

CORPORATE PLAN 2014
WDA/36/14

Recommendation

That:

1. The development of a new performance management framework be noted;
2. the revised Corporate Plan attached at Appendix 1 be approved and adopted; and
3. the contents of the current Corporate Risk Register attached at Appendix 2 be noted.

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Report of the Chief Executive

1. Purpose of the Report

- 1.1 To seek Members' approval to the revised format and content of the Corporate Plan which supports the ongoing development of the Authority's Performance Management Framework; and to note the content of the latest version of the Corporate Risk Register.

2. Background

- 2.1 The Corporate Plan identifies the Authority's principal aims and objectives 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, annual plans, the staff development scheme, as well as mechanisms for monitoring and reporting performance.
- 2.2 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. Performance Management Framework

- 3.1 Following the appointment of the Assistant Director Governance and Performance, the need to review of the Authority's performance management framework was prioritised and is now underway.
- 3.2 In previous years, the Chief Executive's Appraisal Panel met to agree the priorities for the coming year and this informed a review of the Corporate Plan. Once approved, the Corporate Plan was used to develop the budget and annual service plans.
- 3.3 At the Authority's Annual Meeting this year, a Forward Planning Panel was established to replace the Chief Executive's Appraisal Panel with the intention of using this panel to establish priorities and areas of focus for the forward year.
- 3.4 It is intended that the Forward Planning Panel will meet twice a year, particularly during budget preparation time to assist in the development of options for the Authority to direct its resources appropriately and efficiently.

These options would then be considered by the Authority at the Budget Meeting.

3.5 Following the approval of the budget, an Annual Business Plan will be developed in consultation with the Forward Planning Panel. The Annual Business Plan replaces the individual service plans approved by the Authority each year and should make the planning process more inclusive and allow for cross-sectional working to make best use of resources.

3.6 The proposed planning process can be summarised as follows:

- Corporate Plan – review and adoption (November)
- Forward Planning Panel – forward year budget options and resource planning (November / December)
- Budget approval (February)
- Forward Planning Panel – development of initiatives and priorities in the forward year, identification of performance measures and targets (February / March)
- Annual Business Plan approval (April)
- Individual Staff Development Plans (May)

3.7 Following the establishment of the planning process outlined above, the mechanisms for monitoring and reporting performance will also be reviewed and Members' views will be sought to ensure that the information provided is fit for purpose.

4. Corporate Plan Review

4.1 In light of the above changes, the structure and content of the Corporate Plan has been reviewed and a proposed draft is attached at Appendix 1.

4.2 Members will note that the plan no longer contains specific targets as these will be incorporated into the Annual Business Plan to be presented to Members in April next year. The targets set for the year will reflect contractual performance expected from the Authority's major contractors as well as any step changes required to meet existing strategic goals, for example those contained in the Joint Recycling and Waste Management Strategy for Merseyside.

- 4.3 The Corporate Plan includes a mission statement which captures the main purpose of the Authority 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.”

- 4.4 The corporate aims have been developed based on three themes which reflect the Authority’s statutory duties and obligations as a joint waste disposal authority. These are:

- **“Sustainability”** – How we intend to promote and deliver sustainable waste management through the Waste Hierarchy in Merseyside
- **“Deliver”** – How we will meet our statutory duties by procuring and managing our waste contracts and other operational activities.
- **“Accountability”** – What standards we should set ourselves to ensure good corporate governance.

- 4.5 Members’ views are welcomed on the revised format and content of the plan.

- 4.6 Following the approval of the Corporate Plan and the subsequent approval of the budget in February 2015, the Chief Executive will prepare an Annual Business Plan for 2015/16 for Members’ approval in April 2015.

5. Corporate Risk Register

- 5.1 The Authority’s Corporate Risk Register was included in the review process to ensure that both documents reflect the Authority’s approach to corporate risks and opportunities.

- 5.2 Revisions to the Corporate Risk Register include the following:

- Increase in Risk 8 (Failure to engage partners and stakeholders) which reflects the existing challenges faced by the constituent district councils as well as the appointment of new Chief Executives in three of the authorities.

- Increase in Risk 21 (Failure to retain sufficient and appropriate staff or capitalise in full on their potential) which reflects the changes to the Authority's establishment and the loss of a number of posts.
- Reduction in Risk 5 (Failure to manage joint working relationships with Halton BC) which is a result of the signed Inter Authority Agreement although there is a continuing need to work together to ensure that the waste contracts meet the needs of both authorities.

5.3 The Corporate Risk Register is a working document and will be updated by officers as and when significant changes occur during the year. The latest version of the register is attached at Appendix 2 for Members' information.

6. Risk Implications

6.1 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 corporate aims reflect economic pressures.
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.

7. Legal Implications

7.1 There are no legal implications associated with this report.

8. HR Implications

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

8.2 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.

9. Environmental Implications

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

10. Financial Implications

- 10.1 The revised Corporate Plan will inform the development of the Revenue and Capital Budgets and the Annual Business Plan which will set out how the Authority can make best use of limited resources whilst seeking to continuously improve.

11. Conclusion

- 11.1 Members are asked to consider and approve the Corporate Plan attached at Appendix 1 and note the development of a revised Performance Management Framework. Members are also asked to 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.