 Indicator 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 below 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 in year)	No more than 3%	<3% green 3-5% amber >5% red
	Invoices processed and authorised within 7 days of receipt of correct invoice	No less than 95%	>95% green 90-95% amber <90% red

**Finance and resources aim one:** Provide excellent financial analysis, reporting and briefing to ensure effective decision making across the organisation, through continuous improvement of products, procedures and process

Action	Person responsible	Delivered by
Respond to and implement audit recommendations as part of ongoing action plan.	Head of Finance and Resources	June 2024
Review and update finance policies, procedures and the finance handbook to ensure compliance with regulations and guidance aligns to best practice.	Head of Finance and Resources	October 2024
Provide detailed analysis, trend information and evidence-based recommendations to support annual budget setting, capacity, and unit cost discussions.	Head of Finance and Resources	March 2025

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

<b>Action</b>	<b>Person responsible</b>	<b>Delivered by</b>
Conduct focussed expenditure reviews in key expenditure areas, completing at least 2 during the year.	Head of Finance and Resources and Finance and Resources Manager	March 2025
Undertake reviews of ePC transactions regularly to ensure organisation adheres to updated usage guidelines from Scottish Government.	Head of Finance and Resources	September 2024
Collaborate with commissioned procurement service to deliver on procurement requirements while ensuring adherence to the Scottish Public Finance Manual.	Head of Finance and Resources	March 2025

**Finance and resources aim three:** Engage and collaborate across the organisation to deliver joined-up and effective finance and resource focussed service delivery

<b>Action</b>	<b>Person responsible</b>	<b>Delivered by</b>
Develop more detailed financial reporting for internal use and to closely track expenditure as volume and capacity increases.	Head of Finance and Resources; Finance and Resources Manager	September 2024
Develop finance training modules to enhance knowledge levels across the organisation for those who finance is not their area of expertise.	Head of Finance and Resources; Finance and Resources Manager	December 2025

# Section 5: Policy and 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 of four. The roles are: 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
Implement an improvement plan based on our first annual quality assurance report for 2023/24.	Head of Policy and Improvement and Policy and Improvement Lead	March 2025
Complete at least eight focussed self-evaluation activities and use these to identify and implement practical improvements.	Head of Policy and Improvement and Policy and Improvement Lead	Throughout 2024 -2025
In response to need undertake and commission research sharing the findings across Redress Scotland.	Head of Policy and Improvement and Knowledge and Research Lead	March 2025
Following the initial scoping, commence Redress Scotland's legacy work.	Head of Policy and Improvement, Knowledge and Research Lead and Policy and Improvement Lead	March 2025
Develop and implement an action plan in response to the recommendations set out in our Annual Report and Accounts 2023/24.	Head of Policy and Improvement Head of Operations	March 2025
Engage with survivors, undertaking at least 4 formal sessions during the year, to gather feedback on our work and deliver changes and improvements.	Head of Policy and Improvement and Engagement Lead	March 2025

**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
Continue to develop our website further to ensure that the information it contains about our work and our people is accessible and helpful to survivors.	Head of Policy and Improvement and Communications Lead	March 2025
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 and Communications Lead	March 2025
Deliver 2 engagement sessions with: support organisations and others who support survivors providing information about our work.	Head of Policy and Improvement, Engagement Lead and Communications Lead	March 2025

**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 2025
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 2025

# Continuing to make progress and improvements

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Throughout 2024/25 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 2024/25. 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.

