

SERVICE DELIVERY PLAN 2015/16
WDA/12/15

Recommendation

That:

1. The reordering of the Corporate Aims in the Authority's Corporate Plan be approved;
2. Members note the progress made during 2014/15 in the delivery of the Corporate Plan;
3. the proposed Service Delivery Plan 2015/16 be approved; and
4. Members agree the proposed reporting arrangements which include a full Annual Performance Report to the Authority and quarterly updates to be circulated during the year to Members and published on the Authority's website.

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SERVICE DELIVERY PLAN 2015/16**WDA/12/15****Report of the Chief Executive****1. Purpose of the Report**

- 1.1 To seek Members' approval to the proposed Service Delivery Plan 2015/16 and to changes in the reporting arrangements.
- 1.2 Members are also asked to approve a minor amendment to the Corporate Plan and to note the progress made against the corporate targets contained in the previous year's Corporate Plan.

2. Background

- 2.1 At the Authority meeting on 28th November 2014, Members approved a revised Corporate Plan which reflected the development of a new performance management framework. The Corporate Plan sets out the Authority's long term aspirations and continues to be the main building block on which the Authority's plans are developed including budget and action planning.
- 2.2 Members were informed at that meeting that work would be undertaken to produce a single overarching annual plan to replace individual section plans which would normally be presented to the Authority at this time of year.
- 2.3 The Service Delivery Plan has therefore been developed and a proposed draft is attached at Appendix 1 for Members' consideration.

3. Progress Against the Previous Corporate Plan

- 3.1 Whilst this report focuses on the Authority's plans going forward, Members' attention is also drawn to the progress made in the previous year against the corporate targets for 2014/15.
- 3.2 An update is attached at Appendix 2 and summarises the key achievements made in the year which include above target contractual performance. Whilst some other objectives have not been achieved, for example the delivery of the new Household Waste Recycling Centre in

Merseyside Waste Disposal Authority**24th April 2015**

Liverpool, these targets have been incorporated into the 2015/16 Service Delivery Plan where appropriate.

4. Service Delivery Plan

- 4.1 The Service Delivery Plan attached at Appendix 1 sets out how the Authority intends to contribute to its longer term aspirations described in the current Corporate Plan.
- 4.2 For information, the Corporate Plan sets out three Corporate Aims which can be briefly described as follows:
 - **“Deliverability”** – How we will meet our statutory duties by procuring and managing our waste contracts and other operational activities.
 - **“Sustainability”** – How we intend to promote and deliver sustainable waste management through the Waste Hierarchy in Merseyside.
 - **“Accountability”** – What standards we should set ourselves to ensure good corporate governance.
- 4.3 The format of the Service Delivery Plan reflects the three aims, however, it should be noted that the order of the aims listed above differs from that in the approved Corporate Plan. During the development of the Service Delivery Plan, it was considered that ‘Deliverability’ should be presented first as this aim focuses on the Authority’s primary statutory duties to deliver services. Members are therefore asked to approve a revision to the current Corporate Plan to reflect this.
- 4.4 The Service Delivery Plan has also been informed by the approved Revenue and Capital Budgets, existing strategies and contractual standards. A draft plan was discussed with the Forward Planning Panel which consists of four Members (Councillors Morgan, Hardy, Concepcion and Cunliffe) in March 2015 and their feedback has been incorporated.
- 4.5 In terms of content, the Service Delivery Plan sets out key priorities for the year for each of the Corporate Aims. These include, but are not limited to:
 - Mobilising the Resource Recovery;
 - Continuous improvements in the Waste Management and Recycling Contract;

- Delivering a new Household Waste Recycling Centre on Merseyside;
 - A review of the Authority's waste strategies to reflect the wider circular economy;
 - Continued partnership working to support the development of improved collection and treatment options; and.
 - Managing the Authority's resources efficiently and effectively.
- 4.6 Focusing on our priorities, a number of key areas for improvement have been developed and are set out in detail in the plan. Each area of focus has specific objectives and these will be tracked throughout the year and reported against as per the reporting regime described in the next section.

5. Performance Reporting

- 5.1 To reflect the changes to the performance management framework, a new reporting regime is also being developed in consultation with Members and in particular, the Forward Planning Panel.
- 5.2 It is proposed that performance reporting takes the form of an Annual Performance Report to be produced at the end of each year. The report would summarise performance against all of the Corporate Objectives set out in the Service Delivery Plan.
- 5.3 In addition to the above, there would be regular Update Reports produced and circulated to Members on a quarterly basis and the first of these is attached at Appendix 3 and Members views on the content and format are welcomed.
- 5.4 The Update Report takes the form of a briefing note which includes commentary on specific performance areas. The content would vary with each report with the intention being to highlight performance areas which are of note, either because objectives have been completed, plans have fallen behind schedule, or activities and performance are of particular interest to Members and stakeholders. The report also contains commentary on the Authority's revenue and capital budgets.
- 5.5 Given the timing of Authority meetings, it is further proposed that in future, these Update Reports are circulated and published on the Authority's website rather than produced as a formal report at meetings. Should Members have any issues to raise regarding the matters covered in the

Update Reports, they will of course be able to raise these either directly with officers or as a question under the Authority Procedural Rules.

6. Risk Implications

- 6.1 The development of the Corporate Plan and Service Delivery Plan take into account current risks and considers the Authority's Corporate Risk Register which is maintained throughout the year and was last reported to Members at the Authority meeting on 28th November 2014 at the same time as the Corporate Plan.
- 6.2 The following risks have been identified in relation to the development and implementation of the Authority's corporate planning processes:

Identified Risk	Likelihood Rating	Implication Rating	Risk Value	Mitigation
Failure to deliver continuous improvement.	2	4	8	Continue to review and monitor the Service Delivery Plan throughout the year.
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.	3	3	9	Use 'SMART' objectives.

7. HR Implications

- 7.1 The Performance Management Framework and the Service Delivery Plan in particular, provides staff with a clear link between their own performance and that of the organisation as a whole, and promotes a more engaged and committed workforce.
- 7.2 The Staff Development Scheme identifies personal objectives which enable a member of staff to contribute directly to the Service Delivery Plan and ultimately to the Authority's Corporate Plan.

8. Environmental Implications

- 8.1 A key part of the Corporate Plan is to continuously improve the Authority's environmental performance, as reflected in the Authority's mission statement which is "To contribute to the economic, environmental and

social well-being of Merseyside by promoting the best use of resources and ensuring that waste is sustainably managed.”

9. Financial Implications

- 9.1 The development of the Service Delivery Plan is informed by the Approved Revenue and Capital Budgets for 2015/16 and there are no further financial implications associated with this report.

10. Legal Implications

- 10.1 There are no legal implications associated with this report.

11. Conclusion

- 11.1 Members are asked to note the progress made in the delivery of the previous Corporate Plan and to approve the Service Delivery Plan 2015/16.
- 11.2 Members are also asked to agree to the minor amendment to the order of the Corporate Aims in the Corporate Plan and to approve the new reporting regime.

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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.