



MERSEYSIDE WASTE DISPOSAL AUTHORITY

## FORWARD PLAN

**Publication Date: November 2009**

### Introduction

In accordance with the Local Government Act 2000, the Authority publishes a “Forward Plan” of “Key Decisions”.

The Forward Plan is published on a six weekly basis to match the Authority’s meeting cycle and covers key issues to be dealt with in the subsequent three months. It is a publicly available document and its purpose is to reinforce the openness and accountability of the Authority’s decision-making process.

The Plan seeks to anticipate the issues that will be the subject of a Key Decision during that period. For each item the Plan includes:

- The item’s title and a short description of the decision being sought.
- An indication of who will be making the decision.
- The Scrutiny arrangements for the decision.
- An indication of when the decision is expected to be made. This may be a specific date i.e. the date of a meeting, or a period during which the decision is likely to be made.
- A list of Supporting Papers. These will be documents which the decision-maker(s) will consider or take into account when making the decision.
- An indication of what consultation will take place on the item which is the subject of the proposed decision. This will include an indication as to who will be consulted (i.e. principal groups and organisations) and how that consultation will be conducted.
- An indication of how and to whom representations should be made on the item.

Within the Plan, the items are listed in the chronological order in which it is anticipated that the decisions will be made.

The decision in respect of each key decision is recorded in the minutes for the relevant meeting which are approved at the subsequent meeting of the Authority and are open for inspection at the Authority Offices and on the Authority’s web site.

## **Definition of a Key Decision**

The definition of a Key Decision is set out in the Authority's Constitution. It is as follows:-

*A key decision is an executive decision:-*

- 1. incurring expenditure or making savings in excess of £250,000, unless the specific expenditure or saving has previously been agreed by the Authority, or*
- 2. Is, in the view of the Director, in consultation with the lead Member significant in terms of its effects on communities living or working in Merseyside*

*A decision will be considered financially significant if:-*

- a) in the case of revenue expenditure, it results in incurring expenditure or making savings of £250,000 or greater;*
- b) in the case of capital expenditure, the capital expenditure/savings are in excess of £1 Million.*

*unless the specific expenditure or savings have previously been agreed by the Authority or have been taken in line with the Authority's Financial Management Policy.*

*In determining whether a decision is significant in terms of its effect on communities, the Director and lead Member will give consideration to:-*

- a) the number of residents/service users/District Council areas that will be affected;*
- b) whether the impact is short term, long term or permanent;*
- c) the impact on the community in terms of the economic, social and environmental well-being.*

## **Decision-Makers**

Key Decisions will be made by the Authority or its committees where relevant powers have been delegated. A report will be submitted to the relevant meeting on each key decision, and Members will also consider, where necessary, any report which has been 'called-in' under the Authority's scrutiny arrangements.

## **Consultation**

The Director, in taking decisions under delegated powers, will consult with the relevant Authority Members and other key stakeholders, in accordance with those identified in the Forward Plan.

## **Authority Meetings**

The Authority will meet formally approximately every six weeks. Meeting dates are published on the web site [www.merseysidewda.gov.uk](http://www.merseysidewda.gov.uk). Each Authority meeting will be in two parts. The first part of the meeting will consider the Key Decisions contained in the Forward Plan, and any other matters determined by the Chairman. The second part of the meeting will be made available for any scrutiny discussions.

The current schedule of meetings is as follows:

27<sup>th</sup> November 2009  
5<sup>th</sup> February 2010 (Budget and ordinary meeting)  
16<sup>th</sup> April 2010

## **Scrutiny Arrangements**

Two Members of the Authority may request that the Chairman place a delegated decision matter on the Agenda of an Authority regular meeting as a 'scrutiny item'.

## **Information Reports**

The Authority will periodically publish information reports about its Policies, Strategies and Performance on the web site [www.merseysidewda.gov.uk](http://www.merseysidewda.gov.uk)

## **Contacts**

If you have any queries or comments regarding the contents or format of this document please direct them to Mandy Valentine (Corporate Services Manager) on 0151-255-1444 or by e-mail at [enquiries@merseysidewda.gov.uk](mailto:enquiries@merseysidewda.gov.uk)

