

CORPORATE PLANNING REVIEW 2016
WDA/27/16

Recommendation

That:

1. the Authority's current Corporate Plan attached at Appendix 1 be noted; and
2. the contents of the current Corporate Risk Register attached at Appendix 2 be noted.

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CORPORATE PLANNING REVIEW 2016**WDA/27/16****Report of the Chief Executive****1. Purpose of the Report**

- 1.1 Members are asked to consider the content of the Authority's Corporate Plan and note the current version of the Corporate Risk Register.

2. Background

- 2.1 The Corporate Plan identifies the Authority's principal aims from which plans for improvement can be drawn. It is an essential part of the Authority's Performance Management Framework which includes key strategies, a Service Delivery Plan, and the staff development scheme, in addition to the mechanisms for monitoring and reporting performance.
- 2.2 Performance is reviewed quarterly by the Executive Management Team to ensure that progress is being made against the Authority's objectives and to identify areas for improvement. An Annual Report is produced each year to provide Members and stakeholders with information on how we performed against those objectives.
- 2.3 The current corporate planning schedule provides for a review of the Corporate Plan in November, budget approval in February and approval of a Service Delivery Plan in April.

3. Performance Management Framework

- 3.1 The Authority's Performance Management Framework sets out the key elements of our planning processes. This includes how we translate our long term aspirations into achievable step changes, how we monitor performance and manage risk.
- 3.2 In addition to the work undertaken by officers, a Forward Planning Panel consisting of four Members meets at critical points in the year. The panel has no delegated powers but provides a mechanism for plans to be developed which take into account Members' views prior to submission to the Authority for approval.

3.3 The Performance Management Framework can be illustrated as follows:



4. Corporate Plan Review

4.1 The Corporate Plan encapsulates the Authority's long term aspirations, including the following mission statement:

"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."

4.2 The plan is divided into three themes which reflect the Authority's statutory duties and obligations as a joint waste disposal authority, 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.

4.3 The Corporate Plan was previously reviewed and approved in November 2015, with further amendments agreed by Members in April 2016. A copy of the plan is attached at Appendix 1.

4.4 In line with the corporate planning schedule, the Corporate Plan has been reviewed so that it can inform budget preparations and the development of the Service Delivery Plan (SDP) for 2017/18. SDPs are produced each year and establish the Authority’s priorities with specific objectives against which the Authority can be measured.

4.5 It is considered that the Corporate Plan continues to reflect the Authority’s current aims and there are no proposed amendments at this time.

5. Corporate Risk Register

5.1 The management of corporate risks has been incorporated into the quarterly performance regime. The Executive Management Team (EMT) meet with all managers and the Corporate Risk Register is subsequently reviewed to take account of any changes in the Authority’s risk profile.

5.2 The current version of the Corporate Risk Register includes two new risks which have been added since the register was reported to Members in November 2015.

5.3 The first of these is ‘Failure to secure the Authority’s approval of a sustainable financial position and budget,’ and has a relatively high risk rating of 20. As Members will be aware, the Authority has been using the General Fund to mitigate a rise in the levy to the constituent councils despite increasing costs. This is a risk that is being actively managed and officers and Members will need to work together with representatives from the constituent councils in the coming months to identify sustainable options.

- 5.4 The other new risk relates to Health and Safety and is in response to changes in legislation which provides the Authority with an opportune time to review its arrangements for Health and Safety across all aspects of its activities. This has a risk rating of 10, and highlighting it in the Corporate Risk Register ensures the risk will be treated as a priority.
- 5.5 The Corporate Risk Register is a working document and will continue to be reviewed and updated by EMT 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 the Authority's plans take account of economic pressures on Merseyside.
Failure to deliver continuous improvement.	2	3	6	Continue to review and monitor Corporate Plan and strategies
Failure to manage risks in the delivery of the Service Delivery Plan.	2	4	8	Manage and monitor Corporate Risk Register as part of performance monitoring.

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 Service Delivery Plan and ultimately the Authority's Corporate Plan.

9. Environmental Implications

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

10. Financial Implications

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

11. Conclusion

- 11.1 Members are asked to consider making no changes to the Corporate Plan, 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.