
Redress Scotland Business Plan 2025-26



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Introduction

This Business Plan sets out what Redress Scotland will do between April 2025 and March 2026 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 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 underway and being completed. Members of the governance committees will add value to the delivery of our Business Plan by providing scrutiny and challenge. 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.

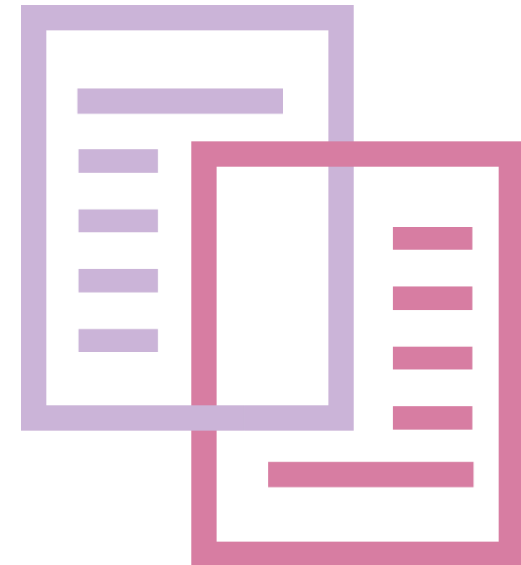
How our Business Plan is structured

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.

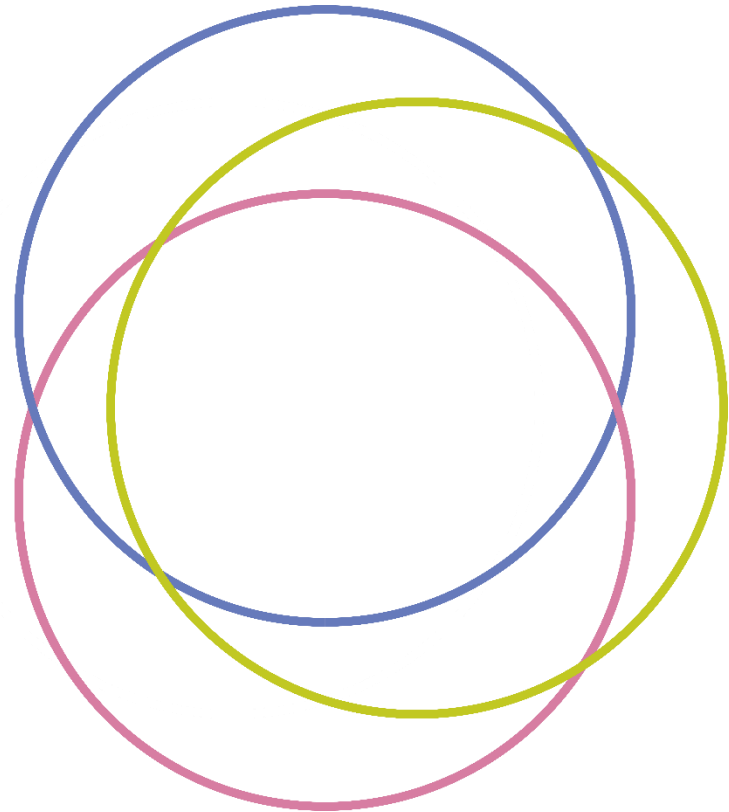
We have included key performance indicators where we are confident these are helpful to the team and governance committees in analysing and monitoring performance. A list of all our key performance indicators can be found at the end of the business plan.