**AUTHORITY MEMBERSHIP 2009/2010**

<b>COUNCILLOR</b>	<b>Portfolio Area</b>	<b>Address and Contact Details</b>
K Cluskey (Chairperson) (Sefton)	<ul style="list-style-type: none"> <li>• Strategy and Forward Planning</li> <li>• Finance</li> <li>• Performance Management</li> <li>• Best Value</li> <li>• Procurement</li> <li>• Sustainability</li> <li>• Scrutiny</li> <li>• Public Consultation</li> <li>• MWHL Board Member</li> <li>• NWEO Representative</li> </ul>	39 Kent Avenue Litherland Liverpool L21 7QJ Tel: 0151 920 3704 Email: <a href="mailto:kevin.cluskey@sefton.gov.uk">kevin.cluskey@sefton.gov.uk</a>
N Mills (Liverpool)	<ul style="list-style-type: none"> <li>• Scrutiny</li> <li>• Public Consultation</li> </ul>	4 Portgate Close Liverpool L12 0SF Tel: 0151 270 1868 Email: <a href="mailto:norman.mills@liverpool.gov.uk">norman.mills@liverpool.gov.uk</a>
J Salter (Deputy Chairperson) (Wirral)	<ul style="list-style-type: none"> <li>• Risk Management</li> <li>• Audit</li> <li>• Procurement</li> <li>• Scrutiny</li> <li>• Public Consultation</li> </ul>	7 Church Meadow Close Egremont Wallasey CH44 8HQ Tel: 0151 638 1364 Email: <a href="mailto:johnsalter@wirral.gov.uk">johnsalter@wirral.gov.uk</a>
D Tattersall (Sefton)	<ul style="list-style-type: none"> <li>• Scrutiny</li> <li>• Public Consultation</li> <li>• MWHL Board Member</li> </ul>	3 Beresford Drive Southport PR9 7JY 01704 226 370 Email: <a href="mailto:tattersall.david@btconnect.com">tattersall.david@btconnect.com</a>
P Moffat (Liverpool)	<ul style="list-style-type: none"> <li>• Scrutiny</li> <li>• Public Consultation</li> </ul>	16 Zander Grove Croxteth Park Liverpool L12 0QP Tel: 0151 254 2227 Email: <a href="mailto:phil.moffat@liverpool.gov.uk">phil.moffat@liverpool.gov.uk</a>

T Moore (Liverpool)	<ul style="list-style-type: none"> <li>• Scrutiny</li> <li>• Public Consultation</li> </ul>	3 Southampton Drive Cressington Heath Liverpool L19 2HE Tel: 07881 521 269 Email: <a href="mailto:Timothy.Moore@liverpool.gov.uk">Timothy.Moore@liverpool.gov.uk</a>
G Gardiner (Wirral)	<ul style="list-style-type: none"> <li>• Scrutiny</li> <li>• Public Consultation</li> <li>• BML Board Member</li> </ul>	173 South Parade West Kirby Wirral CH48 3HX Tel: 0151 625 2738 Email: <a href="mailto:gillgardiner@wirral.gov.uk">gillgardiner@wirral.gov.uk</a>
D Crowther (St Helens)	<ul style="list-style-type: none"> <li>• Scrutiny</li> <li>• Public Consultation</li> <li>• BML Board Member</li> </ul>	15 Hotel Street Newton-le-willows WA12 9QH 01925 290 232 <a href="mailto:cllrdcrowther@sthelens.gov.uk">cllrdcrowther@sthelens.gov.uk</a>
D Lonergan (Knowsley)	<ul style="list-style-type: none"> <li>• Communications &amp; PR</li> <li>• Scrutiny</li> <li>• Public Consultation</li> </ul>	6 Stonehey Road Southdene Kirkby L32 9PU Tel: 0151 548 3490 Email: <a href="mailto:david.lonergan@knowsley.gov.uk">david.lonergan@knowsley.gov.uk</a>

#### **OFFICERS**

Carl Beer Director	Various delegated matters	6th Floor, North House 17 North John Street Liverpool L2 5QY Tele: 0151 255 1444 Email: <a href="mailto:carlbeer@merseysidewda.gov.uk">carlbeer@merseysidewda.gov.uk</a>
Peter Williams Treasurer	Various delegated matters	6th Floor, North House 17 North John Street Liverpool L2 5QY Tele: 0151 255 1444 Email: <a href="mailto:peter.williams@merseysidewda.gov.uk">peter.williams@merseysidewda.gov.uk</a>

