

SLAB BUSINESS PLAN 2018-19 - DELIVERY SUMMARY @ JANUARY 2019

Project	Summary	Senior Responsible Owner	Project Completion	Current Status	Direction	Assessment	Key Milestones
Response to the Legal Aid Review	This project will develop a range of options appraisal and advice in order to assist the Scottish Government with its response to the Independent Review of Legal Aid.	Anne Dickson	March 2019	AMBER	➔	<p>This project is developing a range of options appraisal and advice in order to assist the Scottish Government with its response to the Independent Review of Legal Aid. A Government response was issued in November. Work is ongoing with the Scottish Government on project planning and the role of SLAB within the various workstreams. We have agreed with the Scottish Government that we will help them with the framing of the consultation document which will be a key way in which we can manage the risk around this project.</p> <p>We have discussed with the Audit Committee the corporate risk, closely linked to this project, of being able to effectively influence Ministers through our advice. We have noted an increased risk in this regard on the back of SG's response to the review and the broad nature of their intentions. We had limited success in influencing them in the build up to the response publication. This increases the risk around the content of the Board's response to the consultation.</p> <p>The Minister has now approved the Scottish Government's plans for the payment panel which will look at options for future payment structures in the delivery of legal aid. Invitations to panel members are expected to be sent out w/c 4 February.</p>	<p>Paper to LSPC on advice for SG on possible amendments to the Legal Aid (Scotland) Act - <b>July 2018</b></p> <p>Meeting with SG to discuss Fee Review recommendation and potential future legal aid delivery models - <b>July 2018</b></p> <p>Board Strategy Day, including discussion on Legal Aid Review - <b>Aug 2018</b></p> <p>Formal SG response to the Review - technical advice to be provided by SLAB through collaborative meetings - <b>November 2018</b></p> <p>Project plan and further milestones to be agreed - <b>end January 2019</b></p> <p>Draft consultation for SG to consider - <b>end Feb 2019</b></p> <p>Public consultation - <b>April 2019 (subject to change)</b></p>
Corporate Governance	This project will develop a set of organisational values to assist with decision making. It will also review SLAB's scheme of delegation.	Anne Dickson	December 2018	GREEN	➔	<p>Papers on Values, the DAM, Complaints Handling and the LSPC remit were considered by the Board at the November meeting which in effect concluded the key outputs of the project. We have convened a meeting of the Project Board where we will assess the project against the Project Brief and take decisions on whether this phase of work can be formally closed with a range of work then being taken forward through an implementation/business as usual phase.</p>	<p>Project Board assessment of project closure and next steps - <b>early February 2019</b></p>
People Strategy	This project will develop a People Strategy for approval by the Board.	Graeme Hill	November 2018	COMPLETE	➔	<p>The draft People Strategy was approved at the November Board. Therefore the status of the project has been changed to green. Workshops have taken place with 3 groups of managers, and a separate workshop held in December with PDSO Heads of Office. Further discussed at the Exec Team and actions agreed to set up a Project including arrangements for a Project Manager (potentially recruited externally). We will have a CEO led session with managers at a meeting for all managers on 8 February, after which the strategy will be sent to all staff. The Union has been sent a copy for comment. The aim is to commence the delivery phase of this work around March 2019 and the Board will have sight of more detail on this in due course.</p>	<p>Board Strategy Day session included discussion on draft Strategy - <b>August 2018</b>.</p> <p>Managers away day included discussion on the draft strategy - <b>September 2018</b></p> <p>Workshops with managers - <b>November 2018</b></p> <p>Update paper for Exec Team to consider best options to progress into a Project and prioritise work-streams - <b>November 2018</b></p> <p>Further session with managers - <b>8 February 2019</b></p> <p>Issue People strategy and Communication to all staff - <b>February 2019</b></p> <p>Develop implementation plan - <b>March 2019</b></p>
Guidance on the Administration of Legal Aid (GALA)	We aim to implement a new framework for the development of any decision making guidance or information about the legal aid schemes.	Marie-Louise Fox	2019	AMBER	➔	<p>The Project Board on 13th December and Executive Team on 20th December considered and agreed forward plans and scope of project for next phases of work. The development phase of the project will be completed by March 2019 and will deliver the tools to be used for the second phase of the project to deliver decision-makers' guidance and external facing information. Concurrently, an external content writer will be appointed to edit, categorise and flag the existing content. This will produce improved existing external content which we will publish in the new website and use as a basis for producing decision-makers' guidance.</p> <p>The second phase of the project will be an implementation project, focussing on the production of the decision-makers' guidance and external facing information. We will take decisions on the order in which topics will be drafted using a risk-based prioritisation framework.</p>	<p>Updates to LAPC – project update in <b>January 2019</b> and in <b>April 2019</b> project update and substantive paper on Reasonableness Test policy and guidance.</p> <p>Issue tender for external content editor – <b>January 2019</b></p> <p>Project Board – <b>26 February 2019</b></p> <p>Complete development phase of project – <b>end of March 2019</b></p>
