

<b>Meeting</b>	OLC Board	<b>Agenda Item No.</b>	7
		<b>Paper No.</b>	114.5
<b>Date of meeting</b>	17 May 2021	<b>Time required</b>	10 minutes

<b>Title</b>	<b>21/22 Budget &amp; Business Plan – Lessons Learned</b>
<b>Sponsor</b>	Laura Stroppolo, Business Performance Manager
<b>Status</b>	OFFICIAL

<b>Executive summary</b>
<p>For the 21/22 Budget and Business Planning round LeO adopted a programme management approach in relation to tracking the activities associated with submitting a robust Budget, Strategy and Business Plan.</p> <p>Following an initial discussion with the OLC Board in April, where learning points on this year's cycle were shared, a further session has been held with Executive colleagues and the wider project team in early May.</p> <p>A summary of all learning points can be found on pages 2 - 3 alongside recommendations / improvements for the 22/23 budget and business plan cycle.</p> <p>The Lessons Learned session with the Executive focused on 5 key areas:</p> <ol style="list-style-type: none"> <li>1. Consultation process</li> <li>2. Planning</li> <li>3. LSB Budget Acceptance Criteria</li> <li>4. Business Plan (drafting &amp; sign off)</li> <li>5. Engagement with OLC Board</li> </ol> <p>In recognition of the Tripartite Protocol, the Business Performance Manager has engaged with the Budget &amp; Business Plan lead from the Legal Services Board (LSB) to capture any further learning points for LeO to note and / or address in the 22/23 cycle.</p> <p>A high-level milestone report detailing the completed milestones for the 21/22 Budget and Business Plan cycle can also be found in appendix A.</p> <p>Project risks have been discussed and closed out as part of project close down. Where there were direct links to strategic risks, these have been absorbed and included in the proposed suite for discussion at Board on the 17 May.</p>
<b>Recommendation/action required</b>
Board is asked to <b>NOTE</b> the paper.