Mandy Valentine Clerk to the Authority	Various delegated matters	6th Floor, North House 17 North John Street Liverpool L2 5QY Tele: 0151 255 1444 Email: <a href="mailto:mandy.valentine@merseysidewda.gov.uk">mandy.valentine@merseysidewda.gov.uk</a>
Neil Ferris Monitoring Officer	Various delegated matters	6th Floor, North House 17 North John Street Liverpool L2 5QY Tele: 0151 255 1444 Email: <a href="mailto:neil.ferris@merseysidewda.gov.uk">neil.ferris@merseysidewda.gov.uk</a>

## CONTENTS

<b>Item</b>	<b>Ref No.</b>	<b>Portfolio Area</b>	<b>Decision Date</b>	<b>Lead Officer</b>
Mersey Waste Holdings Limited	K18_09	Finance	27/11/2009	Neil Ferris
Resource Recovery Contract- Selection of Participants to Enter Call for Final Tenders Stage of Procurement	K21_09	Procurement	27/11/2009	Carl Beer
Joint Municipal Waste Management Strategy	K22_09	Strategy	27/11/2009	Stuart Donaldson
Provision of Support Services	K24_09	Corporate Governance	27/11/2009	Peter Williams
Resource Recovery Contract Procurement and Sites and Planning Strategy Risk Review	K25_09	Procurement	27/11/2009	Carl Beer
International Financial Reporting Standards (IFRS) Transition Arrangements	K26_09	Corporate Governance	27/11/2009	Peter Williams
Internal Audit Report	K27_09	Corporate Governance	27/11/2009	Mandy Valentine
Annual Audit Letter	K28_09	Corporate Governance	27/11/2009	Mandy Valentine
Authority Representation	K29_09	Corporate Governance	27/11/09	Mandy Valentine
Revenue Budget 2010/11	K02_10	Corporate Governance	05/02/2010	Peter Williams
Annual Meeting and Timetable of Authority Meetings	K01_10	Corporate Governance	05/02/2010	Mandy Valentine
Director's Appraisal	K23_09	Corporate Governance	05/02/2010	Neil Ferris

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<b>ITEM FOR CONSIDERATION</b>	Mersey Waste Holdings Limited			
<b>FILE REF</b>	K18_09			
<b>DECISION MAKER</b>	<b>Authority</b>			
<b>KEY DECISION CRITERIA</b>	<b>Financial?</b> X	<b>Community Impact?</b>	<b>Other Please State:</b>	
<b>REASON FOR MEETING KEY DECISION CRITERIA</b>	To consider the Authority's long term strategy for MWHL			
<b>SCRUTINY AREA</b>	Finance			
<b>DATE/ PERIOD FOR DECISION</b>	27 <sup>th</sup> November 2009			
<b>LIST OF BACKGROUND PAPERS FOR CONSIDERATION</b>	Report from MWHL Report from Ernst and Young and Eversheds Project Larch phase 3			
<b>RISK MANAGEMENT IMPLICATIONS</b>	Long term Landfill arrangements			
<b>PRIOR CONSULTATION</b>	Merseyside Pension fund Citrus Pension Fund			
<b>REPRESENTATIONS</b>	In writing to Neil Ferris or by email to <a href="mailto:neil.ferris@merseysidewda.gov.uk">neil.ferris@merseysidewda.gov.uk</a>			



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<b>ITEM FOR CONSIDERATION</b>	<b>Resource Recovery Contract - Selection of Participants to Enter Call for Final Tenders Stage of Procurement</b>			
<b>FILE REF</b>	<b>K21_09</b>			
<b>DECISION MAKER</b>	<b>Full Authority</b>			
<b>KEY DECISION CRITERIA</b>	<b>Financial?</b>  x	<b>Community Impact?</b>  x	<b>Other – Please Specify</b>	
<b>REASON FOR MEETING KEY DECISION CRITERIA</b>	Decision required to approve the outcome of the evaluation of bids for the RRC contract			
<b>SCRUTINY AREA</b>	<b>Procurement</b>			
<b>DATE/ PERIOD FOR DECISION</b>	27th November 2009			
<b>LIST OF BACKGROUND PAPERS FOR CONSIDERATION</b>	None			
<b>RISK MANAGEMENT IMPLICATIONS</b>	Cost of delay implications in relation to the delivery of a solution to deal with residual municipal waste.			
<b>PRIOR CONSULTATION</b>	None			
<b>REPRESENTATIONS</b>	In writing to Carl Beer or by email to <a href="mailto:carlbeer@merseysidewda.gov.uk">carlbeer@merseysidewda.gov.uk</a>			

