

**CORPORATE PLAN 2009-12 AND SERVICE PLANS 2009/10**  
**WDA/09/09**

**Recommendation**

That:

1. that the Authority approves the Corporate Plan for 2009-2012;
2. Members note the revised Corporate Risk Register for 2009/10; and
3. Members approve the Authority's set of Annual Service Plans for 2009/10.

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**CORPORATE PLAN 2009-12 AND SERVICE PLANS 2009/10**  
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**Report of the Director**

**1. Purpose of the Report**

- 1.1 To seek Members' approval to a new Corporate Plan to cover the period 2009 to 2012, a revised Corporate Risk Register and to consider the set of Annual Service Plans for 2009/10.

**2. Background**

- 2.1 The Authority produces a three year Corporate Plan which is reviewed annually and identifies the Authority's Vision, Aims and Objectives from which strategic plans for improvement can be drawn and which forms the basis of the Authority's Performance Management Framework.
- 2.2 The Authority's establishment is organised into five sections and each section develops annual service plans which provide the step changes necessary to deliver the Corporate Plan.
- 2.3 The Annual Service Plans reflect available resources and take into account the Authority's approved Revenue and Capital budgets.

**3. Corporate Plan**

- 3.1 Although the existing Corporate Plan was intended to be in place until 2010, the Authority is currently undergoing significant changes, specifically in relation to the contractual transition arrangements and the development of working arrangements with the five Merseyside councils and Halton.
- 3.2 The Corporate Plan has therefore been revised to reflect those issues and priorities which the Authority needs to address in the next three years and is attached at Appendix 1.
- 3.3 The proposed Corporate Plan retains the existing vision statement but is then structured into three key areas with Corporate Aims as follows:

**AIM 1 Operations:** To deliver value for money services and provide quality waste facilities which meet the current and future needs of the Merseyside and Halton Waste Partnership and deliver continuous improvement in performance.

**AIM 2 Resources:** To manage the Authority in accordance with the principles of the Authority's Code of Corporate Governance.

**AIM 3 Partnership:** To lead the development and implementation of a Joint Municipal Waste Management Strategy for Merseyside.

- 3.4 The revised Corporate Plan was developed using a risk based approach to ensure that the Authority's plans take into account potential risks and opportunities. The key risks are highlighted in the Authority's Corporate Risk Register attached at Appendix 2.
- 3.5 The Corporate Risk Register identifies those risks which may affect the delivery of the Authority's Corporate Aims and Objectives and the actions being taken to mitigate or control these risks where possible.
- 3.6 The risks identified are prioritised by order of risk value and include the following which are either significantly high or new:
- Item 1 - Failure to secure sites for implementation of Procurement Project
  - Item 2 - Failure to procure RRC Contract
  - Item 5 - Failure to maintain joint procurement with Halton BC

#### **4. Annual Service Plans**

- 4.1 The Annual Service Plans translate the Corporate Plan into deliverable step changes through the effective management of the Authority's available resources.
- 4.2 Copies of each of the five section plans are attached at Appendix 3 as follows:
- Strategy Section – Appendix 3A
  - Corporate Services Section – Appendix 3B
  - Waste Facilities Section – Appendix 3C
  - Planning and Environmental Section – Appendix 3D

- Waste Contracts Section – Appendix 3E

- 4.3 Each plan details the resources available and the key priorities, described as ‘Areas of Focus.’ Each plan reflects how key projects and sectional activities will be focused to deliver continuous improvement and ultimately contribute to the delivery of the Corporate Plan.
- 4.4 To enable the Authority’s performance to be monitored and managed effectively, the service plans identify performance indicators and targets which will contribute to the overall corporate targets.

## 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:

Identified Risk	Likelihood Rating	Implication Rating	Risk Value	Mitigation
Failure to deliver continuous improvement.	2	4	8	Continue to review and monitor Corporate Plan
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.

## 6. HR Implications

- 6.1 The Authority’s Performance Management Framework provides staff with a clear link between their own performance and that of the organisation as a whole, based on a ‘Golden Thread,’ approach.
- 6.2 To illustrate this, 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 Corporate Plan has been developed with a view to providing the most sustainable solutions to the Authority's environmental performance improvements.

## **8. Financial Implications**

- 8.1 The development of the Annual Service Plans are based on the available resources identified in the Approved Revenue and Capital Budgets and there are therefore no financial implications associated with this report.

## **9. Conclusion**

- 9.1 Members are asked to approve the revised Corporate Plan for 2009-2012, note the latest Corporate Risk Register and approve the set of Annual Service Plans attached to this report.

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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.