

**MHS Corporate Business Plan and Targets for 2006/07**

**Executive Summary**

1. This paper advises the MHS Board of the planned approach to business planning for 2006/07 and takes account of the fact that FSA have recently approved that the MHS should take the lead on setting its own objectives, targets and key performance indicators (KPIs).
  
2. The MHS Board is invited to:
  - **note** the process adopted for the development of the MHS Corporate Business Plan 2006/07
  
  - **note** the process suggested for the development and approval of targets for 2006/07
  
  - **note** and comment on the intention to explore a variety of consultation options
  
  - **note** the timetable the MHS intends to adhere to

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## **MHS Corporate Business Plan and Targets for 2006/07**

### **Issue:**

1. To inform the MHS Board of the process adopted for the development of the MHS Corporate Business Plan and targets for 2006/07.

### **Background**

2. This paper sets out the planned approach to business planning for 2006/07 and takes account of the fact that FSA have recently approved in principle that the MHS should take the lead on setting its own objectives, targets and key performance indicators (KPIs) in future business planning rounds.

### **Business Planning Working Group**

3. A working group has been set up to take responsibility for the coordination and production of the MHS Corporate Business Plan 2006/07. The group is headed up by the Director of Corporate Services and will report to the MHS Management Board. Working group members have been chosen from a cross section of senior MHS staff. Each working group member has responsibilities for consulting with their respective MHS groups on inputs to the corporate business plan, and to raise issues arising within the main group as the business planning process gets under way.
4. The working group held its initial meeting on the 11<sup>th</sup> of October. Directorates are currently taking forward further discussion on draft objectives, and are drawing up proposals for targets and key performance indicators to support these. They will provide their working group representative with feedback for the next meeting scheduled for the end of October.
5. This approach is to ensure that work on the business plan gets taken forward within each directorate before a composite draft plan is drawn up for further discussion and agreement by the MHS Management Board, and ultimately for comment and approval by the MHS Board.

### **Strategic Direction**

6. Ideally the existing MHS Strategic Plan 2004/05 – 2008/09 should be used as the base for the MHS business plan for 2006/07. However, updates are now needed in respect of changes in the OTM rule and EU Hygiene Regulations. Therefore, the working group is primarily focussing on the

production of a one year business plan for 2006/07, which concentrates on ensuring we continually improve our core service in the light of all these changes.

7. The various outputs from the MHS Board stakeholder workshops are also currently being taken into account to shape the future direction being taken for the Corporate Business Plan 2006/07. However, the group noted that the recent stakeholder event seemed to have mainly a meat industry presence, in spite of best endeavours to attract a wider range of interests. The group believes that further consultation should be undertaken with the full range of MHS stakeholders, including consumer groups, ethnic minorities, as well as Government and meat industry customers. This would allow for full consideration to be given to a wide range of interests concerning Meat Hygiene and public health in the drafting of a new Strategic Plan for MHS.

8. Due to the critical business need of developing, approving and publishing the MHS Corporate Business Plan and targets for 2006/07 by the end of March 2006, the group felt that it was inappropriate and impractical to commence any additional work on a new strategic plan for the future until the work of the MHS Board is complete. However, the MHS intends to provide the MHS Board, at its March meeting, with a timetable for the production of this in 2006/07.

## **Consultation**

9. The MHS intends to put forward a draft 2006/07 corporate business plan with objectives and proposed performance targets to the MHS Board at its January meeting. As this is a different approach to that adopted for the past 2 planning years, it would be prudent to consult with stakeholders on the content and performance targets proposed. Previously, formal 12 week consultations on MHS targets have been adopted by the FSA. These have resulted in the following responses: 20 responses for 2003/04 and 11 for 2004/05. The working group feels that a combination of different informal and formal approaches to consultation may generate be more effective. This might include any of the following:

- Formal discussion at the MHS Industry Forum;
- A focus group comprising a small number of key stakeholders;
- A questionnaire approach;
- e-consultation

10. Whichever method is adopted, it is important to recognise that it is critical to the successful delivery of MHS business to have a Corporate Business Plan and associated targets in place at the beginning of the financial year, which limits the amount of time available for consultation.

11. In order to meet the overall timetable, it is proposed that a 6-week consultation period is incorporated into the target setting timetable, through November and December. The MHS is currently considering which of the consultation options are most practicable and likely to provide the most

representative stakeholder views, and any advice from the MHS Board on this issue would be welcomed.

### Timetable

12. The following timetable has been set in order to publish the MHS Corporate Business Plan 2006/07 for the target date of April 2006:

1-2 November 2005	MHSMB to approve timetable and comment on initial feedback from the working group and approach to consultation.
3 November 2005	MHSB invited to comment on, arrangements for consultation and overall strategic direction
w/c 7 November to 14 of November	Draft targets circulated to MHS Board members for comment.
21 November to 6 January	Consultation period on draft targets
6 December 2005	Draft MHS Corporate Business Plan 2006/07 to MHS Management Board for discussion
6 January 2006	End of consultation
24 January 2006	MHS Board to discuss/approve targets for 2006/07
February 2006	MHS Corporate Business Plan 2006/07 approved by MHSMB
March 2006	MHS Directorate Business Plans developed to support the Corporate Business Plan, and submitted to the MHS Management Board for approval
April 2006	MHS Corporate Business Plan published

13. The MHS Board is invited to:

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