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<b>ITEM FOR CONSIDERATION</b>	<b>Joint Municipal Waste Management Strategy</b>			
<b>FILE REF</b>	<b>K22_09</b>			
<b>DECISION MAKER</b>	<b>Full Authority</b>			
<b>KEY DECISION CRITERIA</b>	<b>Financial?</b>  x	<b>Community Impact?</b>  x	<b>Other – Please Specify</b>	
<b>REASON FOR MEETING KEY DECISION CRITERIA</b>	Update on JMWMS Review budgets and timetable			
<b>SCRUTINY AREA</b>	<b>Strategy</b>			
<b>DATE/ PERIOD FOR DECISION</b>	27th November 2009			
<b>LIST OF BACKGROUND PAPERS FOR CONSIDERATION</b>				
<b>RISK MANAGEMENT IMPLICATIONS</b>	Manage change to resources and budgets in light of decision on RRC contract			
<b>PRIOR CONSULTATION</b>				
<b>REPRESENTATIONS</b>	In writing to Stuart Donaldson or by email to <a href="mailto:stuart.donaldson@merseysidewda.gov.uk">stuart.donaldson@merseysidewda.gov.uk</a>			

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<b>ITEM FOR CONSIDERATION</b>	<b>Provision of Support Services</b>			
<b>FILE REF</b>	<b>K24_09</b>			
<b>DECISION MAKER</b>	<b>Full Authority</b>			
<b>KEY DECISION CRITERIA</b>	<b>Financial?</b>  x	<b>Community Impact?</b>	<b>Other – Please Specify</b>	Efficiency & Governance
<b>REASON FOR MEETING KEY DECISION CRITERIA</b>	To agree to formalise the confirmation of an existing arrangement without a tender exercise			
<b>SCRUTINY AREA</b>	<b>Corporate Governance</b>			
<b>DATE/ PERIOD FOR DECISION</b>	27th November 2009			
<b>LIST OF BACKGROUND PAPERS FOR CONSIDERATION</b>				
<b>RISK MANAGEMENT IMPLICATIONS</b>	Failure to secure effective support services would put the efficiency and governance of the organisation at risk			
<b>PRIOR CONSULTATION</b>				
<b>REPRESENTATIONS</b>	In writing to Peter Williams or by email to <a href="mailto:peter.williams@merseysidewda.gov.uk">peter.williams@merseysidewda.gov.uk</a>			

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<b>ITEM FOR CONSIDERATION</b>	Resource Recovery Contract Procurement and Sites and Planning Strategy Risk Review			
<b>FILE REF</b>	K25_09			
<b>DECISION MAKER</b>	<i>Full Authority</i>			
<b>KEY DECISION CRITERIA</b>	<b>Financial?</b>  x	<b>Community Impact?</b>  x	<b>Other - Please State:</b>	
<b>REASON FOR MEETING KEY DECISION CRITERIA</b>	To present to the Authority a risk assessment of the Authority's Procurement Strategy and Sites and Planning Strategy and to seek approval to a recommended approach to take the strategies forward.			
<b>SCRUTINY AREA</b>	<i>Procurement</i>			
<b>DATE/ PERIOD FOR DECISION</b>	27 <sup>th</sup> November 2009			
<b>LIST OF BACKGROUND PAPERS FOR CONSIDERATION</b>	None			
<b>RISK MANAGEMENT IMPLICATIONS</b>	Failure to deliver next steps of the procurement and sites would lead to a delay in the Resource Recovery Contract Procurement with significant cost implications			
<b>PRIOR CONSULTATION</b>	None			
<b>REPRESENTATIONS</b>	In writing to Carl Beer or by email to <a href="mailto:carlbeer@merseysidewda.gov.uk">carlbeer@merseysidewda.gov.uk</a>			

