

SERVICE DELIVERY PLAN 2019/20
WDA/08/19

Recommendation

That:

1. Members note the progress made during 2018/19 in the delivery of the Corporate Plan; and
2. Members approve the proposed Service Delivery Plan for 2019/20

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SERVICE DELIVERY PLAN 2019/20**WDA/08/19****Report of the Treasurer****1. Purpose of the Report**

- 1.1 To note the initial outcomes of the previous year's performance and to seek Members approval of the proposed Service Delivery Plan for 2019/20.

2. Background

- 2.1 The Performance Management Framework includes a Corporate Plan which sets out the Authority's aims and objectives as well as a Service Delivery Plan which is developed 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 actions required to deliver Corporate Plan whilst reflecting available resources in line with approved budget constraints.
- 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 which underpins the Authority's annual plans. The Corporate Plan was approved at the Authority meeting on 23rd November 2018. The budget which reflects the plan's objectives was subsequently approved at the Authority meeting on 1st February 2019.
- 3.2 The Corporate Plan is fundamental to the delivery of the Authority's objectives and sits within the Authority's Performance Management Framework as illustrated below:



4. Progress against the Service Delivery Plan for 2018/19

- 4.1 The Service Delivery Plan for 2018/19 was approved by Members on 20th April 2018.
- 4.2 The final outcomes of the 2018/19 Service Delivery Plan have been collated, and the initial results are attached at Appendix 1 in the form of a summary of a “tracker” and show that the majority of the objectives set for 2018/19 have been achieved (93% completion).
- 4.3 The Authority has 24 main objectives within the service delivery plan which are delivered through a series of tasks which managers plan to deliver through the year. While the majority of the tasks have been delivered, which gives the 93% completion rate; those that have not been completed by the end of the year are spread across a number of the objectives which means that some of the objectives are not fully complete. For 9 of the objectives there are a small number of sub-tasks that have not been

completed and so they are reported as behind plan, with one deferred completely.

- 4.4 For the majority of objectives in the Service Delivery Plan for 2018-19 the Authority has been successful in ensuring they are effectively delivered. These include as highlights:

Deliverability:

- the effective management of both the Resource Recovery Contract (RRC) and the Waste Management and Recycling Contract (WMRC) so that waste management services are delivered successfully for Merseyside Districts and Halton Council;
- the Data and Performance team has developed and is embedded in the Authority's arrangements for establishing the delivery of key information to build ever more effective service delivery;
- assurance has been provided that planned preventive maintenance programmes are in place and being delivered by the contractors for each of the main contracts
- business management services continue to support the delivery of front line and support services
- communications across the range of the Authority's activity continue to engage stakeholders effectively.

Sustainability:

- the Authority's arrangements for the Environmental Management of its services and in particular its Closed Landfill Sites has continued to be effective;
- the Behavioural Change Programme has been rolled out successfully and the Recycle Right campaign has proved to be an effective mechanism for change;
- the Authority's Members have met with Portfolio holders from across the City Region to start to develop a wider approach to national and local waste initiatives and issues.

Partnership and Governance:

- the savings proposals from the Local Partnerships strategic review have been developed into proposals for the City Region to consider;

- the Authority continues to liaise with Districts across the City Region over improvements to joint working arrangements;
- options for proposed changes to the Levy apportionment mechanism have been identified.

Accountability:

- the key waste management contracts have been reviewed to identify the potential for efficiencies that may be available;
- The continued development of the Performance Management Framework supports the delivery of services across the Authority's activities;
- The Governance framework is effective in practice and is under regular review to assess whether further improvement can be made.

4.5 For those objectives assessed as not being completed, the reasons are summarised as follows:

Deliverability:

- the drafting of Resource Recovery Contract amendments is largely complete, but until all of the amendments are finalised the whole package of amendments is considered incomplete; one amendment is outstanding;
- the review of mattress disposal options is incomplete because the contractor has struggled to find financially viable outlets;
- the development of in-house procurement expertise was delayed when inclement weather prevented attendance at a procurement training session, this has been rescheduled;
- the COGNOS IT system upgrade has been delayed due to the very long lead in times offered by the supplier;
- the provision of a support service across the authority to provide key performance indicators across the waste hierarchy has been deferred and will be delivered in the new year;

- much of the work to deliver the Data Management Strategy is in place but the Strategy is still to be finalised.

