

BUSINESS PLANNING 2023-26

Summary: To present the draft Business Plan Framework for the period 2023-26

Recommendation: That the Board adopts the Framework

Report by: Andy Parsons, Chief Executive

Introduction

- The business plan framework (attached as *Appendix A*) is a one-page map of how the organisation will achieve its desired 'outcome' (shown in the top right hand of the framework) by the end of the plan period.
- For a business plan to be successful it shouldn't just be a list of actions that need doing. It is absolutely paramount that our people feel equipped and supported to fulfil their roles to the best of their ability and that we have the right processes in place to enable them.
- The format is based on four key themes:
 - People (input) – our employees, Board members and volunteers
 - Process (input) – how we do things around here
 - Customer (output) – the beneficiaries of our work (including delivery partners)
 - Finance(output) – the sustainability and resilience of the organisation

*Great **people** using the best **processes** leads to
happy **customers** and healthy **finances***

Progress to date

- On 27 July we held an employee and volunteer workshop focusing on business planning and prioritisation for the next three years.
- Following the workshop everyone then had the opportunity to provide further feedback and ideas, once the framework had been converted into a PowerPoint document.
- To ensure buy-in at all levels of the organisation it is important that everyone feels involved at an early stage and have the opportunity to shape the plan, this was the first step in this process.
- On 13 September the Framework was reviewed by the Executive Committee and recommended for Board adoption.

Next steps

- It should be noted that the framework provides a high level overview of **what** we need to do and **when** it needs to be done. During the formation of this framework we have discussed **why** each part is important to our future success.
- The Annual Work Programme builds on this work with a more detailed plan to show **how** it will be achieved and **who** will lead and support on certain tasks.

Financial Forecasting

- The Finance and Governance Sub-Committee are meeting in November to start pulling together a 3-year financial plan to support the delivery of the Business Plan Framework.
- A 1-year detailed budget for 2023/24, and a 2-year forecast (2024-26) will be presented to the Board for adoption at the February 2023 meeting.

Reporting format

- A progress update will be presented to the Board annually (more regularly if there is significant change).
- A RAG status (Red, Amber, Green) will be used to show which parts of the framework are:
 - Completed
 - In progress
 - Off track
 - Not Started
- Detailed reporting will be focused on the sections of the framework that are off-track, with commentary on how we plan to improve these areas.
- Finance reporting will continue to be reviewed quarterly at Finance and Governance Sub-Committee meetings and at every Board meeting.

Supporting documents

- Appendix A – Business Plan Framework 2023-26

OCTOBER 2022