Continuing to make progress and improvements

We expect to complete most of the actions in the Business Plan between April 2025 and March 2026. Around December 2025 we will begin the process of fully reviewing the 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



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 the annual evaluation of governance, identifying improvements and implementing any relevant changes with a supporting plan	Chair and governance committee members	By the end of 2025
Deliver regular reviews of risks, risk register and framework of risk, including risk assurance, horizon risks and detailed review of strategic risks	Chair and governance committee members	April 2025 to March 2026
Where appropriate and relevant, set up working groups to support development of particular areas of work within Redress Scotland	Chair and governance committee members	April 2025 to March 2026
Where relevant and appropriate, share knowledge, skills and expertise with other organisations where this would be useful	Chair and governance committee members	April 2025 to March 2026
Further develop ways of working with survivors to ensure that their views and experiences influence the work of the Chair, Deputy Chair and non-executives	Chair and governance committee members	Complete work on potential advisory group by August 2025. At least two presentations to the Oversight Board on engagement with survivors by end of March 2026.
Complete review and update of business continuity policy and plan, ensuring this increases resilience of Redress Scotland	Chair and governance committee members	Complete work by September 2025
Ensure policies are reviewed timeously, scrutinised and challenged and updated to reflect current best practice	Chair and governance committee members	A single policy register will support this work with reviews throughout 2025/26

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 non-executives will have appropriate and relevant training and learning opportunities, including attending internal training on decision-making	Chair and governance committee members	April 2025 to March 2026
Each non-executive will complete an annual evaluation, which will include discussion of knowledge and skills and identification of any relevant training needs	Chair and governance committee members	Completed by the end of 2025
The training plan for Redress Scotland will include consideration of and actions to address the training needs of non-executives	Chair and governance committee members	By the end of August 2025
A focussed workshop on one or more aspects of the corporate strategy will be held to scrutinise progress and identify whether any improvements are needed	Chair and governance committee members	Complete by March 2026

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

Action	Person responsible	Delivered by
Complete a review of the Corporate Plan 2023-2026, identifying progress and areas for further development	Chair and governance committee members	April to February 2026
Develop a new Corporate Plan for 2026 to 2029 that sets out the mission, values and strategy for Redress Scotland	Chair and governance committee members	CEO and Head of Policy and Improvement to draft by November 2025, to ensure completion ahead of financial year 2026/27
Scrutinise regular reports on performance, with reports on key performance indicators and quality at Oversight Board meetings	Chair and governance committee members	April 2025 onwards

Scrutinise at least two reports on progress of the annual business plan	Chair and governance committee members	April 2025 to March 2026
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 governance committee members	April 2025 to March 2026
Deliver a report on the activities of the Audit, Risk and Assurance Committee	Chair and governance committee members	By the end of 2025
Complete a review of the arrangements for reducing and mitigating cyber risks	Chair and governance committee members	By the end of 2025, including internal audit
Oversee implementation of an efficiencies action plan, ensuring best use of available resources and continuous improvement of quality	Chair and governance committee members	Throughout 2025/26



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	>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
Initial training, integration and ongoing support of new panel members, identifying areas for ongoing improvement	Head of Operations, Operations Manager and Quality Assurance Lead	November 2025
Deliver continuous improvement to both efficiency and effectiveness of the operational processes supporting decision making	Head of Operations	March 2026
Work with the Practice Development Group to develop greater efficiency in preparation for sitting days and finalising of work in post panel	Head of Operations	March 2026

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

Action	Person responsible	Delivered by
Implementation of remaining actions from the Scheduling and Quality Assurance reviews, with a particular focus on sitting day and post panel processes	Head of Operations, Scheduling Manager and Quality Assurance Lead	March 2026
Implementation of improvements to the role of panel support co-ordinators to support greater efficiency and effectiveness	Head of Operations and Operations Manager	March 2026

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

Action	Person responsible	Delivered by
Implementation of digital solutions to support the delivery of operations and efficiency of operational process for panel members	Head of Operations and Operations Manager	October 2025
Implementation of digital solutions to support greater accessibility for survivors	Head of Operations and Quality Assurance Lead	March 2026

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

Action	Person responsible	Delivered by
Implementation of new communication approach and updates to application waiting times	Head of Operations, Quality Assurance Lead and Operations Manager	August 2025
Continued improvements to the communication about decision making processes, supporting greater understanding for survivors	Head of Operations, Quality Assurance Lead and Operations Manager	November 2025
Collaboration with the Scottish Government ensure that the application preparation process and resources are informed by decision making	Head of Operations	August 2025

