

CORPORATE PLANNING REVIEW 2015
WDA/35/15

Recommendation

That:

1. the revised Corporate Plan attached at Appendix 1 be approved and adopted;
2. the proposed amendments to the Service Delivery Plan 2015/16 highlighted in Appendix 2 be approved; and
3. the contents of the current Corporate Risk Register attached at Appendix 3 be noted.

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CORPORATE PLANNING REVIEW 2015**WDA/35/15****Report of the Chief Executive****1. Purpose of the Report**

- 1.1 To seek Members' approval to a revised Corporate Plan and the Service Delivery Plan 2015/16 to ensure the Authority remains on track to meet its long term aims.

2. Background

- 2.1 The Corporate Plan identifies the Authority's principal aims from which plans for improvement can be drawn. It is an essential part of the Authority's Performance Management Framework which also includes key strategies, an annual Service Delivery Plan and the staff development scheme, in addition to the mechanisms for monitoring and reporting performance.
- 2.2 Performance is reviewed quarterly by the Executive Management Team to ensure that progress is being made against the Authority's objectives and to identify areas for improvement.
- 2.3 At this time of year, the Corporate Plan is reviewed along with the Service Delivery Plan and the Corporate Risk Register to ensure that our plans remain on track and reflect any changes in priorities.

3. Performance Management Framework

- 3.1 The Authority's Performance Management Framework (PMF) sets out the key elements of our planning processes. This includes how we translate our long term aspirations into achievable step changes, how we monitor performance and manage risk.
- 3.2 In addition to the work undertaken by officers, a Forward Planning Panel consisting of four Members meets at critical points in the year. The panel has no delegated powers but provides a mechanism for plans to be developed which take into account Members' views prior to submission for approval by the Authority.

3.3 The Performance Management Framework can be illustrated as follows:



3.4 During the year, specific elements of the PMF are planned and reviewed. As a guide, the following review timetable is generally followed:

- Forward Planning Panel – To review forward year budget options and current performance (November / December)
- Corporate Plan – review and adoption (November)
- Budget approval (February)

- Forward Planning Panel – To review priorities in the forward year so they can be incorporated into the new Service Delivery Plan (February / March)
- Service Delivery Plan approval (April)
- Individual Staff Development Plans (May)

4. Corporate Plan Review

- 4.1 The Corporate Plan was rewritten and approved in November 2014 and encapsulates the Authority's long term aspirations, including the following mission statement:

“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.”

- 4.2 The plan has been reviewed and there are no proposed changes to the corporate aims which are divided into three themes. These reflect the Authority's statutory duties and obligations as a joint waste disposal authority and are 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 Corporate Plan contains references to key strategies and it is proposed to include the ReUse Strategy which was approved by the Authority on 25th September 2015.
- 4.4 This is the only proposed amendment to the Corporate Plan attached at Appendix 1 for Members' consideration.

5. Service Delivery Plan 2015/16

5.1 Members approved a Service Delivery Plan for 2015/16 on 24th April 2015 which set out the key priorities for each of the Corporate Aims. These included, but are not limited to:

- Mobilisation of the Resource Recovery Contract;
- Continuous improvements in the Waste Management and Recycling Contract;
- Delivery of a new Household Waste Recycling Centre;
- 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.
- Efficient and effective management of the Authority's resources.

5.2 The Service Delivery Plan is used to set out all of the Authority's priorities and describe specific areas of focus and objectives against which the Authority can be measured. These are then reported during the year through seasonal updates followed by an Annual Report at the year end.

5.3 During the course of the year, however, the Authority's direction can alter and therefore a review of the plan has been carried out to ensure that resources are focused where they are needed. A number of changes have been identified and the proposed amendments are highlighted at Appendix 2 for Members' consideration.

5.4 Of particular note are the following objectives which are proposed for deletion for the reasons stated below:

Objective 1.3.2 – Green Waste and Waste Electrical Recycling Campaigns

The Authority runs annual campaigns to promote the recycling of targeted materials. However, in 2015/16 the funding earmarked for this was used to contribute to the costs of a waste composition analysis required as part of the review of the Authority's waste strategy (Objective 2.1.3).

Objective 2.8.2 – Know Your Bin –Put It In

This campaign was developed in partnership with Liverpool City Council, however due to the timing issues and other schemes in the targeted area, the project has been put on hold. Plans are underway to use the campaign in 2016/17 and this will be reflected in next year's Service Delivery Plan.

