

CORPORATE PLAN REVIEW
WDA/44/13

Recommendation

That:

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

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CORPORATE PLAN REVIEW**WDA/44/13****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 version 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 January 2014.
- 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 Prior to a review of the Corporate Plan, the Chief Executive's annual appraisal is undertaken by a panel of Members. This provides the Chief Executive with a mechanism to identify priorities and objectives on a personal and corporate level which can then be used to inform the review of the Corporate Plan.
- 3.2 The Appraisal Panel, consisting of Councillors Concepcion, Hardy and Cunliffe met with the Chief Executive on 14th October 2013 and the key objectives were agreed as follows:
 - To complete the Resource Recovery Contract and to mobilise the contract.

- To review the Authority's media relations and to strengthen communications through the development of the Communications Strategy.
- To develop a financial strategy which considers the position of the constituent district councils.
- To review the pilot scheme for Apprenticeships and develop new opportunities across Merseyside.
- To consult with partners through the City Region with a view to developing options for greater efficiencies, joint projects and marketing.
- To review the Authority's resources to ensure the Authority remains fit for purpose following the procurement of the RRC, including training and development.
- To review the Community Fund in terms of its effectiveness and value for money.

3.3 The Corporate Plan has been reviewed and the draft attached at Appendix 1 for Members' consideration reflects the priorities identified above. Additional amendments have also been proposed which take into account other considerations such as the findings from the Authority's Annual Corporate Governance Assessment presented to Members in April this year.

3.4 Of particular note, a specific reference to the development of a Re-Use Strategy has been included and a target has been included to review agreements with the Authority's partners, namely the signing of an Inter Authority Agreement with Halton Council and a review of the Memorandum of Understanding with the constituent district councils.

3.5 The targets for the Authority's waste contracts have been updated to reflect the planned performance improvements in 2014/15 and the Education and Awareness Target has also been reviewed. The intention had been to increase the number of visits from 6,500 to 7,500 in the forward year. However, it was felt that to increase the quantity of visits would sacrifice the quality of the service offered. The proposed target of 6,500 visits per year also takes into account the fact that the Bidston visitor centre is used less frequently. One reason for this is that the Gillmoss site incorporated educational visits into its design more effectively and therefore offers a better visitor experience.

3.6 Following the approval of the Corporate Plan and the subsequent approval of the budget in January 2014, annual service plans will be developed to deliver the step changes required in 2014/15 to achieve the Authority's corporate objectives. These plans will be presented for Members' approval in April 2014.

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 the following:

- Increasing the risk rating of Risk 10, 'Failure of Waste Contractors to deliver an acceptable level of service,' and reflects the increased risks associated with the mobilisation of the Resource Recovery Contract.
- Reducing the risk rating of Risk 17, 'Failure to minimise the Authority's exposure to litigation claims,' and reflects the progress made in relation to the Resource Recovery Contract.
- The removal of Risk 20 in relation to the Landfill Trading Scheme which has now ended.

4.3 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:

Identified Risk	Likelihood Rating	Consequence Rating	Risk Value	Mitigation
Failure to adapt to current economic pressures.	4	4	16	Develop a financial strategy which considers the position of the constituent District Councils

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.