

SERVICE DELIVERY PLAN 2016/17
WDA/08/16

Recommendation

That:

1. Members note the progress made during 2015/16 in the delivery of the Corporate Plan;
2. the revised Corporate Plan be approved; and
3. the proposed Service Delivery Plan 2016/17 be approved.

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SERVICE DELIVERY PLAN 2016/17**WDA/08/16****Report of the Chief Executive****1. Purpose of the Report**

- 1.1 To note the initial outcomes of the previous year's performance and to seek Members' approval to amendments to the Corporate Plan and the proposed Service Delivery Plan for 2016/17.

2. Background

- 2.1 A revised Performance Management Framework has been introduced over the last eighteen months and includes a Corporate Plan which sets out our aims and a Service Delivery Plan which is produced annually.
- 2.2 The purpose of the Service Delivery Plan is to establish priorities and set objectives for the coming year. The Service Delivery Plan identifies the step changes required to deliver the Corporate Plan whilst reflecting available resource in line with the approved revenue and capital budgets.
- 2.3 A Service Delivery Plan is approved by the Authority each year and the outcome reported through Seasonal Updates and an Annual Report.

3. Corporate Plan

- 3.1 The Corporate Plan is a key part of the Authority's Performance Management Framework and is the document from which the Authority's annual plans are drawn.
- 3.2 In preparing the Service Delivery Plan for the forward year, the Corporate Plan has been reviewed and some minor changes have been identified. The proposed amendments are in relation to the Corporate Aim for 'Deliverability,' and reflect the changing environment in waste management on Merseyside with the introduction of the Resource Recovery Contract and the planned Strategic Review.
- 3.3 Attached at Appendix 1 is the revised Corporate Plan which highlights the proposed changes.

4. Progress Against the Service Delivery Plan 2015/16

- 4.1 The Service Delivery Plan for 2015/16 was approved by Members on 24th April 2015 and amendments were agreed at the Authority meeting on 20th November 2015.
- 4.2 The final outcomes of the 2015/16 objectives are currently being collated, however, initial results are attached at Appendix 2 in the form of a tracker and show that the majority of the objectives set in 2015/16 have been met and are highlighted in green.
- 4.3 Objectives with a completion date that extended beyond 2015/16 are flagged as blue and these are on plan to be delivered within the expected timeframes.
- 4.4 A number of projects are marked as red because they were not achieved within the expected timeframes and can be summarised as follows:
 - An agreement has been in place with Greater Manchester Waste Disposal Authority (GMWDA) for a number of years to divert residual waste from landfill through their waste contracts. During the term of the agreement, there has been a minor shortfall in the total amount of waste GMWDA could accept due to operational factors and this shortfall cannot be recovered as the agreement came to an end in March 2016. (SDP Ref 1.6.1)
 - The planned review of the Joint Recycling and Waste Management Strategy has been postponed until the outcome of the Strategic Review currently being led by the Merseyside and Halton councils is known. (SDP Ref 2.1.1)
 - A framework for the development fund held by Mersey Waste Holdings Limited was planned to be developed in 2015/16, however, this too has been postponed pending the outcome of the Strategic Review. (SDP 3.7.3)
- 4.5 A full and comprehensive update on performance in 2015/16 will be provided in an Annual Report later in the year.

5. Service Delivery Plan 2016/17

5.1 The proposed Service Delivery Plan for 2016/17 is attached at Appendix 3. As in the previous year, the plan is divided into three sections which reflect the Authority's Corporate Plan 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.

5.2 In developing the proposed Service Delivery Plan, a draft was shared with the Forward Planning Panel in March 2016. The panel consists of four Members (Councillors Morgan, Concepcion, Fairclough and Cunliffe) and their feedback has been incorporated.

5.3 In terms of content, the Service Delivery Plan sets out key priorities for the year and from these, a series of objectives have been established. These objectives are the measures by which we will track the Authority's performance and will be monitored throughout the year. Members will receive updates on performance through Seasonal Updates and an Annual Plan.

5.4 The main highlights in our plan this year are:

- Contribution to the Strategic Review to be led by the Merseyside Councils and the Combined Authority.
- Completion of a MRWA Services Review which will include a review of the Authority's assets and future service requirements, as well as a review of current contractual arrangements, specifically in relation to the Waste Management and Recycling Contract;
- The completion of the construction and commissioning phases of the Resource Recovery Contract moving to an operational contract;

- Management of the Waste Management and Recycling Contract to improve efficiency and secure value for money; and
- Further work on the refresh of the Joint Recycling and Waste Management Strategy following the outcome of the Strategic Review.

5.5 Subject to Members' approval, the plan will be disseminated to all staff. Managers in particular will be able to use the Service Delivery Plan to establish work programmes in the coming year.

6. Risk Implications

6.1 The Service Delivery Plan is one element of the Authority's Performance Management Framework which incorporates planning and risk management. The Corporate Risk Register is monitored alongside the Service Delivery Plan throughout the year so that actions are taken to manage risks.

6.2 In relation to the development of the Service Delivery Plan, the following risks have been identified:

Identified Risk	Likelihood Rating	Implication Rating	Risk Value	Mitigation
Failure to deliver continuous improvement.	2	4	8	Continue to review and monitor the Service Delivery Plan throughout the year.
Failure to manage risks in the delivery of the Corporate Plan.	2	4	8	Manage and monitor Corporate Risk Register as part of the performance review process.
Failure to identify deliverable objectives.	3	3	9	Use 'SMART' objectives.

7. HR Implications

7.1 The Performance Management Framework and the Service Delivery Plan provide staff with a clear link between their own performance and that of the organisation as a whole, and promotes a more engaged and committed workforce.

- 7.2 The Staff Development Scheme identifies personal objectives which enable a member of staff to contribute directly to the Service Delivery Plan and ultimately to the Authority's Corporate Plan.

8. Environmental Implications

- 8.1 The Service Delivery Plan supports the Authority's mission statement 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."

9. Financial Implications

- 9.1 The development of the Service Delivery Plan is informed by the Approved Revenue and Capital Budgets for 2016/17 and there are no further financial implications associated with this report.

10. Legal Implications

- 10.1 There are no legal implications associated with this report.

11. Conclusion

- 11.1 Members are asked to note the progress made in the delivery of the previous year's plan and to approve the revised Corporate Plan and the Service Delivery Plan 2016/17.

The contact officer for this report is: Mandy Valentine
7th Floor
No 1 Mann Island
Liverpool L3 1BP

Email: mandy.valentine@merseysidewda.gov.uk
Tel: 0151 255 2523
Fax: 0151 228 1848

The background documents to this report are open to inspection in accordance with Section 100D of The Local Government Act 1972 - Nil.