

PROPOSED CORPORATE PLAN 2020-21
WDA/24/19

Recommendation

That Members:

1. Agree the Authority's current Corporate Plan attached at Appendix 1.

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CORPORATE PLANNING REVIEW 2020-21

WDA/24/19

Report of the Chief Executive

1. Purpose of the Report

- 1.1 Members are asked to approve the proposals for the Authority's Corporate Plan set out in Appendix 1.

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. For information, the Corporate Plan for the year 2019-20 is attached at Appendix 2 to this report.
- 2.4 Members approved a motion at the Authority meeting on 18th October 2019 that set out the following:

'At the MRWA we understand the importance of dealing with the prevention of waste, and the re-use and recycling of materials and products in achieving net zero carbon by 2040 and contributing to overall action on climate heating.

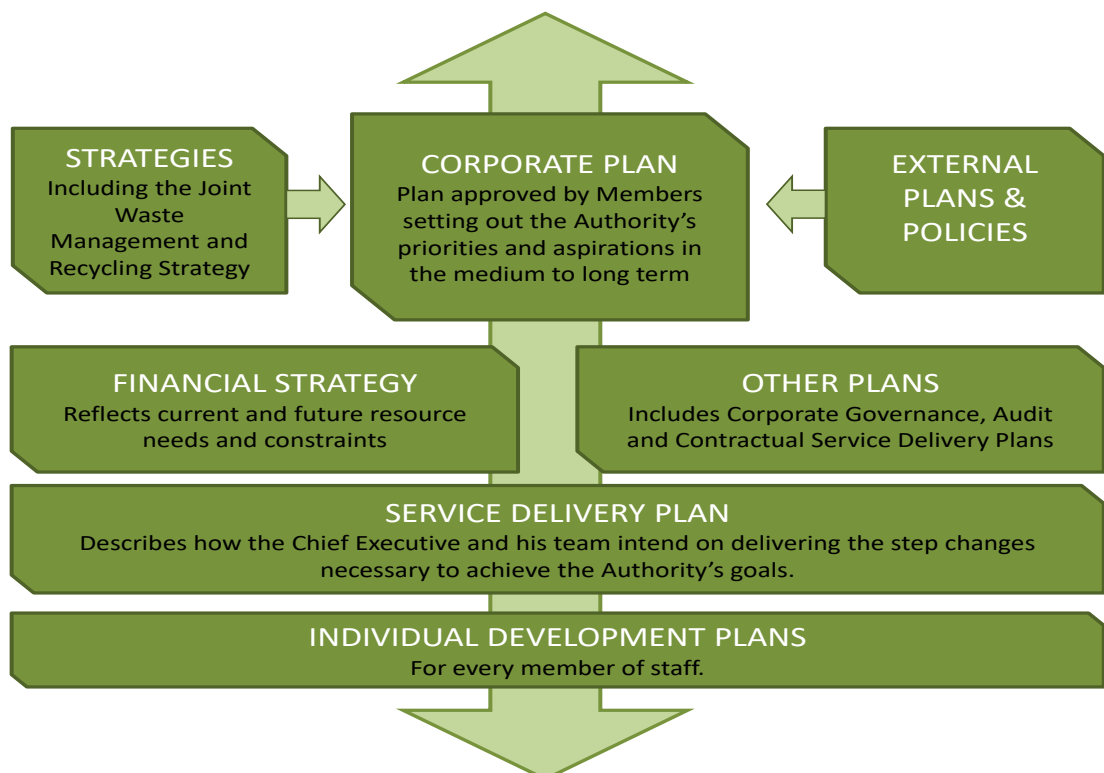
I move that this Authority recognises its role and declares a climate emergency.

I further move that this Authority develops a new Zero Waste 2040 Strategy and an Action Plan for Resource and Waste Management at the earliest opportunity.'

- 2.5 The declaration of a climate change emergency means that the approach to the Corporate Plan has been reviewed and updated to reflect the Authority's revised priorities.

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. Reflecting the Motion from the Authority meeting on 18th October 2019 has been used this year as a more direct way of ensuring that Members views are taken into account in developing the proposed Corporate Plan.
- 3.3 The Performance Management Framework can be illustrated as follows:



4. Corporate Plan Review

- 4.1 The Corporate Plan that has been developed encapsulates the Authority's long term aspirations, including the following mission statement:

“To ensure that we reduce the impact of our actions on climate change and improve the sustainable management of waste and resources.”

- 4.2 The plan is divided into four themes; which reflect the aspirations of the Mission Statement and the Authority's statutory duties and obligations as a joint waste disposal authority. The themes together are as follows:

- Improve the sustainable management of waste and resources
- We will deliver effective waste services
- Co-operate to improve working arrangements
- Measure and report on climate change impacts and sustainability improvements.

- 4.3 A copy of the proposed plan for 2020-21 is attached at Appendix 1.

- 4.4 In line with the corporate planning schedule, the proposed Corporate Plan has been reviewed so that it can inform budget preparations and the development of the detailed Service Delivery Plans (SDP) for 2020/21. SDPs are produced each year and use the Authority's priorities to establish specific service objectives against which the Authority's performance can be measured.

- 4.5 Members will be aware that the Government's Environment Bill has received widespread support and regardless of any General Election outcome may form the basis of policy going forward. Whatever the next Government includes on any prospective strategy there may be an impact on local government and the way that waste services are required to be delivered, although at the time of writing there is no certainty.

- 4.6 When any new framework is proposed and established Members will be advised of the potential impacts on the Authority and the constituent District Councils. This will also need to be considered alongside our

existing and future performance frameworks. Where necessary further reports will be made to Members on the potential opportunities and impacts that the strategy will have on the Authority and its partners. This may lead to the need to review and potentially to revisit the Corporate Plan either in some of its parts or wholly. Until the position is clearer we will not be able to take any developments into account. Members will be briefed should the Plan need to be reviewed.

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	Ensure the Authority's plans take account of economic pressures on Merseyside.
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 Service Delivery Plan.	2	4	8	Manage and monitor Corporate Risk Register as part of performance monitoring.

6. HR Implications

- 6.1 The 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 enables members of staff to contribute directly to the Service Delivery Plan and ultimately the Authority's Corporate Plan.

7. Environmental Implications

- 7.1 The Authority aims to continuously improve its environmental performance and this is reflected in the aims and objectives of the Corporate Plan.
- 7.2 The requirement to recognise and respond to the climate change emergency that has been declared is fundamental to the proposals in the revised Corporate Plan.

8. Financial Implications

8.1 There are no new financial implications associated with this report, these will be considered by Members as part of the budget setting process.

9. Legal Implications

9.1 There are no legal implications associated with this report.

10. Conclusion

10.1 Members are asked to agree the proposed Corporate Plan for 2020-21.

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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.