

Meeting	OLC Board	Agenda Item No.	10
		Paper No.	120.8
Date of meeting	26 May 2022	Time required	10 mins

Title	22/23 Budget & Business Plan – Lessons Learned
Sponsor	Laura Stroppolo, Head of Programme Management & Assurance
Status	OFFICIAL

Executive summary
<p>For the 22/23 Budget and Business Plan cycle, LeO managed the process through a programme management architecture in relation to tracking deliverables associated with submitting a robust Budget and Business Plan.</p> <p>The Budget and Business Plan was approved by LSB on 18 March and published in early April. The Executive Team and key internal stakeholders took part in a Lessons Learned exercise on the 11 May. The key findings of the session are detailed as part of this paper alongside suggested recommendations and improvements for the 23/24 cycle.</p> <p>The Lessons Learned session with the Executive focused on 5 key areas:</p> <ol style="list-style-type: none"> 1. Mid-year Review and Consultation process 2. 22/23 planning cycle 3. LSB Budget Acceptance Criteria and Business Plan drafting 4. Stakeholder engagement 5. Engagement with OLC Board <p>Time is scheduled in the diary for the Head of Programme Management and Assurance to meet with LSB regarding the planning for the 23/24 cycle and will also look to invite their views of the 22/23 cycle to help inform LeOs planning for the year ahead.</p> <p>Board is invited to contribute to the lessons learned and share any thoughts or ideas to factor into the 23/24 cycle, which will commence during the last two weeks of May.</p> <p>For completeness, a final copy of the milestones report can be found in Appendix A and progress made against the 21/22 lessons learned is detailed in Appendix B.</p>
Recommendation/action required
Board is asked to NOTE the paper.

