

Corporate Business Plan 2024-25 (July 2024)

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	Internal discussions are well underway with consideration by the Executive Team to happen soon.	The strategy will be presented to the Board at the September meeting.		↔
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 progressing in line with plan. Deployment in June 2024.	Deployment in autumn. Development work will focus on Transfers as per plan.		↔
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. 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	Dec-24	We have submitted costed advice to SG on potential changes to the assessment of standard income and capital allowances. We consider that this change sits within our area of delegated authority but await formal feedback on this. The project is developing in line with the project plan.	Collation of data to enable us to develop modelling and then advice to SG on changes to the assessment of contributions.		↔
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	Jul-24	We are close to having everything in place in order to fulfill our new duties that come into effect from 19 July. We have agreed with the SG what SLAB functions fall within the scope of the duty. SG does not expect bodies to be fully compliant from the 19th. We are also making changes to our complaints handling procedures now that the SPSO has published the necessary guidance at the end of June. We have carried out a pilot of a new child rights and wellbeing impact assessment.	Launch new child impact assessments with staff. Publish revised complaints handling process.		↔
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	Policy has been developed internally and discussed at Executive Team level.	Policy will be published		
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	Waiting on further information from Scottish Government	Waiting on further information from Scottish Government		↔
Investing in our People	Review of Staff Performance Management	Reviewing our approach to performance with the development of 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	Policy objectives agreed. This is slightly behind schedule as we were supposed to have consulted by now.	Executive Team to discuss the draft policy prior to development of the framework		↔

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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	Plan agreed and actions progressing			↔
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	This work and our approach to the assessment is still being scoped	Presentation from existing practitioners to be arranged		↔
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	To be progressed in the 2nd half of the year	To be progressed in the 2nd half of the year		↔
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	In line with plan, Executive Team have commenced their workshops			↔
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	TBC	We have submitted a range of advice to SG that the Board and LAPC have been sighted on. Current considerations centre around differentiating between what can be delivered with and without regulatory change and what will be the focus of sessions with stakeholders over the summer/autumn.	Stakeholder engagement		↔
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	Dec-24	This will be a new strategy for SLAB and we have begun the project scoping phase.	Continuing internal discussions		↔
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	Discussions have taken place regarding possible rota configurations to facilitate the move to a 35 hour week. Early discussions regarding options for the period starting December 2025 (and substantive change to the rota will require 13 months notice). This will inform ET discussions in August.	P&OD are seeking legal advice on options for this December (meeting scheduled for 29 July). Once ET has reached agreement on potential option(s) for each period, a discussion will be scheduled with SCL colleagues. The Union will also be invited to attend.		↔