

**CORPORATE PLAN REVIEW**  
**WDA/37/12**

**Recommendation**

That:

1. Members approve and adopt the revised Corporate Plan attached at Appendix 1; and
2. the contents of the current Corporate Risk Register be noted.

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**CORPORATE PLAN REVIEW**  
**WDA/37/12**

**Report of the Chief Executive**

**1. Purpose of the Report**

- 1.1 To seek Members' approval of a revised Corporate Plan attached at Appendix 1 and to note the contents of the latest iteration of the Corporate Risk Register.

**2. Background**

- 2.1 The Authority's Corporate Plan identifies the key aims and objectives from which strategic plans for improvement can be drawn. This plan forms the basis of the Authority's Performance Management Framework which also includes annual service planning, staff appraisals and performance monitoring and reporting.
- 2.2 The Corporate Plan is reviewed annually and is used to inform the Authority's forward budget which will be presented to Members in February 2013.
- 2.3 The Authority's Corporate Risk Register is reviewed at the same time as the Corporate Plan to identify key risks and opportunities which may need to be addressed in the Authority's future plans.

**3. Corporate Plan Review**

- 3.1 The Chief Executive's annual appraisal is scheduled prior to the review of the Corporate Plan so that it can inform the review.
- 3.2 The latest appraisal took place on 28<sup>th</sup> September 2012 and the Chief Executive's objectives agreed by the panel were as follows:
- To explore opportunities for establishing an apprenticeship / graduate training programme and submit a proposal to the Authority in 2012/13.

- To review the resource requirements of the Authority following the approval of the Resource Recovery Contract and the move to Mann Island.
  - To consult with partners through the City Region Cabinet to consider options for greater efficiencies and joint projects (e.g. procurement).
  - To review the provision of HWRC's across Merseyside and produce options for Members consideration during 2012/13.
  - To develop proposals for Members' consideration in relation to the conceptual ideas identified in the Chief Executive's appraisal report:
    - Service Delivery – Exploiting Opportunities
    - Business Resource Efficiency Programme
    - Improving Efficiency through joint working in the Public Sector
    - Community Re-Use Cooperative
    - Review of future of Mersey Waste Holdings Limited
    - Implement ISO 9000 Quality Management Standard.
- 3.3 Subsequent to this, Members were invited to a workshop on 26<sup>th</sup> October 2012 to identify the Authority's priorities, specifically in relation to the Corporate Plan and the Revenue and Capital budgets.
- 3.4 At the workshop, Members discussed the strategies available to the Authority for managing its budgets whilst delivering corporate objectives in a climate where public resources are stretched.
- 3.5 It was agreed that the Authority would have to work closely with the Treasurers' Group to limit the impact of the Authority's levy on the constituent districts and their council tax calculations.
- 3.6 The Corporate Plan has been reviewed in light of the feedback from the workshop and is attached at Appendix 1 for Members' consideration.
- 3.7 The key amendments proposed are:
- Corporate targets including contractual targets relating to 2012/13 have been updated for 2013/14.

- A review of the future of Mersey Waste Holdings Limited has been added as a target.
- A review of the Authority's resource requirements has been scheduled for completion following the relocation to Mann Island and the award of the Resource Recovery Contract.
- A proposal is to be developed in 2013/14 to implement an apprenticeship / graduate training programme.

3.8 Following the approval of the Corporate Plan and the subsequent approval of the budget in February 2013, annual service plans will be developed to deliver the step changes required in 2013/14 to achieve the Authority's corporate objectives. These plans will be presented for Members' approval in April 2013.

#### **4. Corporate Risk Register**

- 4.1 The Authority's Corporate Risk Register was also included in the review process to ensure that both documents reflect the Authority's approach to corporate risks and opportunities.
- 4.2 Revisions to the Corporate Risk Register included raising the risk impact of the Authority's recognition of the current economic and political environment (Item Ref 3) in view of the current pressures on the constituent district councils and the impact of the Authority's levying strategy.
- 4.3 The risk rating for staffing resources (Item Ref 21) has also been increased to reflect the proposed review of resources identified in the proposed Corporate Plan as per para 3.7 above.
- 4.4 It is worth noting that whilst the risks relating to the RRC Procurement remain unchanged (Item Ref 2), the impact rating for this risk remains at 5 (Almost certain critical) and is therefore being managed as a high priority. The likelihood rating has been given a score of 2 (Possible) rather than 3 (Likely) and this reflects the continued efforts by the Authority to mitigate potential risks.
- 4.5 The Corporate Risk Register is a working document and will be updated where significant changes occur during the year. The latest version of the register is attached at Appendix 2 for Members' information.

## 5. Risk Implications

5.1 The following risks have been identified in relation to the development and implementation of the Authority's corporate planning processes:

<b>Identified Risk</b>	<b>Likelihood Rating</b>	<b>Consequence Rating</b>	<b>Risk Value</b>	<b>Mitigation</b>
Failure to adapt to current economic pressures.	4	4	16	Explore budget options and continue with the Strategic and Operational Reviews
Failure to deliver continuous improvement.	2	4	8	Continue to review and monitor Corporate Plan and strategies
Failure to manage risks in the delivery of the Corporate Plan.	2	4	8	Manage and monitor Corporate Risk Register.
Failure to identify deliverable objectives.	2	2	4	Use 'SMART' objectives.

## 6. HR Implications

6.1 The Authority's existing Performance Management Framework provides staff with a clear link between their own performance and that of the organisation as a whole.

6.2 The Staff Development Scheme identifies personal objectives which enable a member of staff to contribute directly to their section's Annual Service Plan and ultimately the Authority's Corporate Plan.

## **7. Environmental Implications**

- 7.1 The Authority endeavours to continuously improve its environmental performance and this is reflected in the aims and objectives of the Corporate Plan.

## **8. Financial Implications**

- 8.1 The revised Corporate Plan will inform the development of Annual Service Plans and the Revenue and Capital Budgets which enable the Authority to make best use of its resources whilst seeking to continuously improve.

## **9. Conclusion**

- 9.1 Members are asked to approve the Corporate Plan attached at Appendix 1 and note the latest version of the Corporate Risk Register attached at Appendix 2.

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The background documents to this report are open to inspection in accordance with Section 100D of The Local Government Act 1972 - Nil.