

CORPORATE PLAN 2023-24
WDA/20/22

Recommendation

That Members:

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

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CORPORATE PLAN 2023-24**WDA/20/22****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.
- 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.

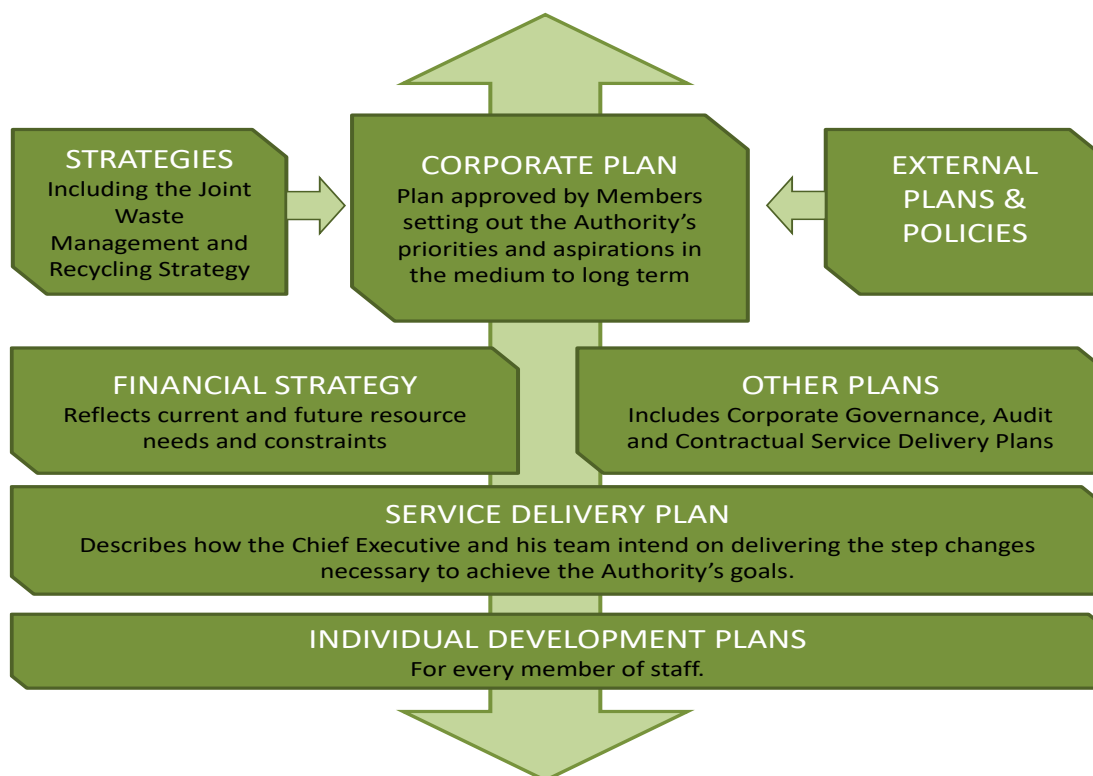
Merseyside Waste Disposal Authority**25th November 2022**

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 Following the declaration of a climate change emergency the Authority's Corporate Plan was reviewed and updated to reflect the Authority's revised priorities. However, to date the plan has not emphasised the need to work towards a new Zero Waste Strategy and Action Plan.
- 2.6 The proposed Corporate Plan for 2023-24 (attached at Appendix 1 to this report) has been reviewed and amended so that the Authority will be enabled to develop actions that lead to a Zero Waste Strategy and Action Plan. At the same time the Authority continues to reflect the priorities so that will enable it to make the most of opportunities to reduce the effects of climate change.

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. Whilst this Panel hasn't met during the Covid period, it may be invaluable to the incoming Chief Executive in formulating plans with Members.
- 3.3 The Performance Management Framework can be illustrated as follows:



4. Corporate Plan proposals

- 4.1 The Corporate Plan proposal for 2023-24 recognises that the Authority is moving from one Chief Executive to its newly appointed Chief Executive. As such Members are asked to consider that this Corporate Plan may be subject to changes when the new Chief Executive is in place. Whilst this approach may be unusual it allows for the new Chief Executive to work with Members to bring forward their approach to identifying the priorities that the Authority should follow. As such, the Corporate Plan that is proposed for 2023-24 may be subject to changes to be made further into the year.
- 4.2 The Corporate Plan that is proposed for 2023-24 continues to encapsulate the Authority's pre-stated 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.”***
- 4.3 The proposed Corporate Plan for 2023-24 reflects the approach of enabling delivery of the Zero Waste Strategy and Action Plan and enables the Authority to continue to contribute effectively to these objectives.

- 4.4 The plan continues to be 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
 - Deliver effective waste services
 - Co-operate to improve working arrangements
 - Measure and report on climate change impacts and sustainability improvements.
- 4.5 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 2023/24. 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.
- 4.6 The Government has introduced the Environment Act 2021. Following consultation, the Regulations made under the Act will, in due course, form the basis of policy going forward. The Governments proposals are as follows:
- *Deliver consistent and frequent recycling collections across England, ending the current postcode lottery.*
 - *Ensure councils operate weekly separate food waste collections, preventing food waste from going to landfill or being incinerated*
 - *Clearer labelling on certain products so consumers can easily identify whether products are recyclable or not.*
 - *Expanded use of charges on single use plastics, following the successful introduction of the carrier bag charge and will introduce a deposit return scheme on drinks containers, subject to consultation.*
 - *Powers to introduce new extended producer responsibility schemes to make producers responsible for the full net costs of managing their products when they are ready to be thrown away.*
- 4.7 The precise way that the Government will achieve these objectives is not yet clear, but there will be an impact on the way that waste services in

local government are delivered. The proposed corporate plan is intended to enable the Authority to respond to the changes dynamically while achieving its own climate emergency-based objectives.

- 4.8 At the same time the Authority has been moving away from those times where there were significant changes arising from the global Coronavirus pandemic. The unusual circumstances required the Authority to be agile in the way that it approached service delivery both from the main waste contractors and in the way that office-based operations are delivered. This flexibility of approach has enabled the Authority to maintain a focus on the broader Corporate Plan objectives despite the ongoing challenges presented by the pandemic.

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 services during the global coronavirus pandemic	2	4	8	Ensure that key services continue to be delivered by contractors including safe operation of HWRCs. Ensure Authority staff are able to deliver effective work programmes whilst working remotely. As the pandemic recedes the likelihood of this risk is considered to be diminished.
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.
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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.
- 7.3 During the year the Authority will continue to develop its approach to aligning with the United Nations Sustainable Development Goals that will reflect the contribution the Authority can make to improving the performance of the Liverpool City Region.

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 2023-24.

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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.