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<b>ITEM FOR CONSIDERATION</b>	<b>International Financial Reporting Standards (IFRS) Transition Arrangements</b>			
<b>FILE REF</b>	<b>K26_09</b>			
<b>DECISION MAKER</b>	<b>Full Authority</b>			
<b>KEY DECISION CRITERIA</b>	<b>Financial?</b>  x	<b>Community Impact?</b>	<b>Other – Please Specify</b>	Legal requirement
<b>REASON FOR MEETING KEY DECISION CRITERIA</b>	Members need to be aware that the basis for preparing the accounts will change and need to understand their responsibilities			
<b>SCRUTINY AREA</b>	<b>Corporate Governance</b>			
<b>DATE/ PERIOD FOR DECISION</b>	27th November 2009			
<b>LIST OF BACKGROUND PAPERS FOR CONSIDERATION</b>				
<b>RISK MANAGEMENT IMPLICATIONS</b>	To ensure the Authority continues to meet the statutory requirements for financial reporting			
<b>PRIOR CONSULTATION</b>				
<b>REPRESENTATIONS</b>	In writing to Peter Williams or by email to <a href="mailto:peter.williams@merseysidewda.gov.uk">peter.williams@merseysidewda.gov.uk</a>			

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<b>ITEM FOR CONSIDERATION</b>	Internal Audit Report			
<b>FILE REF</b>	K27_09			
<b>DECISION MAKER</b>	<i>Full Authority</i>			
<b>KEY DECISION CRITERIA</b>	<b>Financial?</b>	<b>Community Impact?</b>	<b>Other - Please State:</b>	Corporate Governance
<b>REASON FOR MEETING KEY DECISION CRITERIA</b>	To inform Members of the findings of the annual auditing undertaken by the Authority's Internal Auditors.			
<b>SCRUTINY AREA</b>	Corporate Governance			
<b>DATE/ PERIOD FOR DECISION</b>	27 <sup>th</sup> November 2009			
<b>LIST OF BACKGROUND PAPERS FOR CONSIDERATION</b>	None			
<b>RISK MANAGEMENT IMPLICATIONS</b>	Failure to involve Members in the auditing and strengthening of the Authority's internal controls may lead to poor corporate governance.			
<b>PRIOR CONSULTATION</b>	Internal Auditor			
<b>REPRESENTATIONS</b>	In writing to Mandy Valentine or by email to <a href="mailto:mandy.valentine@merseysidewda.gov.uk">mandy.valentine@merseysidewda.gov.uk</a>			

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<b>ITEM FOR CONSIDERATION</b>	<b>Annual Audit Letter</b>			
<b>FILE REF</b>	K28_09			
<b>DECISION MAKER</b>	<b><i>Full Authority</i></b>			
<b>KEY DECISION CRITERIA</b>	<b>Financial?</b> <u>X</u>	<b>Community Impact?</b> X	<b>Other - Please State:</b>	Requirement to receive Auditor's letter
<b>REASON FOR MEETING KEY DECISION CRITERIA</b>	To consider the Annual Audit Letter prepared by the Audit Commission detailing their opinion on various aspects of the Authority's performance and financial standing and proposing actions for improvement.			
<b>SCRUTINY AREA</b>	Corporate Governance			
<b>DATE/ PERIOD FOR DECISION</b>	27 <sup>th</sup> November 2009			
<b>LIST OF BACKGROUND PAPERS FOR CONSIDERATION</b>	None			
<b>RISK MANAGEMENT IMPLICATIONS</b>	Consideration of the findings and recommendations of the auditor at Member level is best practice.			
<b>PRIOR CONSULTATION</b>	None			
<b>REPRESENTATIONS</b>	In writing to Mandy Valentine or by email to <a href="mailto:mandy.valentine@merseysidewda.gov.uk">mandy.valentine@merseysidewda.gov.uk</a>			

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<b>ITEM FOR CONSIDERATION</b>	<b>Authority Representation</b>			
<b>FILE REF</b>	<b>K29-09</b>			
<b>DECISION MAKER</b>	<b>Full Authority</b>			
<b>KEY DECISION CRITERIA</b>	<b>Financial?</b>	<b>Community Impact?</b>	<b>Other – Please Specify</b>	Corporate Governance
<b>REASON FOR MEETING KEY DECISION CRITERIA</b>	Requirement to seek nominations for representation on the Authority's committees and other bodies, following change in membership			
<b>SCRUTINY AREA</b>	<b>Corporate Governance</b>			
<b>DATE/ PERIOD FOR DECISION</b>	27 <sup>th</sup> November 2009			
<b>LIST OF BACKGROUND PAPERS FOR CONSIDERATION</b>	None			
<b>RISK MANAGEMENT IMPLICATIONS</b>	Failure to have sufficient representation may affect the Authority's decision making processes.			
<b>PRIOR CONSULTATION</b>				
<b>REPRESENTATIONS</b>	In writing to Mandy Valentine or by email to <a href="mailto:mandy.valentine@merseysidewda.gov.uk">mandy.valentine@merseysidewda.gov.uk</a>			



