| **Performance Category** | **Performance Indicator** | **Evidence**  | **Possible Action Required** |
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| **01****Purpose and Strategic Direction** | 1. The Board has a clear understanding of the purpose of the organisation as well as the role of the organisation in developing strategy for its own operations and advice to Ministers.
2. The Board has a sufficient understanding of the business and the environment in which the organisation operates to enable it to direct strategy.
3. The Board has sufficient opportunity to discuss matters of a strategic nature.
 | The Board understands the purpose of SLAB and can support and assist the formation of the forward looking aims of the organisation. The Board made considerable input to the new Corporate Plan at the Board’s Strategy Day in December 2022. The Board frequently discussed matters they wished to be raised with the Minister and prepared for Ministerial attendance at Board Meetings. The Board raised the Grant Funding process and the future of funding. The Board discussed and agreed as a group how to be more proactive and front footed with issues. | Arrange for Minister to attend Board meeting in 2023-2024. This meeting has yet to be rescheduled owing to the resignation of Ash Regan and Cabinet reshuffle following the appointment of the new First Minister.  |
| **02****Appointments** | 1. The organisation targets a diverse pool of potential Board members from which to recruit.
2. The organisation has a clear understanding of the relevant knowledge and skills that it requires from Board members.
 | There were no new appointments in 2022-23 period. There were 6 reappointments, with terms ranging from 2-5 years. The reappointment of experienced Board members continues the value to the organisation as the members already understand the purpose of the organisation and has an immeasurable benefit. Two Board members terms came to an end in March 2023 one of whom was the convener of the Audit Committee. It was essential to utilise as much resourcing assistance to ensure as wide as possible recruitment particularly owing to the skills gap of the departing Board members.The appointment and recruitment process for appointments commencing in April 2023. SLAB maintains a skills matrix of the Board members. This is shared with the Scottish Government so that succession planning can be focussed and effective. | Looking to the future 2023-24 will see 3 board members’ terms end with two further members eligible for reappointment. This will be a large recruitment at a critical time for SLAB. A new Chair will also be part of the recruitment campaign.  |
| **03****Knowledge development** | 1. The induction process ensures that new Board members are able to acquire knowledge and understanding of the organisation
2. Ongoing knowledge development allows members to contribute effectively.
 | As there were no new member appointments there were no inductions undertaken.Training was organised for all reappointed Board members to take place in October 2022. The training was to focus on the following areas;* Roles and Relationships
* Effective Financial and Risk Management
* Ethical Standards

The training had to be postponed. | Training to be rescheduled in 2023-24 |
| **04****Understanding the role** | 1. Board members have a clear sense of their roles and responsibilities.
 | Board papers clearly set out the purpose of the paper and links to the DAM and responsibilities of the Board.The Board members attend meetings either in person or remotely. The members are engaged with the material and provide collective support and effective scrutiny. In 2022-23 the Board was aware of the challenges being experienced in relation to the Grant Funding process and were concerned in relation to the reputational issues and the future of funding.The Board was keen to receive updates in relation to the EHRC Action Plan and the progression of the Agreement. | No action required |
| **05****Working Together** | 1. The Board works effectively together as a team.
 | Individually, Board members have communicated the value of others’ opinions and the importance of actively listening during meetings to the differing experience and view being articulated. The Strategy Day in December 2022 was in person and was an opportunity, post-Covid, for the Board to be together working collaboratively. | Strategy Day 2023 will facilitate team building and collaborative engagement.Board is keen to be kept informed on legal aid reform agenda, input required and the resourcing impact on the organisation. |
| **06****Constructive and Effective Scrutiny** | 1. The Board provides a balanced evaluation of the performance of the organisation with the aid of data analysis and through a range of information sources.
2. The Board insists on additional evidence or analysis to aid its decision making.
3. The Board is able to bring insight, original thinking to bear in its consideration of issues presented to it.
 | The Board when considering performance benchmarks in May 2022 , was in a position to be able to understand that owing to a drop in resourcing that there was potentially going to be a knock on effect felt by a solicitors who were not being paid within the benchmark timeframe. Further information was requested and provided at the meeting. In June 2022, the Board raised questions in relation to the ‘further work’ benchmark in the operations report. An explanation was provided at the meeting, noting that the issue seemed to be very localised but that it would be monitored closely.The Board was keen to understand the reason several new employees left the organisation prior to the end of their probation period. Further clarification was sought in relation to the demographic and followed up along with a request for an overview on how the staff’s mental health was. The Board receive updates in relation to Corporate Risks twice a year. The Board are aware of the importance of risk from a governance and assurance perspective and have noted that the tracking of risks was important in order to ensure that responsibility was clear and kept under regular review.The Board, when considering budgets queried further information on the exact cost of the Oracle licences.When presented with Trends data, the Board engaged in a discussion around the pattern of Civil legal aid which was not family oriented.The Board also queried the variance of the quality assurance forecast. | It is essential for the Board to be able to raise questions and request additional information to exercise its function effectively. The Executive will continue to support requests for additional evidence or information. |
|  **07** **Developing** **Capability** | 1. Board members take a proactive role in their own development.
 | There is an annual appraisal process where the Board members complete a self-reflection form and then have a meeting with the Chair. The forum is in place to allow members to raise training needs.  | 2023-24 training requests include Risk and Climate Change.  |
| **08****Continuous Improvement** | * 1. There is regular consideration of governance

 arrangements. | The Board updates their Register of Interests quarterly. The Board reviews its own effectiveness and the Standing Orders are reviewed periodically.Internal Audit reviewed Standing Orders in 2022 and reported favourably on decision making being clear and transparent.Annual Report and Accounts with accompanying Governance Statement exhibit effective assurance is in place.Board and committee minutes demonstrate governance issues are considered at Board meetings such as:* Declaration of Interest
* changes to Standing Orders;
* amendments to the Delegated Authority Matrix;
* risk management and risk responsibility being under regular review
* updated code of conduct discussed and approved May 2022
 | A governance task to review Board and Committee effectiveness will be undertaken as part of annual governance arrangements.  |
| **09****Administration** | * 1. Board meetings are well managed and organised.
	2. The Board meets regularly, with an appropriate level of operational business, strategy and learning and developmentcontent.
 | The Chair is well briefed and ensures meetings are Chaired effectively and managed well with sufficient time for questions and discussion. Board members with differing opinions can comfortably share views.Board papers are circulated in advance of meetings to allow preparation. There are generally six Board meetings scheduled throughout the year. The Board is provided with important updates as and when they arise. The Board has continued to function with hybrid meetings. This has ensured attendance and engagement in matters which might otherwise not be possible. The Board also moved to use of Teams which keeps papers and resources in the one location.  | Board members have regularly complemented the Executive on the standard and quality of papers circulated. We would aim to continue to ensure this high standard remains consistent. |