Report No: **SLAB/2019/41**

 Agenda Item: **11**

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| **Report to:** | The Board |
| **Meeting Date:** | 12 August 2019 |
| **Report Title** | Delivery against the Business Plan 2019-20 |
| **Report Category** | For Discussion |
| **Issue status:** | Business from a project |

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| **Written by:** | Andrew McIntosh – Corporate Support Manager |
| **Director responsible:** | Anne Dickson |
| **Presented by:** | Andrew McIntosh |
| **Contact details:** | mcintoshan@slab.org.uk |

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| **Delivery of Strategic Objectives** |
| Select the Strategic Objective(s) relevant to the issues  | 1. to deliver improvements to legal aid processes that increase efficiency and improve the experience of system users and customers.2. To advise Scottish Ministers on strategic development of legal assistance and its contribution to Scotland in which rights are supported and disputes are resolved fairly and swiftly3. to ensure that our organisation has the culture and capability to be responsive to our customers, the justice system and developments in legal and advice sectors.4. to build and maintain effective and collaborative relationships with the legal and advice sector and our public sector partners as we seek to achieve our purpose and contribute to wider Scottish Government aims. |

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| **Link to Board or Committee Remit** |
| The Board has reserved authority to approve SLAB’s annual business plan and is responsible for overseeing progress against its delivery. |

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| **Publication of the Paper** |
| The Board has previously agreed that papers of this nature should be published as a matter of course. |

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| **Previous Consideration** |
| **Meeting** | **Detail** |
| Board – November 2018 | The Board considered progress against the business plan as at October 2018. Members discussed and noted the paper. |
| Board – February 2019 | The Board considered progress against the business plan as at January 2019. Members discussed and noted the paper. |
| Board – May 2019 | The Board considered the full year delivery of the 2018-19 business plan. Members discussed and noted the paper. |

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| **Report** |

1. The appendix to this paper sets out the position of the business plan projects as at July 2019.
2. The plan is in the early stages of delivery. Although the majority of projects have an amber status, this does not raise significant concerns at this point in the year.
3. As we have seen in previous years, some projects are dependent on external factors over which we have limited control. The current political landscape, not least on Brexit, means that uncertainties around the legal resources within Scottish Government and Parliamentary space to deliver new legal aid regulations remain. There are also a number of issues within the Scottish Government that make the development of a new grant funding programme, in good time, challenging.
4. There are key projects that are totally within our own gift to deliver - the People Strategy, GALA project and performance framework being key. For the People Strategy and GALA in particular, it will be important for us to ensure these projects are adequately resourced and the future direction agreed and planned over the next few weeks.
5. Progress on the performance framework project in 2019-20 will be very important. The paper at this meeting dealing with the Annual Report and Accounts includes the 2018-19 annual audit report by our external auditor. This notes the importance of completing the performance framework project in order to manage the risk that we are unable to demonstrate improvements or best value and the achievement of our corporate objectives.
6. Drafting a response to the legal aid review remains a significant challenge, both in content and handling. The issues will be set out in a separate paper to this meeting.
7. We will continue to present more detailed papers on business plan projects to the Board and the Policy Committee as the year continues.

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|  | **Governance Links**  |
| 1 | **Finance and Resources**Costs and resources are considered at a project level as part of project management governance. Reprioritisation of resources is considered where necessary at Exec Team level when it collectively considers the business plan on a monthly basis. |
| 2 | **Risk** The Executive Team considers progress against the business plan and the corporate risk register simultaneously. A number of the business plan projects are key to our mitigation of corporate risks or are contributing factors to changes in our risk environment.  |
| 3 | **Legal and Compliance**N/A |
| 4 | **Performance**N/A |
| 5 | **Equalities Impact**Each project on the business plan considers equalities impacts as appropriate and this has oversight at the Executive Team.  |
| 6 | **Privacy Impact and Data Protection**N/A |
| 7 | **Communications and Engagement**The Board has agreed that progress against our business plan should be transparent and information in this respect is now published through board papers and the annual report. Staff are updated on progress following the Board and managers are consulted on the development of the organisation’s priorities. |

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| **Conclusion and next steps** |
| Members are invited to comment on our assessment of delivery. |

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| **Appendices/Further Reading** |
| **Appendix 1** – SLAB Business Plan 2019-20 delivery summary at as July 2019  |