

**DEVELOPING A NEW STRATEGIC PLAN FOR THE MHS
FOR 2006 – 2010**

Summary

1. This paper proposes a process and timetable for developing a new strategic plan for the MHS for the period 2006 – 2010.
2. The MHS Board is invited to:
 - **Agree** the proposed process and timetable for developing a new strategic plan for the MHS for the period 2006 – 2010.

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**DEVELOPING A NEW STRATEGIC PLAN FOR THE MHS
FOR 2006 – 2010****Issue**

1. To agree a process and timetable for developing a new strategic plan for the MHS for the period 2006 – 2010.

Background

2. The current MHS Strategic Plan 2004/05 – 2008/09 was developed in 2003. Due to the significant changes in the roles and responsibilities of the MHS and Food Business Operators introduced by the new EU Food Hygiene Regulations implemented on 1 January 2006, it is necessary to develop a new Strategic Plan, which reflects these fundamental changes. A new Strategic Plan, agreed by the MHS Board on behalf of the FSA Board, will enable the MHS to take charge of its future.

3. The process proposed below for the development of a new Strategic Plan, draws loosely on the Strategy Survival Guide published by the Prime Minister's Strategy Unit in July 2004. The process recognises that the MHS Board started taking forward its remit to give strategic direction to the MHS through the following three events:

Awayday	21 July 2005
Briefing/ Brainstorm	15 September 2005
Stakeholder meeting	22 September 2005

4. The outputs from these events will be utilised in developing the Strategic Plan.
5. The Strategy Survival Guide notes that as a rule, the best strategies in government and public services are:
 - Clear about objectives, priorities and trade-offs;
 - Underpinned by an understanding of causes, trends, opportunities and threats;
 - Based on a realistic understanding of the effectiveness of policy delivery and organisational capacity;
 - Creative, and consider new possibilities;
 - Adaptable in the light of experience;
 - Developed with, and communicated to, stakeholders.
6. Taking a strategic approach should ensure that decisions on strategic direction, policy design and delivery are seen as an end-to-end process of change management, with feedback, learning and improvement. The MHS Strategic Plan needs to be adaptable, with quick feedback and effective information flows to respond to new information and take account of changing circumstances or unexpected events.

7. The Strategic Plan needs to provide a clear a sense of direction, based on an analysis of different strategic choices and their implications. The Plan should include:
- Vision – a statement of aspirations describing a desired future;
 - Aims – the outcomes needed to bring about that desired future;
 - Objectives – the things that need to be achieved in order to realise the Aims;
 - Values – the beliefs and behaviours which describe how an organisation goes about achieving its objectives.

Process and Timetable

8. The process and timetable outlined below for the production of a Strategic Plan seeks to build on the work started by the MHS Board in 2005, and is integrated into the MHS Board's programme of meetings during 2006/07.
9. The process proposed for is:

Stage	What?	How?	When?
1.	Stakeholder Analysis	BDU to develop and submit to MHSMB and MHS Board.	June 2006
2.	Establish Stakeholders' requirements	Re-visit and re-confirm strategic themes identified at 2005 Stakeholder meeting, in light of new EU Food Hygiene Regulations. Engage directly with any sectors not represented at stakeholder meeting. BDU to record and submit to MHSMB and MHS Board.	July 2006 (MHS Board Stakeholder meeting)
3.	Review and update MHS values	BDU to produce discussion document and submit to MHSMB and MHS Board. MHS Board to consider at Awayday.	September 2006 (MHS Board Awayday)
4.	Develop Vision & Purpose	BDU to draw on feedback from MHS Board events in 2005 and propose a draft vision and purpose for MHS Board to consider at Awayday, and agree version for consultation with stakeholders.	September 2006 (MHS Board Awayday) (Consultation ends mid-November)
5.	Business analysis	MHS Board to update/ undertake SWOT and PESTLE analysis at Awayday.	September 2006 (MHS Board Awayday)
6.	Develop strategic options to deliver vision and purpose	BDU to produce discussion document and submit to MHSMB and MHS Board.	November 2006
7.	Establish and prioritise SMART strategic objectives to monitor	BDU to produce discussion document and submit to MHSMB and MHS Board.	November 2006

Stage	What?	How?	When?
	achievement of Vision		
8.	Analyse MHS capability	BDU to produce discussion document on MHS ability and flexibility to cope with the unexpected, and to identify new opportunities. Submit to MHSMB and MHS Board.	November 2006
9.	Develop Strategic Plan	BDU to produce draft plan and submit to MHSMB and MHS Board. Draft plan to consider future resource allocation, including Comprehensive Spending Review.	January 2007
10.	Implement Strategic Plan	Via annual business planning	2007/08 – 2009/10
11.	Monitor performance	MHSMB and MHS Board to monitor performance at each meeting	2007/08 – 2009/10
12.	Review Strategic Direction	MHS Board to review whether strategic direction and objectives remain relevant with regard to environment	Each September

Recommendation

10. The MHS Board is invited to:

- **Agree** the proposed process and timetable for developing a new strategic plan for the MHS for the period 2006 – 2010.

**Business Development Unit
March 2006**