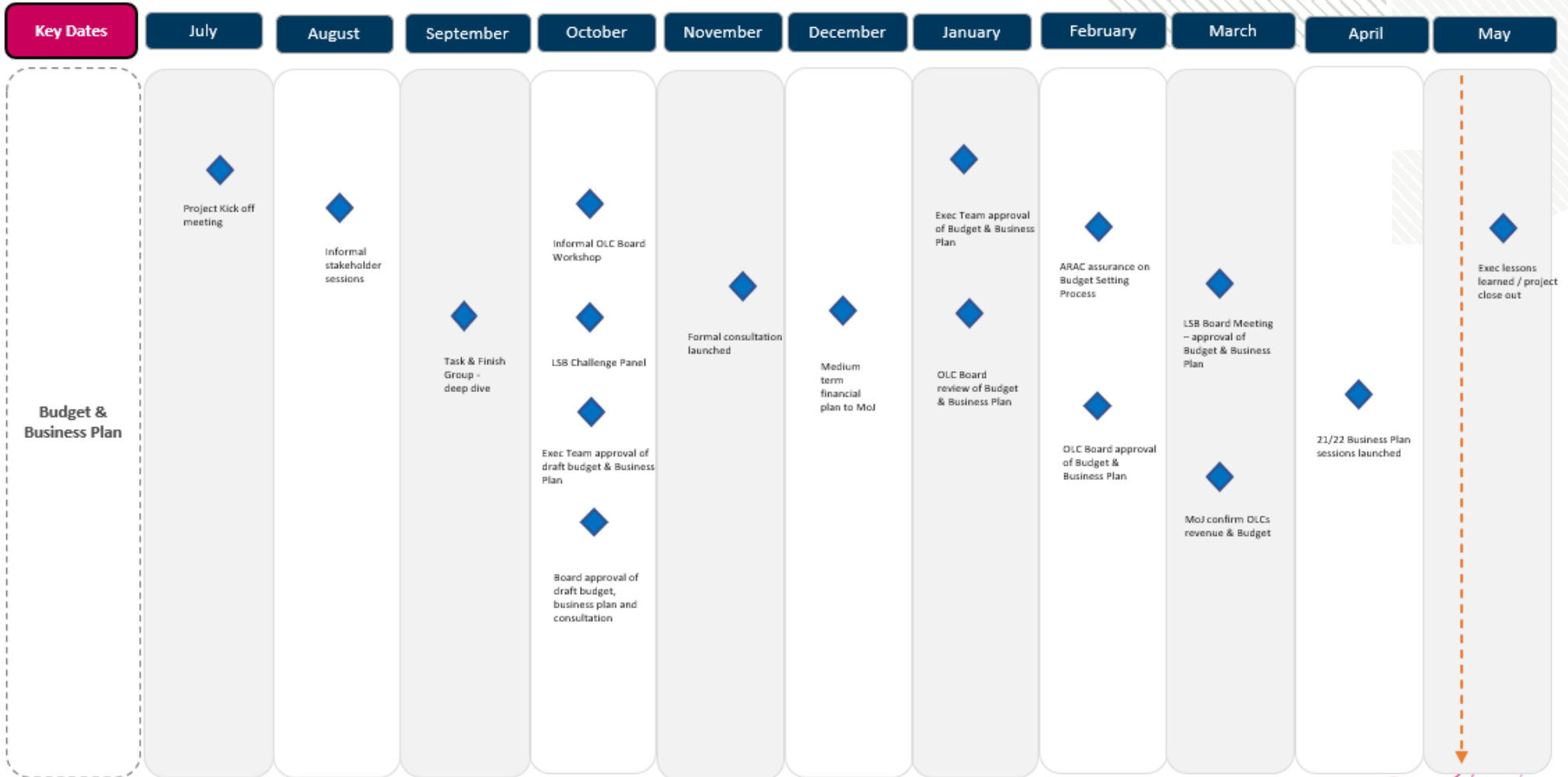
**Lessons Learned**

Lessons Learned / Considerations	Suggestions / Ideas for 22/23
<p><b>Consultation Process</b></p> <ul style="list-style-type: none"> <li>• Better planning is required to ensure that Board Members had sufficient time to review, debate and discuss key documents and information</li> <li>• Consider external messaging throughout the process</li> <li>• Consider timing of consultation period (too long)</li> <li>• Need to plan / agree our position earlier – noting the mid -year stocktake and how this aligns with consultation documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule a Mid-year review / stocktake with LSB</li> <li>• Iterative approach in the lead up to Board approving consultation documentation – factor reviews into planning schedule</li> <li>• Look to share views on direction with Board in July / September</li> <li>• Review timings of consultation – look to reduce to 8 weeks (tbc)</li> <li>• Consider timings of pre-consultation with stakeholders and how this is positioned for 22/23</li> <li>• Build on existing networks and relationships with MoJ and LSB colleagues as part of the quarterly and business assurance meetings – look to engage earlier</li> <li>• Outputs from the Advisory group to be shared to help inform the wider consultation documentation</li> </ul>
<p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• Better planning is required to ensure that Board Members had sufficient time to review, debate and discuss key documents and information</li> <li>• Consider factoring in a mid-point update into the planning process for key stakeholders</li> <li>• Consider appointing a Lead Board member to assist with Business Planning</li> <li>• Consider external messaging throughout the process</li> <li>• Be mindful of March 22 planning dates (including Business Assurance Reviews and quarterly catch ups with LSB colleagues)</li> <li>• Consider LSBs meetings dates – wider MoJ implications</li> <li>• Ensure Business Plan deliverables and activities are mapped out and considered before publication</li> </ul>	<ul style="list-style-type: none"> <li>• Programme planning for the 22/23 cycle is to commence in May (one month earlier than previous year)</li> <li>• Engagement with LSB Board dates for 22/23 – <b>complete</b></li> <li>• Iterative approach with Board members (review and approvals)</li> <li>• Recognise the OLC Chair being the Lead Board member as part of the annual cycle</li> <li>• Board engagement in preparation for Mid-Year review / stocktake direction</li> <li>• Wider engagement with management Team and more regular comms and engagement with the wider workforce – look to inform the Business Plan for 22/23</li> <li>• Key Exec, Board and committee meetings to be scheduled in advance (including working time to be blocked out) – <b>in progress</b></li> </ul>

<ul style="list-style-type: none"> <li>• Ensure time is blocked out in Executive and Project Team diaries in advance</li> <li>• Planning for ARAC assurance on the Budget Setting process from the outset</li> <li>• Consider the impacts on Corporate areas when looking to support / increase Ops</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Setting Assurance timings to be confirmed and planned with ARAC Chair – <b>in progress</b></li> </ul>
<p><b>LSB Budget Acceptance Criteria</b></p> <ul style="list-style-type: none"> <li>• Consider presenting the evidence and narrative in a different way</li> <li>• Consider prior engagement with LSB colleagues on their views of the Budget Acceptance Criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement with LSB before criteria is confirmed and issued</li> <li>• Adopt the same approach as the Annual Report – no multiple access or editing the main document – key narrative to be collated to project leads</li> <li>• Look at other options of presenting the evidence, key messages and narrative – opening letter from the CO</li> </ul>
<p><b>Engagement with OLC Board</b></p> <ul style="list-style-type: none"> <li>• Look to engage with Board members in an iterative and different ways</li> <li>• Consider appointing a Lead Board member</li> </ul>	<ul style="list-style-type: none"> <li>• The planning phase will look to plan reviews and different approaches to all key documentation</li> <li>• Share our views on direction upfront and note the alignment to the current Business Plan and forward thinking for year 2.</li> </ul>

**Completed High-level milestone**

20/21 & 21/22



LEGAL