

NOT PROTECTIVELY MARKED

<i>Title & Version</i>	Debrief of the Planning Process 2005/06, Version A
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<i>Summary/Purpose</i>	This document contains the findings of a debrief held to critically appraise the planning process during 2005/06.

1. Introduction

Following the completion of the Policing London Strategy 2006-09 and Annual Plan 2006-09 a debrief with members of the planning group, the strategic planning team and the policy officers responsible for planning at the MPA. The workshop was conducted on 4 May 2006.

The aims of the de-brief was to:

- To capture learning and experiences from the planning process that occurred 2005-06
- To identify key issues that faced the planning process
- To identify improvements and solutions for the forthcoming planning process

The findings from the session are reproduced below.

2. What worked well in the planning process 2005/06?

There were a number of positive points raised by the participants in the session. A number of these centred on the development of a planning community within the organisation and the links that this generated with the Strategic Planning team and the planners within the Business Groups. The attendance of representatives from the MPA was also well received it ensured that the Authority were kept up to date with developments being made by Business Groups in their planning.

The reduction in the number of Critical Performance Areas was seen as a significant improvement. It will allow for managers to focus activity on those areas that the MPA and the MPS has deemed important.

The effort and work that Territorial Policing put into the variable targeting setting process was acknowledged and celebrated.

Finally the notion of combining the Policing London Strategy and Plan into one document was a positive step and made it a 'useful one-stop shop'. The process of devising the strategy was also seen to be a positive one. In particular, the extensive use of consultation was considered to be positive.

3 What worked less well during the planning process in 2005/06?

One of the most common themes mentioned in this section of the debrief was that of terminology. Language was inconsistent across the organisation, which led to confusion and hindered the understanding and completion of tasks. It also causes some difficulty in communicating the plan to other stakeholders involved in the process.

Recommendation

A glossary is devised which is then communicated to stakeholders so that an understanding of planning can be shared across the organisation.

The agreement of critical performance areas did not occur until quite late in the cycle. This created problems in setting targets for these areas - especially when these targets required business group approval.

Recommendation

Critical performance areas should be defined at an earlier point so that these can be fed in to business group activity at appropriate points.

More consideration needs to be given to the use of products derived from the National Intelligence Model and the consultation processes within the MPS and the MPA. Although they are both incorporated into the development of the policing plan greater emphasis should be placed on their role.

Recommendation

Consultation findings to be explicitly referenced in the Corporate Strategic Assessment which then dictates areas for focus and investment.

Enabling departments within the MPS should be further integrated into the planning process.

Recommendation

Consideration is given to how enabling departments are able to support the achievement of MPS priorities.

Both risk and equality impact assessments were undertaken although they may not have received the emphasis they require.

Recommendation

Risk registers to be maintained around the priorities with the assistance of corporate risk management.

Other areas discussed included how the plan and strategy is communicated to the organisation and the learning picked up from developing the local domain.