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
Delivery of a survivor engagement event focused on accessibility with a resulting action plan for implementation	Head of Operations and Engagement Lead	March 2026

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
Continue to review activities and practice and further implement and develop these to support, enhance and align to our wellbeing framework.	Head of People Learning, Development and Wellbeing Lead and People and Wellbeing Partner	December 2025
Continue to deliver and enhance the tailored debriefing model to support our people and positively impact on wellbeing. Ensure annual impact audit to assess effectiveness	Head of People, Head of Operations, Learning and Development Lead	December 2025
Work with our external health and safety advisors to complete annual audit of duty of care and continued implementation of the health and safety improvement plan	Head of People	January 2026

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 2026
Continue to implement human resources software to support best practice in records management and ensure good people processes and reporting also ensure training of people in relation to system to ensure efficiency and effectiveness.	Head of People	October 2025
Work to support all line managers with training on key policy and practice areas.	Head of People, Learning and Development Lead, People and Wellbeing Partner	March 2026

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 in conjunction with Heads of.	December 2025
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 2025
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	Ongoing for 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 and sexual harassment for all the team and possible training on gender based communications panel members	Head of People, Learning and Development Lead	September 2025
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	March 2026

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 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 and provide regular updates to audit risk and assurance committee	Head of Finance and Resources	Jan 2026
Supporting cross-organisational work on efficiency and effectiveness through provision of detailed analysis to add value and robust evidence to the discussions	Head of Finance and Resources and Finance and Resources Manager	March 2026

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

Action	Person responsible	Delivered by
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 2026
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 2026

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

Action	Person responsible	Delivered by
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 including on use of Oracle Cloud.	Head of Finance and Resources; Finance and Resources Manager	Sept 2025
Contributing to development of the wider organisation through engagement and collaboration with working groups	Finance and Resources Team	March 2026

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 annual quality assurance report for 2024/25	Head of Policy and Improvement and Policy and Improvement Lead	March 2026
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 2025 -2026
Maintain the resources in place and continue to update and expand the library according to the evolving needs of the organisation	Head of Policy and Improvement and Knowledge and Research Lead	March 2026
In response to need undertake and commission research on key areas, such as restraint, sharing the findings across Redress Scotland	Head of Policy and Improvement and Knowledge and Research Lead	March 2026
Develop our response to Recommendation five in our Annual Report and Account 2023/2024, with the focus of increasing our understanding of what is working across the scheme, and what can be improved	Chief Executive Head of Policy and Improvement Research and Knowledge Lead	March 2026
Continue to develop Redress Scotland's legacy work, including planning for closure	Head of Policy and Improvement, Knowledge and Research Lead and Policy and Improvement Lead	March 2026
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	March 2026

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
Develop and implement an accessibility action plan, focused on our information, communications and engagement with survivors, based on recommendation three from our Annual Report and Accounts 2023/24	Chief Executive Head of Policy and Improvement Communications Lead and Engagement Lead	March 2026
Continue to develop our website further to ensure that the information it contains about our work and our people is accessible to all and helpful to survivors	Head of Policy and Improvement and Communications Lead	March 2026
Continue to develop communications that are accessible for survivors and organisations that support them including regular written updates, completing at least four each year	Head of Policy and Improvement and Communications Lead	March 2026
Explore how we can improve communication and information about our work with support organisations and others who support survivors with a focus on widening our current reach	Head of Policy and Improvement, Engagement Lead and Communications Lead	March 2026

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
Review, with a focus on efficiency and effectiveness, and improve our policies, processes, materials and our official documents, reports and policy register, based on learning and feedback from survivors, stakeholders and colleagues ensuring they are accessible to all	Head of Policy and Improvement, Research and Knowledge Lead and Policy and Improvement Lead	March 2026
Develop, implement and embed our approach to assessing the impact of our policies and processes on survivors, including scoping paid participation	Head of Policy and Improvement and Policy and Improvement Lead	March 2026

Continuing to make progress and improvements

Throughout 2025/26 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 2025/26. 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.