Objective 2.3.1 – Circular Economy Knowledge Hub

An objective was set to establish an online Circular Economy Knowledge Hub by April 2016. Unfortunately the anticipated Circular Economy Strategy to be published by the European Union has been delayed, as highlighted in a report to Members on 25th September 2015 (wda/29/15). This objective cannot therefore be completed in 2015/16, but is expected to feature in next year's plan.

- 5.5 In spite of the delay in establishing the Knowledge Hub, work to support the development of a Circular Economy has continued and two new objectives are proposed in relation to European Funding Projects as follows:

[NEW] Objective 2.3.1 – Climate Metropole

The Climate Metropole project aims to develop governance strategies and actions for climate change adaptation in European metropolitan areas. In 2015/16, the Authority will input into the development of the project.

[NEW] Objective 2.3.2 – Prewastetec Project

Prewastec is a Horizon 2020 application to support the development of regional waste management case studies and the Authority has committed to be a partner in the project should it be successful. The objective in 2015/16 will be to support the grant application.

- 5.6 The wording of other objectives has been reviewed and some changes are proposed to reflect current circumstances as follows:

Objective 1.7.1 – New Household Waste Recycling Centre (HWRC)

The development of a new HWRC in Old Swan was delayed due to legal and planning issues. These were resolved and work on the site is currently progressing well, however, the site will be completed in December 2015 rather than September 2015 as stated in the original wording of the objective.

Objective 3.1.2 – Levy Review

The original objective was to produce an options paper for an alternative levy apportionment mechanism. This piece of work would require all constituent councils to agree unanimously on such a change and this is unlikely to deliver any immediate changes until the City Region has undertaken a separate review of the Authority's governance arrangements. It is therefore proposed that in 2015/16, the Authority first considers options for managing what are likely to be increases in the levy in future years.

- 5.7 Other minor changes are proposed to expand and clarify particular objectives as highlighted in the document but these do not significantly alter the work the Authority has already committed to.
- 5.8 Subject to Members' approval, the document will be updated and a clean copy published on the Authority's website.

6. Corporate Risk Register

- 6.1 The management of corporate risks has been incorporated into the quarterly performance regime. Meetings are held with all managers and the Corporate Risk Register is subsequently reviewed by the Executive Management Team to take account of any changes in the Authority's risk profile.
- 6.2 The current version of the Corporate Risk Register shows that there has been no significant shift in risks. However, one risk (Ref 25) in relation to advisor costs to support the procurement of the Resource Recovery Contract has been deleted as it is no longer relevant.
- 6.3 Some mitigating actions recorded in the Corporate Risk Register have been updated to reflect the work the Authority undertakes to reduce or eliminate risks where possible.
- 6.4 The Corporate Risk Register is a working document and will continue to be updated as and when significant changes occur during the year. The latest version of the register is attached at Appendix 3 for Members' information.

7. Risk Implications

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

| Identified Risk | Likelihood Rating | Consequence Rating | Risk Value | Mitigation |
|---|--------------------------|---------------------------|-------------------|--|
| Failure to adapt to current economic pressures. | 4 | 4 | 16 | Ensure the Authority's plans take account of economic pressures on Merseyside. |
| Failure to deliver continuous improvement. | 2 | 3 | 6 | Continue to review and monitor Corporate Plan and strategies |
| Failure to manage risks in the delivery of the Service Delivery Plan. | 2 | 4 | 8 | Manage and monitor Corporate Risk Register as part of performance monitoring. |

8. Legal Implications

8.1 There are no legal implications associated with this report.

9. HR Implications

9.1 The Performance Management Framework provides staff with a clear link between their own performance and that of the organisation as a whole.

9.2 The Staff Development Scheme identifies personal objectives which enables members of staff to contribute directly to the Annual Business Plan and ultimately the Authority's Corporate Plan.

10. Environmental Implications

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

11. Financial Implications

11.1 The revised Corporate Plan and Service Delivery Plan 2015/16 will inform the budget setting process. Following the approval of the Revenue and Capital Budget for 2016/17, a new Service Delivery Plan will be presented to Members in April 2016 setting out how the Authority can make best use of limited resources whilst seeking to continuously improve.

12. Conclusion

- 12.1 Members are asked to consider and approve the revised Corporate Plan and Service Delivery Plan 2015/16 attached at Appendices 1 and 2, and note the latest version of the Corporate Risk Register attached at Appendix 3.

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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.