

## **BUSINESS PLANNING LESSONS LEARNED 2004-05 TO 2007-08**

Key themes identified in developing and communicating an effective finance and planning process going forward include:

- A staged 3-5 year business and finance planning process programme with clear outcomes, agreed milestones and continuous learning mechanisms
- A focus on the medium term (3-5 years) for business and financial planning (MTFP)
- A focus on identifying core business priorities and objectives, on configuring resources to meet objectives across the business, and on ownership of outcomes
- A continued level of engagement from MPS Management Board in supporting robust planning and financial processes, individual accountability and a shared strategic focus (strategic leadership)
- A better integrated consultation that informs initial planning for policing priorities and supports ongoing oversight of performance and possible in-year emerging issues
- A governance framework that assists decision making and accountability
- A robust compliance structure.

The major elements that were identified to support short-term (2008-09) development include:

- A continued alignment of finance, business planning and performance processes into a single, clear planning stream
- An earlier start to the business and financial planning cycle, in January (including corporate objectives in March)
- Definition of common terms, clear mapping of purpose and expectations, and interactive communications and support
- A greater degree of definition in expectations and purpose, with tighter business group planning and content parameters
- A re-engagement with business group business planning processes and templates, and increased business group ownership
- An earlier start to operational business groups planning cycles (March) to inform objectives and deliverables for support groups
- An earlier definition of business groups financial envelope, cashable efficiency savings and resource utilisation that will affect planning
- A mechanism to align bottom-up and top-down strategic objectives, resources and outcome measures.