

SLAB BUSINESS PLAN 2019-20 - DELIVERY SUMMARY @ JULY 2019

Project	Summary	Senior Responsible Owner	Project Manager	Project Completion	Current Status	Direction	Current Assessment of Project	Key Milestones
Legal Aid Review	Response to public consultation. Support SG in the consultation process as required. Post consultation work with SG to assist their policy development process. Participation in and support to Payment Panel considering legal aid fee structures.	AD	JO	March 2020	AMBER	➔	<p>Developing a response to the full range of questions continues to be a resource intensive and complex exercise. Some of this complexity centres on whether we should give firm preferences for options within the response or maintain a more balanced, neutral position. We have drafted responses to the sections of the consultation dealing with user voice, flexibility and public service. We discussed the work carried out so far with the Policy Committee on 29 July 2019. Amongst other things, we received helpful input from the Committee on the framing and structure of the response.</p> <p>We will present the Board with a summary position paper at its meeting of 12 August. Further discussions will be had with the Policy Committee on 16 September. The consultation closes on 19 September. We propose to ask for a short extension to the deadline for responses so that we can discuss and approve the full draft response with the Board at its meeting on 23 September. Due to the timescales involved we are likely to need to distribute material for comment to members between meetings.</p> <p>We will be speaking at a conference on the consultation to be developed and run by the Legal Services Agency. We also propose to convene a small roundtable event with selected invitees to discuss the approaches being taken to parts of the consultation.</p> <p>The Payment Panel met again on 30 July and this generated useful discussions around payment mechanisms for doctors and dentists. We will update the Board further on this on 12th August.</p> <p>The amber status reflects the complexity of drafting a response and the risk that the time available impacts the extent to which our response can be finessed.</p>	<p>Consultation Response – September 2019</p> <p>Literature review on payment models in other jurisdictions – June 2019 [complete]</p> <p>Further analytical work to inform Payment panel – to be agreed when Panel's programme of work is known.</p> <p>Post consultation analytical work will include – output from Single Grant Working Group with LSS – conclude in third quarter; scoping of financial eligibility analysis (third quarter)</p>
Fee reforms	Delivery of reforms to criminal legal assistance fees	GH	CI	March 2020	AMBER	➔	<p>We are currently finalising the draft consultation document following a recasting exercise and this will be sent to the Scottish Government shortly. The consultation paper will be passed to SG once we have finished updating the details. Project boards will be rescheduled once the consultation is out to plan next stages of the project. We do not expect significant issues with the profession as the change have been discussed with them previously.</p> <p>The project's amber status reflects the uncertainties around SG's capacity to deliver regulations with, for example, ongoing legal resource required for Brexit related work.</p>	<p>Consultation on Criminal Fee reform (Autumn 2019)</p> <p>Regulations to be drafted with input from SLAB (3rd quarter 2019)</p> <p>Implementation (IS lead on implementation of changes to accounts system) required to coincide with regulation timetable – tba.</p>
People Strategy	Implementation of the 5 year People Strategy	CL	TBC	Carry forward into 2020-21	AMBER	➔	<p>We have been developing the job role for the project manager position. This has now been advertised with a closing date of 11 August. The successful candidate will be responsible for co-ordinating the progress of the workstreams within the People Strategy as well as the management of the next phase of the GALA project. The first task of the project manager will be to develop a full project plan.</p> <p>We will need to ensure that we have capacity across the organisation, particularly in HR, to support this work. We have already made a number of changes within the structure of the HR team that will help support this. We will also look for opportunities for non management staff to also contribute to the work as it develops.</p> <p>The amber status reflects the need to have a project manager in place and a formal project plan developed.</p>	<p>Priorities in this year are to:</p> <p>Review leadership and management training and development</p> <p>Review and revise our performance review framework processes to better reflect good practice</p> <p>Develop and deliver an early intervention and resolution focused approach to managing workplace problems. This will also include a review of our existing formal policies on discipline, grievances, bullying and harassment.</p> <p>Analysis of our skills needs as a first step towards a review of job design, job evaluation and grading structures to support the development of a future workforce plan.</p>
Guidance on Legal Aid Administration (GALA)	Aims to develop an up to date resource with all current statutory frameworks, operational policies and guidance and practical tools related to the legal aid schemes.	MLF	HT	Carry forward into 2020-21	AMBER	➔	<p>The Policy Committee received an update paper on the projects' progress at its meeting on 29 July.</p> <p>We will shortly be in a position to formally close Phase 1 of the project which is concerned with transferring improved legal aid handbook content in a new pamphlet format to the new website and developing tools for next phases of the project. The project manager currently being recruited will be responsible for developing Phase 2 of the project.</p> <p>Senior managers are also preparing for Phase 2. They are reviewing the content of the new handbooks to identify the topics where (1) the policy is clear and we can develop decision makers' guidance and (2) those which need further policy development. This will allow us to create a programme of work and the Policy Committee will be involved in reviewing draft policy statements and considering topics under policy development. We anticipate being able to set out the first phases of that programme for the Policy Committee at its next meeting in September, including some of the topics which will be considered in the early stages.</p> <p>The amber status reflects the need to have a project manager in place and a formal project plan for Phase 2 developed.</p>	<p>New website content - July 2019</p> <p>Edit existing content – August 2019</p> <p>Risk assessment process reviewing content from August to populate two separate work queues:</p> <p>A. Guidance which can be readily used to inform NEW decision makers' guidance</p> <p>B. Guidance which requires a review/restatement of policy for review by LAPC before then progressing to work queue A.</p> <p>Priorities will be determined by risk assessment process. First priority (on a risk basis) will likely be accounts assessment guidance.</p>