Lessons Learned

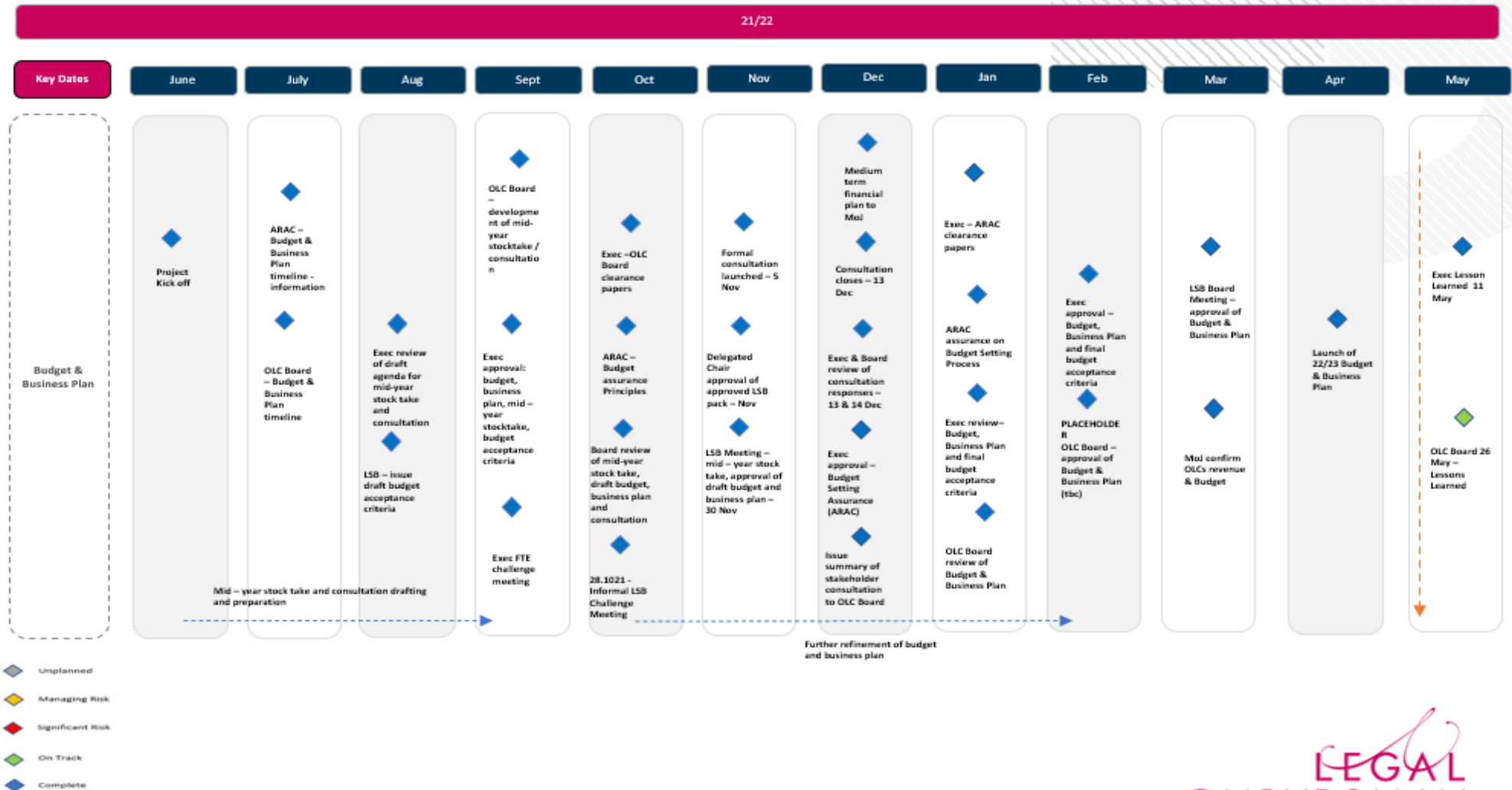
Lessons Learned / Considerations	Suggestions / Ideas for 23/24
<p>Consultation Process</p> <ul style="list-style-type: none"> • MYR was a helpful commitment in terms of transparency to our stakeholders – it was a useful reference point (mainly in advance) to highlight, ‘we are being open’ and ‘you will get to see and consider our MYR performance’ • MYR defined performance at an early point in time (Essentially August, halfway through Q2) and didn’t take account of progress after the point at which performance was captured. • Understanding how we look to position the mid-year review beforehand – this was in a paper for the Sept seminar but was included as a section within the Consultation document. • The MYR solely focused on performance (closures, productivity, PAP). • The drafting of both documents landed in the middle of peak leave period for staff (August), which was a particular issue for us last year with accumulated covid leave • The MYR didn’t allow us a great opportunity to develop the wider context and reasons/challenges and what was being done to address them – or maybe didn’t allow us to be understood on those points • Ensuring there is enough time for papers to be drafted ahead of Board meetings i.e., consultation closing vs Board meeting. 	<ul style="list-style-type: none"> • Consider the value of a mid-year review (and assess this against the diversion of scarce resource at critical point) and whether regular reporting more publicly would allow us to better provide that transparency • More regular external performance reporting with stakeholders will share progress on performance and forward look more regularly, minimising the need for a point in time review at the half way stage. • Ensure reporting is aligned to our existing reporting cycle to reduce capacity constraints • In reporting include delivery against the Business Plan progress reporting • Consider length of consultation given potential consultation consideration of strategy. • Consider timings, reviews and approvals as part of the 2023 Board and committee cycles (including Annual Leave)
<p>22/23 Planning</p> <ul style="list-style-type: none"> • Budget setting assurance clearly defined – principles shared with ARAC in October and full evidence provided in January before final Board approval • Gained Board views early to help structure and factor in key messages 	<ul style="list-style-type: none"> • Programme planning for the 23/24 cycle to commence in May (same as last year). • Look to include Exec Financial Reviews and checkpoints based on staff / non staff costs – separate

<ul style="list-style-type: none"> • Very well co-ordinated and forward planned by HoPMA and team. • It can be a very pressured schedule, packed with many points of interface with OLC Board and LSB. • Key points where turnaround time is short, puts significant pressure on the Executive to deliver. • Management Team engagement throughout the process (planning / high level milestones and their input into deliverables) • Timing of the budget approval – very late in the year and impacts MoJ as well as the OLC. 	<p>meeting to Executive Team meetings.</p> <ul style="list-style-type: none"> • Forward planning for Executive Annual Leave during peak summer months. • Steer required on including P&Q as part of the cycle and if so, factor this into the planning. • Continue with iterative approach with Board members (review and approvals). • Key Executive, Board and committee meetings to be scheduled in advance where possible include an earlier budget sign off– in progress. • Budget Setting Assurance and criteria to be identified – following final internal audit on 22/23 process.
<p>LSB Budget Acceptance Criteria and Business Plan drafting</p> <ul style="list-style-type: none"> • The drafting worked well having one person own the drafting to ensure we had a single corporate voice • The Business Plan was significantly better than previous years and Steph did a fantastic job. • Going forward, need to agree a cut off point from when the data is forecasted from – countless iterations to the numbers from the monthly revised targets. • Ideas for visuals came quite late in the process – need to be clear upfront on format and visuals to aid messaging. • Consider prior engagement with LSB colleagues on their views of the Budget Acceptance Criteria – consider updating / amending in light of 3-year strategy 	<ul style="list-style-type: none"> • Engagement with LSB before criteria is confirmed and issued – meeting booked for 19 May • Involve External Affairs early to lead on co-ordinating – assign key drafter from outset. • Gain further clarity on the assumptions built in and the vacancy factor. • Agree with key stakeholders on the format and use of visuals earlier on in the process.
<p>Stakeholder Engagement</p> <ul style="list-style-type: none"> • Ensured stakeholders were kept updated throughout the process – no radio silence (emails / letters from CO & Chair) • Positive feedback on staff events (worked well hybrid) 	<ul style="list-style-type: none"> • Look to schedule a face-to-face stakeholder event as part of the 23/24 cycle. • Look to expand the stakeholder engagement to target those who