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<b>ITEM FOR CONSIDERATION</b>	<b>Revenue Budget 2010/11</b>			
<b>FILE REF</b>	<b>K02_10</b>			
<b>DECISION MAKER</b>	<b>Full Authority</b>			
<b>KEY DECISION CRITERIA</b>	<b>Financial?</b>  <b>X</b>	<b>Community Impact?</b>	<b>Other – Please Specify</b>	
<b>REASON FOR MEETING KEY DECISION CRITERIA</b>	To identify the spending plan for 2010/11 to 2012/13 and in particular set the levy for 2010/11.			
<b>SCRUTINY AREA</b>	<b>Corporate Governance</b>			
<b>DATE/ PERIOD FOR DECISION</b>	5 <sup>th</sup> February 2010			
<b>LIST OF BACKGROUND PAPERS FOR CONSIDERATION</b>	Budget Files			
<b>RISK MANAGEMENT IMPLICATIONS</b>	Failure to set a budget would breach statutory requirements in respect of setting the levy.			
<b>PRIOR CONSULTATION</b>				
<b>REPRESENTATIONS</b>	In writing to Peter Williams or by email to <a href="mailto:peter.williams@merseysidewda.gov.uk">peter.williams@merseysidewda.gov.uk</a>			

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<b>ITEM FOR CONSIDERATION</b>	<b>Annual Meeting and Timetable of Authority Meetings</b>			
<b>FILE REF</b>	K01_10			
<b>DECISION MAKER</b>	<i>Full Authority</i>			
<b>KEY DECISION CRITERIA</b>	<b>Financial?</b> <u>X</u>	<b>Community Impact?</b> <b>X</b>	<b>Other - Please State:</b>	Requirement to set AGM
<b>REASON FOR MEETING KEY DECISION CRITERIA</b>	To set the date of the Annual Meeting of the Authority and identify an appropriate timetable of meetings for the 2010/2011 Municipal Year			
<b>SCRUTINY AREA</b>	Corporate Governance			
<b>DATE/ PERIOD FOR DECISION</b>	5 <sup>th</sup> February 2010			
<b>LIST OF BACKGROUND PAPERS FOR CONSIDERATION</b>	None			
<b>RISK MANAGEMENT IMPLICATIONS</b>	Statutory requirement to set a date for the Authority's Annual Meeting which must take place on or before 30 <sup>th</sup> June each year.			
<b>PRIOR CONSULTATION</b>	None			
<b>REPRESENTATIONS</b>	In writing to Mandy Valentine or by email to <a href="mailto:mandy.valentine@merseysidewda.gov.uk">mandy.valentine@merseysidewda.gov.uk</a>			

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<b>ITEM FOR CONSIDERATION</b>	<b>Director's Appraisal</b>		
<b>FILE REF</b>	<b>K23_09</b>		
<b>DECISION MAKER</b>	<b>Full Authority</b>		
<b>KEY DECISION CRITERIA</b>	<b>Financial?</b> Value for Money is reliant on outcomes. Performance management is therefore a key mechanism for delivering VFM	<b>Community Impact?</b>	<b>Other – Please Specify</b>
<b>REASON FOR MEETING KEY DECISION CRITERIA</b>	The Director's Performance and thereby his impact on the whole Authority's services and ethos is a key Governance issue for the Authority. Members engagement in and subsequent receipt of a report regarding the Head of the Authority's services produced through independent assessment and challenge is therefore a key mechanism by which the Authority holds its most senior member of staff accountable.		
<b>SCRUTINY AREA</b>	<b>Corporate Governance</b>		
<b>DATE/ PERIOD FOR DECISION</b>	5 <sup>th</sup> February, 2010		
<b>LIST OF BACKGROUND PAPERS FOR CONSIDERATION</b>	Solace Review		
<b>RISK MANAGEMENT IMPLICATIONS</b>	Independent Review of the Director reduces Governance risks for the Authority and assists the Director in identifying key organisational priorities and operational risks.		
<b>PRIOR CONSULTATION</b>	The Director has been consulted and agreed to the process.		
<b>REPRESENTATIONS</b>	In writing to Neil Ferris or by email to <a href="mailto:neil.ferris@merseysidewda.gov.uk">neil.ferris@merseysidewda.gov.uk</a>		