Performance Framework	We will continue to develop our new performance framework, including new performance indicators and a balanced scorecard.	Graeme Hill	March 2019	AMBER	➔	<p>Work to reintroduce the quality measure is progressing with ICQU and the business areas. An external communication reporting on our performance was issued on 24 January. Work has continued to progress proposed performance measures for 2019-20 and the Board will receive a presentation on this at the February meeting for approval at the meeting in March.</p>	<p>Development of Phase 2 measures - Scoping work will be carried out <b>November / December 2018</b></p> <p>Phase 2 measures - Review reporting formats for known phase 2 measures - <b>December 2018 / January 2019</b></p> <p>Phase 2 measures - Implement and publish known phase 2 measures - <b>March 2019</b></p> <p>Development of other phase 2 measures - <b>ongoing throughout 2018</b></p> <p>Measures of resource utilisation will be developed during <b>quarters 3 and 4</b>.</p> <p>Quality measures will be developed over <b>quarters 2 and 3 of 2018-19</b>.</p> <p>Consider KPI's for 19/20 - <b>November 2018 - February 2019</b></p> <p>Board approval of 19/20 approach - <b>March 2019</b></p>
Planning and Monitoring of Police Station Advice	This project will assess the current issues with Police Station advice and aim to ensure that the delivery of advice is put on a more sustainable footing as soon as possible.	Marie-Louise Fox	April 2019	GREEN	➔	<p>The project board has been monitoring the position on the police station duty scheme since the implementation of the Criminal Justice Act in January 2018. The project was initially tasked with considering the future operation of the police station plans. However, the focus has necessarily concentrated on monitoring due to the unexpectedly low levels of advice required and the evolving situation with the participation of private solicitors. 14 of the 40 police station duty plan areas are still subject to resignations, and 8 areas have no private duty solicitors.</p> <p>The project has also needed to consider issues in light of the evolving situation concerning the wider duty schemes. There has been recent withdrawals from both the JP and extradition duty schemes as well as the EBA's consideration of withdrawal from the court duty scheme. Monitoring and risk assessment will continue until July when we will have just over a year's worth of data from Police Scotland. This will result in a stronger position from which to begin considering future delivery options.</p>	<p>Monitoring the data - receive next full set of data from Police - <b>Jan 2019</b></p> <p>Complete Privacy Impact Assessment of Police sharing data with Solicitor Contact Line - <b>Jan 2019</b></p> <p>Duty plans - Edinburgh plans issued to July 2019. All other plans being drafted for further 6 months from March/April 2019 - <b>Jan 2019</b>.</p> <p>Assessment of full data and consideration of next steps - <b>July 2019</b></p>
Online Accounts	We will continue to develop our online accounts offering, including the move to cease the submission of paper accounts.	Graeme Hill	May 2019	AMBER	↓	<p>In their response to the Legal Aid Review the SG have made a commitment to introduce a 3% fee increase from April 2019. We decided to delay the deployment of the remaining accounts products to coincide with the work required on the fee increase. We now have a decision from the Scottish Government on how the fee increase will be applied across the different types of fees. However, we are not yet clear as to the date of implementation as we understand that Justice Committee time has not yet been secured. We will deploy the remainder of the accounts products at the end of March 2019 along with loading the uprated fees on to the system. For the latter, we will activate the changes only when the regulations are passed by the Justice Committee.</p> <p>The project will go beyond March 2019, while we work with vendors to provide an option for uploading account details from the various case management systems that solicitors have in their offices directly into SLAB's case management system.</p> <p>A similar solution will be required to link with Faculty Services who are implementing a new third party system. The ability to link to these systems is currently scheduled for May 2019, although this date will be reviewed after the March deployment.</p> <p>The action to establish measures for accounts, identifying any benefits gained by the introduction of the new re-write will be prioritised for inclusion in the project closure report.</p>	<p>In order to complete the development to have all accounts available from Legal Online the development of the following modules need to be released:- Interim Accounts for all aid types – where solicitor requests payment for work done to date</p> <ul style="list-style-type: none"> <li>• Exceptional Accounts / Additional fees as necessary for aid types</li> <li>• Counsel fees – for advocates and Solicitor advocates who have worked on a case</li> <li>• Civil Time and Line accounts including; Edinburgh Agents, JEA cases and A&amp;A and Civil tandem accounts</li> </ul> <p>The plan is to release these products in <b>March 2019</b>.</p> <p>The project will go beyond January 2019, while we work with vendors to provide an option for uploading account details from the various case management systems that solicitors have in their offices directly into SLAB's case management system.</p> <p>A similar solution will be required to link with Faculty Services who are implementing a new third party system.</p> <p>The ability to link to these systems should be available by <b>May 2019</b>.</p> <p>Development timescales to match:- <b>September 2018</b> – Civil block fee recovery case</p> <ul style="list-style-type: none"> <li>• <b>March 2019</b> – All remaining accounts available on Legal Aid Online</li> <li>• <b>May 2019</b> – Integration between Legal Aid Online and Third party system</li> </ul>
Review of fees in Criminal Legal Assistance	We will continue to develop fee reform proposals, dependent on Ministerial decisions.	Graeme Hill	TBA	AMBER	↓	<p>Since the Board last saw the update, the project has moved to Red due to the uncertainty surrounding the way in which the 3% fee increase would be applied across the different types of fees. This has now been resolved at a policy level and so the status has moved back to Amber. However, SG lawyers have yet to consider the regulations so the risk assessment may well change again soon. On the wider fee reforms, SG remain supportive of taking this forward although due the uncertainty around Brexit and the legal resource currently being used within SG on Brexit, there is no current capacity for regulation change. The consultation will still be issued as planned. SG have asked that the consultation paper be simplified further with less narrative to make it more focused.</p>	<p>Deployment of 3% fee increase but 'on hold' until implementation date known - <b>March 2019</b></p> <p>SG Consultation with Law Society on criminal fee reforms - <b>TBC</b></p>