<ul style="list-style-type: none"> • Utilised Challenge & Advisory Group – however it did show their overall lack of understanding around what we do, why we do it and why we can’t just do things differently – this leads to one of two outcomes – either we need to engage more with stakeholders, so they understand our business and process better – or we get better at explaining the level of engagement that they are entitled to. • External and Internal meetings – allowed for Q&As • Transparent, open, early and regular. • Initial drafting quality and messaging – not sharp enough at early points. 	<p>directly / indirectly determine response</p> <ul style="list-style-type: none"> • Factor in more staff events and comms throughout the cycle (not just at the draft and final stage) • Consider timings and planning of Budget & Business Plan events and All Staff Briefings
<p>Engagement with OLC Board</p> <ul style="list-style-type: none"> • Gained Board views early on shape, structure and messages • Flexibility on shifting seminar dates to focus on Business Plan and MYR • Constructive comments and scrutiny of proposals • Conflicting advice in relation to shorter punchier narrative, but suggested more information to be included to help support our messaging in the documents • Chair reviews were helpful before final papers were issued 	<ul style="list-style-type: none"> • Continue to build in OLC Chair reviews • Continue to build in delegated approvals throughout the cycle • Share our views on direction upfront and the forward projection as we approach a new 3-year strategy

Appendix A

High-level milestones



Appendix B

	Suggestions	RAG	Comment
Consultation Process	1. Schedule a Mid-year review / stocktake with LSB		
	2. Iterative approach in the lead up to Board approving consultation documentation – factor reviews into planning schedule		OLC Chair & P&Q Chair - reviews
	3. Look to share views on direction with Board in July / September		September - Board Seminar
	4. Review timings of consultation – look to reduce to 8 weeks (tbc)		Reduced to 6 weeks
	5. Consider timings of pre-consultation with stakeholders and how this is positioned for 22/23		E-mail to stakeholder and press prior to consultation launching. Dates were also aligned for CO and Chair attendance from Sep onwards
	6. Build on existing networks and relationships with MoJ and LSB colleagues as part of the quarterly and business assurance meetings – look to engage earlier		All LSB and BAM meetings were attended throughout 21/22
	7. Outputs from the Advisory group to be shared to help inform the wider consultation documentation		
Planning	1. Programme planning for the 22/23 cycle is to commence in May (one month earlier than previous year)		
	2. Engagement with LSB Board dates for 22/23		First meeting held May 21
	3. Iterative approach with Board members (review and approvals)		Draft and final documents shared with OLC Chair & P&Q Chair
	4. Recognise the OLC Chair being the Lead Board member as part of the annual cycle		See note above

	5. Board engagement in preparation for Mid-Year review / stocktake direction		Item discussed at at September seminar
	6. Wider engagement with Management Team and more regular comms and engagement with the wider workforce – look to inform the Business Plan for 22/23 –		June 21 / Oct 21 / Jan 22 - MT workshops and reviews
	7. Key Exec, Board and committee meetings to be scheduled in advance (including working time to be blocked out)		
	8. Budget Setting Assurance timings to be confirmed and planned with ARAC Chair		Oct- principles Jan - evidence
LSB Budget Acceptance Criteria	1. Engagement with LSB before criteria is confirmed and issued		(May / Aug / Dec)
	2. Adopt the same approach as the Annual Report – no multiple access or editing the main document – key narrative to be collated to project leads		
	3. Look at other options of presenting the evidence, key messages and narrative – opening letter from the CO		Built introduction into the MYR of the consultation
Engagement with OLC Board	1. The planning phase will look to plan reviews and different approaches to all key documentation		
	2. Share our views on direction upfront and note the alignment to the current Business Plan and forward thinking for year 2		