Performance Framework	This project is reviewing the way that we measure operational and corporate performance. Aim is to develop a revised suite of key performance indicators.	GH	CI	March 2020 dependent on case management system decisions CLAO and PDSO KPIs will be delivered in 20-21	AMBER	➔	<p>A new style SOPOR report is now being used and reported to the Board. Workshops were held with all the business areas to discuss the new format and the ET will also be discussing with managers how they are using the SOPOR and other management information in their roles.</p> <p>The project team has developed proposals for measures to be included in Phase 2 of the project. A number of questions for discussion have been documented, for example around the format and frequency of reporting required. This is due to be discussed at the meeting of the project board in August.</p> <p>Workshops on the delivery of the quality checking arrangements are on-going, due to availability these are scheduled into August. Quality checking will be launched after all workshops have been held.</p> <p>We have not been able to make progress with the workstream looking at staff utilisation.</p> <p>We will present the Board with a separate paper on progress in due course.</p>	<p>Benchmark reporting in SOPOR of main operational processes – from April 2019</p> <p>Quality reporting – testing from July 2019</p> <p>Staff utilisation measures under development in second quarter –</p> <p>Additional phase 2 measures to cover Corporate governance, HR and Facilities etc. will be developed in quarter 3</p>
Future of Grant Funding	Formulation of options for future of grant funding programme.	HT	RB	March 2020	AMBER	➔	<p>We have now drafted an initial draft plan to criteria and a project brief has been developed.</p> <p>Initial discussions with SG have highlighted likely key priorities for a new funding programme. This includes initiatives on how to improve the effectiveness, quality and efficiency at key points in the end-to-end client journey. This kind of programme could include proposals focused on the use of technology that will support debt advisers and individuals seeking or accessing advice. Unlike previous programmes, Scottish Government will not be seeking project funding for the provision of large scale, general debt advice through this programme for example by way of projects that propose employment of debt advisers or other staff. Additionally they have indicated that they are not looking for a programme that provides national coverage, the focus may therefore be thematic rather than geographic in focus.</p> <p>The amber status reflects the timescale for agreeing the scope of a new programme and designing it is very short. In addition, there is still uncertainty around the scale of funds that will be available, Scottish Government have indicated that this could range from £400,000 - £1.6 million. The scale of funds available will have an impact on the design of the programme.</p>	<p>Advice to SG (Consumer and Justice Directorate) on future grant funding via SLAB.</p> <p>Decisions required by September 2019; if SG unable to decide in that timescale – that will shift to March 2020.</p>
Legal Aid Online Case Management Integration	This project will involve the development of an app and interface to allow solicitors to record accounts on the move and also to allow case management vendors to link into the system.	GH	CI	March 2020	GREEN	➔	<p>This is in the early stages of development although we have a good understanding of what requires to be done. The work involves a significant amount of simplification of the feeing structures and the way in which work items are presented in order to minimise the impact and overheads on case management vendors.</p> <p>The project is green although the timescales for launching a pilot in the third quarter are tight.</p>	<p>Development commences – 1st quarter</p> <p>Pilot case management integration – 3rd quarter (3 months pilot)</p> <p>Launch and App development 4th Quarter.</p>
CLAO/PDSO Case Management System	The PDSO and CLAO case management systems need updating. This project will look at options to develop a system or purchase one externally that can be used by both networks.	AD/MA	JMc	Delivery of product by March 2020	GREEN	➔	<p>The project board is now underway. A draft business case and invitation to tender have been considered. The tender is likely to trigger EU procurement rules. Once we are clearer on the cost of the tender we will seek approval from the Board to proceed.</p>	<p>Finalise draft ITT built on extensive engagement with CLAO and PDSO business teams.</p> <p>Business Case to Board August 2019</p> <p>Procurement etc. dependant on decisions thereafter</p>
Applicant Access to Form 2 (Financial Assessment Form)	Development of an online version of the Form 2 financial application form. It will prompt and direct applicants to the parts of the form which are relevant for them. The aim is that applicants are able to login to Legal Aid Online to complete the form.	MLF	CI	March 2020	GREEN	➔	<p>A new paper form has now been approved and an updated specification along with feedback from the development so far has been sent back to the company developing the product.</p> <p>Development of the online form is on track and a number of walkthroughs have been completed with internal staff members where made up forms were registered on the system. The feedback from the staff members involved has been positive so far. We are seeking advice from a third party on how best to develop use testing of the form.</p>	<p>Prototype developed- June 2019</p> <p>User testing – 2nd Quarter</p> <p>Launch within this financial year</p>