Sustainability:

- future options for the continued operation of the Bidston Methane Ltd joint venture company and the proposal to utilise the Foul Lane closed landfill site, both of which involved generating electricity from mains gas at peak times, have stalled in light of the EU's recent confirmation that the 'Capacity Market' constituted illegal state aid;
- the work on the Sustainable Return on Investment calculations and the detail of the Behavioural Change wheel remains incomplete and where relevant will be ongoing in the new year;
- the refresh of the Joint Resources and Waste Management Strategy (JRWMS) has been deferred due to work switching to the National Strategy implications, as has some of the work on the Authority's contribution to cutting emissions from food and drink by 20%.

Partnership and Governance;

- completed.

Accountability;

- the review of the Sustainability Framework has been deferred until 2019/20;

4.6 Whilst the thematic issues above have led to some delays in delivery of some plans the majority (93%) have been fully delivered and the remainder are being carried forward into the next SDP.

4.7 A more complete update on performance for 2018/19 will be provided in the Annual Report later in the year when the measurable outcomes are finalised.

5. Service Delivery Plan 2019/20

5.1 The proposed Service Delivery Plan for 2018/19 is attached at Appendix 2. The plan follows the Corporate Plan and is divided into four sections 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
- **“Partnership and Governance”** – How we work with partners transparently to deliver good working relationships
- **“Accountability”** – What standards we should set ourselves to ensure good corporate governance.

5.2 The Service Delivery Plan sets out the key priorities for the year and subsequently a series of objectives have been established. These objectives provide the measures by which we will track the Authority’s performance and on which we will be monitored throughout the year. Members will receive information on performance through the year.

5.3 The plan has been developed through a number of detailed discussions with Managers about how they propose to deliver their services in accordance with the objectives of the Corporate Plan. A small number of areas of the proposed plan may be subject to further development and clarification, where this is the case Members will be informed; any changes will be unlikely to be fundamental.

5.4 Our key priorities are as follows:

We will ensure that the waste delivered to us is managed sustainably. To achieve this we will :

- Manage our waste contracts to maximise the benefits to the Authority, the City Region and the communities they serve
- Manage the Authority’s waste infrastructure in a safe, efficient and sustainable manner so that it remains fit for purpose
- Continuously improve services to meet the needs of the local community and other stakeholders.

We aim to reduce the amount of waste produced, increase the proportion of waste reused and recycled and promote the sustainable management of waste through the Waste Hierarchy. To achieve this we will:

- Develop and implement waste strategies to maximise the value of otherwise wasted resources in terms of economic, environmental and social benefits.
- Work together with partners and other stakeholders to provide services that support the local economy, benefit the community and improve the environment.
- Encourage positive Behavioural Change among the public of the Merseyside City Region to promote recycling and reduce waste.

We will work with partners to in seeking to develop closer working relationships that lead to unified and transparent governance arrangements. To achieve this we will:

- Work across the City Region on collaborative projects reviewing the cost effectiveness of services
- Work with other stakeholders to ensure our governance is fit for purpose now and into the future as we work more closely with the Liverpool City Region Combined Authority

We will conduct the Authority's business effectively and efficiently and we will fulfil our obligations to the highest standards. To do this, we will:

- Manage our business and finances with openness and transparency.
- Establish challenging targets for efficiencies and improvements and set out plans for delivery.
- Develop our staff and Members to ensure the Authority has clear direction and the skill sets to deliver our aims and objectives.

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 Service Delivery Plan the following risks have been identified:

Identified Risk	Likelihood Rating	Consequence 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 budget approved by Members for 2019-20, there are no other 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 progress made in the delivery of the previous year's plan and to approve the Service Delivery Plan for 2019-20.

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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.