

Goal: Ensure we have recovery in plan place to meet performance targets by end of Q1 2022-23 FY.

Strategy: Implement practical measures to improve request handling efficiency, clear the late cases backlog and train up new starters as soon as possible.

Actions (What will be done?)	Owner	Timeline (By when?)	Status and Updated
Recruitment of 10 additional new staff into team Grade breakdown: 1 x Group Manager (GM), 1x Team Manager (TM), 3 x Senior Information Access Officers (SIAO), 4 x Lead information Access Officers (LIAO), 1 x Information Access Support Officer (IASO).	Head of Department (HoD) and Group Managers (GM)	Recruitment ongoing since September/October. All posts to be filled by end of January 2022.	All offers made and all posts filled apart from 2 x Lead Information Access Officers and 1 x Information Access Support Officer due to start by 24 January 2022.
Reallocation and reprioritisation of ICO staff from other areas of the business to assist with backlog. 3 x FTE (full-time equivalent) in place from September and additional 10 to start from January 2022 until end of Q4 2021-22.	HoD/GMs	Sept-end of Q4 2021-22	Current reallocated staff extended until end of Q4 and Expression of Interest exercise for 10 additional FTE to be completed and staff to start in January 2022.
Assignment of 3 staff to targeted 'late cases project' to clear all cases over 3 months overdue by end of Q4 2021-22.	IA GMs	Commenced September 2021. Timeliness performance to be recovered to 90% and closure of all cases over 3 months overdue by end of Q1 2022-23.	Significant progress in closures of cases over 3 months – stats attached. 13/12/21
Regular review of performance statistics	HoD/GMs	Ongoing	Ongoing
Induction of new starters, each new starter to be assigned a mentor for 3-6 months.	Existing Information Access (IA) team staff	By end of Q4 2021-22	Ongoing
Queue cap of a maximum of 15 cases to increase efficiency of request handling.	IA GM/TM	In place as of September 2021 - to be reviewed monthly	Ongoing
New request triage (tiered system by complexity/volume etc) to ease allocation and ensure cases allocated appropriately.	IASO/IA team	In place	Ongoing - interim admin support to set up cases received from Public Advice and Data Protection complaints department whilst awaiting appointment of IASOs.
Creation of new role with responsibility for The National Archives (TNA) transfers	TNA transfers SIAO in post	Completed and in place as of Nov 21. Completion of 2020 and 2021 transfers by June 2022. Completion of 2022 transfer by Dec 2022.	Vacancy filled and commenced Nov 21.

Assignment of SIAO to Human Resources to handle staff and trade union requests..	HR	Recruited and in place as of 1 November.	Complete
Complete FOI self-assessment toolkit	HoD/GMs	By end of Q4 2021-22 and then on an annual basis.	Ongoing
Proactive disclosure of datasets. DPIA to be completed and complaints and concerns datasets to be brought	SIAO/TMs	By end of Q4 2021-22.	Ongoing
Update publication scheme	HoD/TMs	Initial review by end of Q3 2021-22 and then reviewed on an ongoing basis	Initial review has been conducted and will be reviewed on an ongoing basis
Wider ICO staff communication regarding responses to internal consultations.	IA GM/TMs	To produce relevant materials Dec/Jan. Contact to be made with relevant business areas by end of Q4 2021-22	Email to HoDs sent 09/12/21
Champions to lead development/engagement + review contact points within other ICO departments.	IA GM/TMs	By end of Q1 2022-23.	Ongoing
Gather intelligence and perform analysis of topics of requests and received and review what we can proactively publish. Encourage proactive publication on topics of interest, either by teams themselves or via disclosure log.	IA GM/TMs	By end of Q1 2022-23	Ongoing
Review approach to request handling	IA GM/TMs/SIAOs	By end of Q1 2022-23	Ongoing
Review overtime budget – with view for it to be utilised to clear backlog. Check if volunteers want to do overtime on late case tasks.	HoD	Ongoing	Ongoing
Review allocation of cases to late case project team and project priorities	IA GMs	End of Q4 2021-22	Approach agreed and new 'late cases' identified and allocated to project. 13/12/21
Evaluation process (How will you know your goal has been achieved)			
90% of requests responded to on time by end of Q1 2022/3. All requests over 12 months overdue to be cleared by end of February.			