

Honesty

Objectivity

Openness

Selflessness

Integrity

Accountability

Leadership

Paula Sussex  
Parliamentary & Health Service Ombudsman

12 May 2026

Dear Paula,

Thank you for sharing PHSO's new strategy with me.

I was very interested to read how PHSO intends to move towards a more proactive approach over the next twelve months, putting an improved user experience for organisations and people at the heart of what you do.

This approach is highly relevant to the Review that the Ethics and Integrity Commission is currently undertaking into how public service ombudsman bodies can investigate systemic failings. I am therefore keen to learn more about how you will be developing and delivering the strategy, particularly the digital transformation that will underpin complaints submission and handling.

I was also very interested in the recent decision to rebrand PHSO as the Public Service Ombudsman from late 2026 onwards. I wondered whether you discussed this decision in advance with the LGSCO and Housing Ombudsman and, if so, how they responded, particularly in relation to ensuring clarity for the public when navigating different ombudsman remits?

I look forward to discussing these issues further at our Ombudsman Review verbal evidence session on 21 May.

Yours sincerely,



Doug Chalmers  
Chair, Ethics and Integrity Commission