

Corporate Objective	Activity	Activity Description	Lead Directorate (s)	Success Measures (output)	Success Measure (indicator)	Progress Tracking	Owner	Target Completion	Current Position	Next milestone	Activity Status	Movement
High Quality Administration	Development and launch of a Customer Insight Strategy	The purpose of this will be 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 published; internal and external communication	Future policy, procedures and performance management draw on insight obtained through the strategy	ET, Board	AF	Apr-24	Workshops have taken place across the organisation to feed into the development of the Insight Strategy. A survey went out to the profession in Sept also to support a new survey structure of the future.	Strategy approved at Executive Team level and implementation plan developed.		↔
High Quality Administration	Upgrade certain legal aid applications (transfers, sanctions and summary criminal legal aid) using the REACT user interface development tool	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 that are now getting old or out of support. This year the plan is to develop the system out for transfers,	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 Board	LR	Jun-24	In line with the project plan, work is progressing to plan for the three applications types. The next stage is to actually build the system changes prior to testing with implementation of all three by June 2024	Planning system development		↔

High Quality Administration	Guidance on the Administration of Legal Assistance project (GALA)	The GALA project is aimed at reviewing all of our applications and accounts decision making. It is large and complex and has to be able to adapt to changes in law, regulations and procedure. The aim is to work through all the types of decisions we make and develop policy statements, internal decision makers' guidance and	Operations	Impact assessed policies and DMG launched in line with work plan	Staff and customer feedback; solicitor use of guidance; consistency and accuracy of decision making	ET, Board, GALA Review Meetings, Project Board	AF	Apr-24	Good progress has been made on significant tranches of work on financial assessment.  New governance model for the project reviewed and decision taken to move to business as usual status.	Review new Governance for the project as we are on target to move the work into Business As Usual.		↔
High Quality Administration	Review of financial eligibility assessment 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.	Strategic Development	Advice provided to Scottish Government	Advice enables Ministers to take informed decisions	ET, Board, Strategic Planning Group	MLF	Dec-24	Milestones for this quarter have been met - new project board established and approved options appraisal and EqIA. Advice on proposal for standardised discretionary allowances sent to SG.	In Q4, we expect feedback from SG on the proposal. In the meantime, we will begin development of the policy options for financial contributions. Work will also begin on the detailed design phase for standardised allowances and options for applicability to criminal and children's.		↑
Investing in our People	Pay and grading review	We will carry out a full pay and grading review which forms a key part of our People Strategy. This will involve evaluating all jobs in SLAB and aims to ensure that our pay and job evaluation systems are used consistently whilst delivering pay coherence with the Scottish Government and credibility of the system with our staff	Corporate Services and Accounts	Revised pay and grading system launched	Staff feedback; equalities compliant	ET, Board, Director and PM meetings	LR	Apr-24	External benchmarking complete. The proposed grade structure is built. Model of impact for all staff done. Liaising with Scottish Government.	SG Remuneration Group to consider. Manager briefing sessions. Outcomes to be shared with staff		↔

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	No movement from Quarter 2. A high level business case has been submitted to the Scottish Government and we are awaiting feedback on the next steps.	Awaiting feedback from SG.		↓
Investing in our People	Development of a leadership programme	As outlined within the People Strategy, we will develop and implement a new Leadership and Management Development Training Programme. This will ensure that our employees have the skill set needed to address external challenges and seize the opportunities that come with them.	Corporate Services and Accounts	Leadership and development programme launched	Annual HR reporting, Staff survey results	ET, Board, Director and PM meetings	LR	Dec-24	The first sessions have been held. This is a 12 month programme.	Programme delivery		↔
Shaping the Future	Development of a workforce plan	We will develop a workforce planning methodology that will set out how we will seek to ensure we have a workforce of the right size and with the right skills to enable us to deliver our corporate objectives. We will then roll this methodology out across all Directorates.	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	Methodology agreed. Executive Team held their first session in August.  Further work was paused as the People and OD team focussed on Job Evaluation.	WFP will recommence in Q4 by identifying the principles and key drivers		↑

Shaping the Future	Contribution to the Scottish Government's Research Advisory Group on legal aid payments	The Research Advisory Group is the follow up to the previous Legal Aid Payment Advisory Panel. The group will commission and manage a research project that aims to inform the consideration of future payment mechanisms for the delivery of publicly funded legal services.	Strategic Development	Active contribution to the work and advice to Scottish Government	Evidence of SLAB influence on the work; feedback from Scottish Government	ET, Board, Strategic Planning Group	MLF	TBC	No input required in Q3. SG launched the tender for the research in November 2023, however, there appear to have been no bids. The work is estimated to last 8 months. We will be part of the Research Advisory Group when it is set up.	Assist SG with next steps following unsuccessful tender.		↔
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	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	TBC	We have set up an internal Steering Group structure to monitor and approve the approach to and content of advice. Strategic advice will be signed off by LAPC.  Weekly meetings take place with SG officials.  We have delivered advice to SG on the following topics and these have been reviewed by LAPC: Standardised Discretionary Allowances; Principles & Purposes of Legal Aid; Reformed and Simplified case by case funding.  No feedback from SG on these topics as yet.	We hope to receive confirmation of the views of the Minister for Parliamentary Business.  Agree a project plan with SG.  Continue developing advice on Simplified case by case funding.  Develop the approach to developing advice on other forms of funding and provide high level advice to SG.  Provide advice on user voice to SG.		↑
Shaping the Future	Development of a communications strategy	We will develop and launch a communications strategy with the aim of helping us to achieve the delivery of the 2023-26 Corporate Plan	Strategic Development	Launch of strategy	Delivery of specific strategy objectives	ET, Board	MLF	Mar-24	On track. Strategy document discussed at Board Strategy Day. Action plan in development.	Launch strategy and action plan in March 24.		↔

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	Apr-24	This is a new project i.e. we have never had a strategy before. As there is no previous strategy, in Q4, we will begin the project scoping phase. This project has shifted in timescales due to other corporate priorities, in particular, involving JEG and geographical supply analysis.	Discussion with Managers and ET.		↔
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	Retrospective element of SCL review concluded and report shared with GMB/SCL colleagues in October. Next steps planned for October - December: -Scope for the next 'phase of the review finalised -Initial workshop took place with SCL representatives on 10 Jan 2024 -Continue to consider how SCL colleagues wish to facilitate engagement, to ensure that an SCL view is shared to inform decision-making -Identify a 'critical friend' once workstreams identified/finalised	Communicate outcome from workshop on 10 January 2024  Consider next steps for identifying key workstreams		↔