

<b>Meeting</b>	OLC Board	<b>Agenda Item No.</b>	11
		<b>Paper No.</b>	123.6
<b>Date of meeting</b>	20 October 2022	<b>Time required</b>	10 mins

<b>Title</b>	<b>2021/22 Annual Report &amp; Accounts Lessons Learned</b>
<b>Sponsor</b>	Laura Stroppolo, Head of Programme Management & Assurance
<b>Status</b>	OFFICIAL
<b>To be communicated to:</b>	OLC Board

<b>Executive summary</b>
<p>At the end of the 2021/22 Annual Report and Accounts process, the Executive held a Lessons Learned session to review the process and content for developing the report ahead of the next Annual Report cycle.</p> <p>The attached presentation sets out the areas the Executive Team have discussed with suggested improvements for what can be taken from the 2021/22 reporting cycle in readiness for the planning and preparation for the 2022/23 Annual Report and Accounts.</p> <p>It was important for the Executive to keep sight of the positives and what went well this year as well as reflecting on what we could look to improve next year. The key successes of the 2021/22 Annual Report &amp; Accounts are as follows:</p> <ul style="list-style-type: none"> <li>• The continued co-ordination of process by the Head of Programme Management &amp; Assurance (HoPM&amp;A), which helped to define the key roles that are part of the process, which this year included appointing a lead to draft the report in its entirety.</li> <li>• Collaboration and engagement with key business leads to ensure the accuracy of the narrative.</li> <li>• Good working relationships built with External Audit colleagues by both the Finance Team and Programme Management.</li> </ul> <p>The slide deck details the suggestions we looked to implement as part of this year Annual Report &amp; Accounts and highlights where these had been achieved or not. The one which remains outstanding is in relation to the designer procurement and it's been agreed that this needs to proceed with a tender exercise in readiness for next year's Annual Report cycle.</p> <p>As detailed in the External Audit Management letter, the Executive agreed to implement a quality assurance process for the front end of the report and this will be driven by a year-end data template created by the Business Intelligence Team, with key business leads being responsible for quality assurance. This element will be captured in the wider planning process and will be overseen by the HoPM&amp;A.</p> <p>The findings of the Lessons Learned will be shared with ARAC colleagues in January 2023 for further comment and reflection ahead of the next planning iteration.</p>
<b>Recommendation/action required</b>
Board members are asked to provide feedback on the Annual Report and Accounts 2021/22 process and suggestions for improvement in readiness for the 2022/23 cycle.

# Annual report 2021/22

## *Lessons learned and Forward planning*

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## Improvements for 21/22 Annual Report & Accounts

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### Financial Accounts

- Pre meet with NAO and Deloitte – meeting held on 4 March and key milestones shared - **COMPLETE**

### Ownership of key messaging

- Compiling archive of key performance papers → ability to recall key information for the report - **COMPLETE**
- Earlier drafting of content – deadline set by 4 April; work commissioned 25 Feb - **COMPLETE**
- Key lead for drafting- Steph assigned as lead drafter on 28 Feb - **COMPLETE**

### Process

- Internal kick-off meeting for all parties – **COMPLETE (28 Feb)**
- Earlier drafting of content should prevent overlap in sign-off processes – **COMPLETE**
- Key dates with MT and ET - **COMPLETE**
- Designer procurement (share dates with ARAC / Board Q4 21/22) - **INCOMPLETE**

Lessons Learned	Suggestions for 22/23
<p>Financial Accounts / External Audit</p> <ul style="list-style-type: none"> <li>- Sustainability measures requirement was shared later in the process.</li> </ul>	<ul style="list-style-type: none"> <li>- We will look to approach next year's in similar way to 2021/22 (mindful this was Deloitte's first year) in terms of checks / balances and engagement.</li> <li>- Planning and schedules to be shared by both parties (LeO and Deloitte).</li> <li>- Agree evidence required upfront with Deloitte – noting change in performance reporting (PowerBi).</li> <li>- Preparation and QA of data (front end) – two people assigned.</li> <li>- Asset Register to be tidied through an ongoing exercise with all departments involved – ensuring that we understand the assets that are still in use and within our control.</li> <li>- Finance to focus on understanding and applying the required presentation at the early part of the accounts production and agreeing with auditors. Auditors to look at reporting presentation earlier on in the process.</li> </ul>
<p>Drafting process</p> <ul style="list-style-type: none"> <li>- Late in the process for checking numbers / evidence trail for the front end of the report.</li> <li>- Very large document with graphics and formatting applied created issues with sharing and collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>- Emphasise key points and messages from authors when commissioning narrative</li> <li>- Stronger focus on brevity from the outset, reducing the editing to be done later in response to Board feedback.</li> <li>- Agree key messages upfront as we did in 2021/22.</li> <li>- Produce and verify key data set (including any KPIs) as early as possible in the process.</li> <li>- After year-end agree key data set template to be created – use this for future materials when we discuss / present year end information.</li> <li>- Better ownership of front half of report (in particular the data and evidence) – audit trail.</li> </ul>
<p>External process</p> <ul style="list-style-type: none"> <li>- Delays with HH Global (print services)</li> <li>- MoJ</li> </ul>	<ul style="list-style-type: none"> <li>- HH Global – supplier relationship now set up, will ensure early contact is made for 22/23 ARA (via email and telephone)</li> <li>- Liaise with MoJ contact/s for laying deadlines upfront and ensure communication is maintained throughout the process.</li> </ul>
<p>Design / production</p> <ul style="list-style-type: none"> <li>- Large file designed in-house using basic tools (Word and Excel) limited visual impact achievable.</li> </ul>	<ul style="list-style-type: none"> <li>- Procure and use a template and / or make better use of styles functions to reduce formatting difficulties.</li> <li>- Consider point at which fully-designed version is created to reduce work associated with glitches arising from editing very large image heavy document.</li> </ul>