

Corporate Business Plan 2024-25 (February 2025)

Corporate Objective	Activity	Activity Description	Lead Directorate(s)	Success Measures (output)	Success Measure (indicator)	Progress Tracking	Owner	Target Completion	Current Position	Next milestones	Activity Status	Movement
High Quality Administration	Agree and implement a Customer Insight Strategy	We will agree and launch a strategy that will seek to understand how to gain a better understanding of what customers want and expect from their interactions with us and the issues they face when doing so. The aim is that this will result in evidence that enables us to better target changes to our procedures and inform the way that we set and measure indicators of performance.	Operations	Strategy and delivery plan agreed	Future policy, procedures and performance management draw on insight obtained through the strategy	ET, Board	AF	Dec-24	Consultation has taken place with CEO and key Directors. New draft strategy is now being worked on.	Draft strategy to be finalised and agreed.		↓
High Quality Administration	Upgrade certain legal aid applications in line with the Development roadmap	REACT is the tool we are now using to build our systems to act as the user interface between our operational staff and our legal aid application and accounts data. Our aim is to move all applications and accounts across from current systems. Go live summary criminal legal aid, block transfers and design Solicitors Database.	Corporate Services and Accounts	Fully tested software interface launched; staff trained	Staff and customer feedback; speed and accuracy of administration; improved security	ET, Board, Project Structures	LR	2026	Work is progressing in line with the project plan and with our 'Orinoco' systems deployment due 24 March. This deployment will see Transfers and Cease to Act applications for all aid types moved onto our new REACT platform.	The next tranche of development is Block Transfer and Prior Approval applications for all aid types. Criminal Applications will then follow.		↔
High Quality Administration	Review of financial eligibility applications in civil legal assistance	The GALA work on financial assessment has highlighted some significant changes that could be made to the way in which standard income and capital allowances are managed in the assessment of financial eligibility. These aspects have been decoupled from the scope of the GALA project and will be discussed with the Scottish Government. Dependent on these discussions, policy options can then be developed further.	Strategic Development	Advice provided to Scottish Government	Advice enables Ministers to take informed decisions	ET, Board, Strategic Planning Group	MLF	Sep-25	The legal aid discussion paper published on 27 February included the proposal to introduce standardised discretionary allowances in civil legal aid. Work to create the policy statement/DMG/guidance is well underway and are due to be signed off internally shortly. Implementation is linked to work to consider options for change to the setting of contributions and instalments. Options appraisal nearing completion although work on the standardised discretionary allowances is being prioritised due to the public commitment made.	Discussion with the LAPC on 24 March Completion of options appraisal and completion of policy statements/DMG/guidance		↔
High Quality Administration	Preparation for full implementation of the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024.	The Act will fully commence in July 2024 and will bring with it new duties for SLAB to ensure that it is meeting UNCRC requirements. This will require us to review a range of our policies and procedures.	Strategic Development	Child impact assessments implemented Child friendly complaints procedure produced	Compliance with statutory duties	ET, Board, Project structures	MLF	2024-25	Child impact assessments in pilot phase using LAR work to assess usability. The child friendly complaints procedure has been published externally and communicated internally. As we advised the Board, we do not expect to receive a large number of complaints from children, or on behalf of children.	Implementation of new child impact assessments and training - May 2025		↔
High Quality Administration	Develop and implement a Vulnerable Customer Policy	We will agree and publish a Vulnerable Customer Policy that sets out how we will deal with our customers who identify as vulnerable.	Operations	Policy agreed and published EQIA published	Future policy, procedures and performance management draw on insight obtained through the policy	ET	AF	Jun-24	Vulnerable Customer Policy delivered and published. Internal guidance also created, training delivered and now in practice.	This project has been delivered.		
Investing in our People	Reforms to the SLAB pension scheme	Public sector pension reform is legislated for in the Public Services Pension Reform Act 2013. Our pension scheme has not yet been reformed in line with this and we have submitted a business case to the Scottish Government for how this could happen. Dependent on SG decisions, we will consult with the union and staff with the aim of reforming the scheme.	Corporate Services and Accounts	Revised pension scheme launched following staff consultation	Cost certainty, clarity for staff on future pension arrangements	ET, Board	LR	2024-25	Meeting held with Scottish Government in summer 2024. In December 2024 we submitted a paper to Scottish Government seeking guidance on their appetite to progress.	Awaiting response from Scottish Government.		↔
Investing in our People	Review of Staff Performance Management	Reviewing our approach to performance with the development of a Managing Performance Policy and reviewing our performance framework to support our staff to deliver our corporate objectives	Corporate Services and Accounts	Revised Policy in place Implementation of policy and guidance to managers	Improved procedures	ET, Board	LR	2024-25	The Managing Performance Policy has now been drafted and equality impact assessed.	Issue for staff consultation.		↔
Investing in our People	Staff Survey Action Plan	Develop an action plan in response to the 2023 staff survey and support managers to implement actions	Corporate Services and Accounts	Programme of implementation of action plan	Annual HR reporting, Staff survey results	ET, Board	LR	2024-25	An action plan has now been agreed.	None - this project has effectively been delivered. We will monitor progress against the plan through other channels.		↔
Investing in our People	Development of trauma informed organisation	Research and make recommendations on the development and organisational implications of becoming a trauma informed organisation	Corporate Services and Accounts	Informed research to enable decision to be made	Enables Board to make informed decision	ET, Board	LR	2024-25	Our research and consultation with other bodies is now complete. As advised previously, this project has been delayed due to casework and JEG priorities in P&OD.	We will review the project timescales with the aim of carrying this work forward to the 2025-26 plan.		↔

