

**CORPORATE PLAN AND SERVICE PLANS 2011/12**  
**WDA/09/11**

**Recommendation**

That:

1. Members note the progress made to date in the delivery of the Corporate Plan and approve amendments to targets;
2. Members note the revised Corporate Risk Register for 2011/12; and
3. Members approve the Authority's set of Annual Service Plans for 2011/12.

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**Report of the Director**

**1. Purpose of the Report**

- 1.1 To inform Members of the progress made in the delivery of the approved Corporate Plan; to seek approval to update certain targets contained in the current plan; and to approve the Annual Service Plans for 2011/12.

**2. Background**

- 2.1 The Authority produces a three year Corporate Plan which is reviewed annually. The plan identifies the Authority's Vision, Aims and Objectives from which strategic plans for improvement can be drawn. This forms the basis of the Authority's Performance Management Framework.
- 2.2 The Authority's establishment is organised into four 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 – Progress to Date**

- 3.1 The existing Corporate Plan, approved by Members in April 2009, was developed to establish the Authority's priorities for the future.
- 3.2 Progress has been made in the delivery of the Corporate Plan in the last twelve months, including the full implementation of the Permit Scheme and the continued procurement of the Resource Recovery Contract.
- 3.3 The Corporate Plan specifies targets and the Authority's achievements against these targets has been summarised in the table attached at Appendix 1. Some targets relate to the past year and are therefore now out of date. The attached identifies new targets going forward for Members' consideration.

- 3.4 Members are provided with a regular Performance Report each quarter which details performance against corporate targets. A third quarter report has been produced for 2010/11, however, given the similar information contained in this report, that particular report will be circulated to Members separately for information rather than considered formally at this meeting.

#### **4. Corporate Plan – Review and Process**

- 4.1 Members will be aware that the Director is undertaking a Strategic Review of the Authority, approved by Members at the Authority meeting held on 26<sup>th</sup> November 2010 (WDA/35/10). This review, which is the subject of a report elsewhere on this agenda, will include the development of the Authority's Corporate Vision, Aims and Objectives.
- 4.2 The process of reviewing the Corporate Plan has previously been undertaken at the same time as the development of the Service Plans, however, as part of the current Strategic Review, the Director is also looking at ways to improve this planning process.
- 4.3 The suggested process would be to establish a clear chronological order in relation to the approval of plans and priorities as follows (dates shown are indicative):
- Director's Appraisal (June – November)
  - Corporate Plan Approval (November)
  - Budget Approval (February)
  - Annual Service Plan Approval (April)
- 4.4 Further details and recommendations in relation to the planning process will be presented to Members as part of the Strategic Review and whilst this review is still underway, Members are asked to adopt the existing Corporate Plan with minor amendments where targets require updating.
- 4.5 The revised Corporate Plan for 2011 to 2014, including the proposed revisions to targets identified in Appendix 1, is attached at Appendix 2.

#### **5. Corporate Risk Register**

- 5.1 The Corporate Plan is monitored and reviewed in conjunction with the Authority's Risk Management Strategy and takes account of potential risks and opportunities. Key risks are recorded in the Authority's Corporate Risk Register, the latest version of which is attached at Appendix 3.

- 5.2 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.
- 5.3 The risks identified are prioritised by order of risk value and include an indicator to show the direction of the risk compared to the risk value reported to Members last year.
- 5.4 The following are the highest rated corporate risks and a brief outline of the steps being undertaken to mitigate those risks:
- Item Ref 3: Risk of failing to recognise the impact of changes in the economic and political environment.  
  
Mitigations and control measures for this risk include the Strategic and Operational Reviews and working with partners, particularly through the Senior Officer Working Group and the Treasurers Group.
  - Item Ref 15: Risk of failing to manage the New Technologies Demonstrator Project (NTDP) asset.  
  
Mitigation and control measures are provided through the management and review of the asset in terms of value and contractual arrangements with the current contractor, with additional legal support dealing with an outstanding insurance claim and lease arrangements.
- 5.5 Key risks will continue to be monitored and the controls and mitigations identified in Appendix 3 will be maintained or improved to manage those risks.

## **6. Annual Service Plans**

- 6.1 The Annual Service Plans for 2011/12 translate the Corporate Plan into deliverable step changes through the effective management of the Authority's available resources.
- 6.2 Members will be aware that the Authority has sought to contain costs and make efficiency savings in the forward year and the Annual Service Plans reflect these challenges and set out to deliver effective and efficient services in line with the Approved Revenue Budget 2011/12.
- 6.3 Copies of each of the four section plans are attached at Appendix 4 as follows:

- Corporate Services Section– Appendix 4A
- Waste Facilities Section – Appendix 4B
- Strategy Section Waste – Appendix 4C
- Contracts Section – Appendix 4D

6.4 Each Service Plan contains a summary of performance in the previous year and details the plans moving forward in the forward year, based on available resources and key priorities. 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.

## **7. Performance Reporting**

- 7.1 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.
- 7.2 Members will continue to be presented with quarterly performance reports and the outturn for the third quarter of 2010/11 is considered elsewhere on this agenda.

## **8. Risk Implications**

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>Implication Rating</b>	<b>Risk Value</b>	<b>Mitigation</b>
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.	3	3	9	Use ‘SMART’ objectives.

## **9. HR Implications**

- 9.1 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.
- 9.2 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.

## **10. Environmental Implications**

- 10.1 A key part of the Corporate Plan is to continuously improve the Authority's environmental performance and to ultimately deliver the Authority's Vision which is: 'To improve people's quality of life by ensuring that waste is sustainably managed to bring about the best combination of environmental, economic and social benefits.'

## **11. Financial Implications**

- 11.1 The development of the Annual Service Plans are based on the available resources identified in the Approved Revenue and Capital Budgets for 2011/12 and there are therefore no financial implications associated with this report.

## **12. Conclusion**

- 12.1 Members are asked to note the progress made in the delivery of the Corporate Plan and approve the revised Corporate Plan for 2011 to 2014.
- 12.2 Members are also asked to consider and approve the Annual Service Plans attached to this report and note the latest version of the Corporate Risk Register.

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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.