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Investing in our People	Leadership and management programme	Develop and roll out leadership and management training to 1st level line managers	Corporate Services and Accounts	1st line manager training launched	Annual HR reporting, Staff survey results	ET, Board	LR	2024-25	46 managers completed the 12 month development programme. Learning has been put into practice through a peer to peer support programme and project work.	Programme evaluation will inform further roll out. However this project has effectively been delivered. We will provide a report on the project to Board at its meeting in May.		↔
Shaping the Future	Development of a workforce plan	The methodology for workforce planning has been agreed. 2024-25 will see us develop the workforce plan, prior to rolling out across Directorates in future years.	Corporate Services and Accounts	Implementation of a SLAB approach to workforce planning	Staffing establishment to deliver	ET, Board, Director and PM meetings	LR	2024-25	Our ET workshops are continuing. SWOT and PESTLE analysis has been used to inform our key drivers and our guiding principles. Potential scenarios have been identified and we are working to identify our data requirements	Publish plan Linked to Business Impact Assessments on Legal Aid Reform regulation changes Agree team roll out plan		↓
Shaping the Future	Legal aid reform	The Scottish Government is developing plans for future legislation to reform the Legal Aid (Scotland) Act 1986. This is based on the independent review of legal aid and the subsequent SG consultation. This has the potential to change the current system of legal aid, and SLAB's role, significantly. We will assist the Scottish Government with policy development and give advice on preferred options for reform dependent on resourcing.	Strategic Development	Timely advice provided to Ministers	Evidence of our influence on the work and alignment with our own objectives	ET, Board, Project Board	MLF	On-going	Legal aid discussion paper published on 27 February, setting out a programme of reform of legal aid. SG continuing developing engagement strategy to accompany it. Commitment given to regulation changes. Positive meeting with the Minister and Board in February.	Assisting SG to plan engagement programme. On-going work to develop proposals for longer term change. Further discussion with officials and Minister on clarity of SLAB vs SG responsibilities		↔
Shaping the Future	Development of a data analytics strategy	We will develop and launch a data analytics strategy. This will consider how our data tools, structures, storage and analysis can better contribute to our corporate objectives	Strategic Development	Launch of strategy	Delivery of specific strategy objectives	ET, Board	MLF	2024-25	Thinking has changed on this now changed. Our position is now that we should carry out a data maturity assessment before a strategy is deemed the right course of action and is drafted. As reported previously, senior resource in our data analysis function has been focussed on completion of geographical analysis meaning progress has not been possible.	Agree outline scope of work and Data Maturity Assessment. We propose to move this work to a Directorate Business Plan in 2025-26 and escalate back to the corporate level once we are clearer on the need and scope of a full strategy.		↔
High Quality Delivery of Client Legal Services and Targeted Funding	Review delivery models for our legal services to respond to contextual changes	We will initially focus on a review of the Solicitor Contact Line. This will involve a demand and supply gap analysis to inform the future strategy for this service.	Client Legal Services	Refreshed strategy for SCL	Cost effective and sustainable service delivery. Maximised resource utilisation. Mitigation of potential risks to staff health, safety and wellbeing.	ET, Board	CM	2024-25	Solo shifts continue. Close monitoring of demand and wider impacts is ongoing. Precognition pilot (between SCL and PDSO Falkirk) commenced on 03.03.25. Data capture arrangements are in place, along with criteria against which success will be measured.	Conclusion of initial precognition pilot period. Interim findings will inform whether to continue/extend arrangements pending any fuller analysis.		↔