

**CORPORATE PLAN AND SERVICE PLANS 2010/11**  
**WDA/10/10**

**Recommendation**

That:

1. Members note the progress made to date in the delivery of the Corporate Plan and approve the revised plan for 2010 to 2013;
2. Members note the revised Corporate Risk Register for 2010/11; and
3. Members approve the Authority's set of Annual Service Plans for 2010/11.

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**Report of the Director**

**1. Purpose of the Report**

- 1.1 To inform Members of the progress made in the delivery of the approved Corporate Plan and to seek approval to the Corporate Plan 2010 to 2013 and the Annual Service Plans for 2010/11.

**2. Background**

- 2.1 The Authority produces a three year Corporate Plan which is reviewed annually. The plan identifies the Authority's Vision, Aims and Objectives from which strategic plans for improvement can be drawn and forms the basis of the Authority's Performance Management Framework.
- 2.2 The Authority's establishment is organised into five sections and each section develops annual service plans which provide the step changes necessary to deliver the Corporate Plan.
- 2.3 The Annual Service Plans reflect available resources and take into account the Authority's approved Revenue and Capital budgets.

**3. Corporate Plan – Progress to Date**

- 3.1 The existing Corporate Plan, approved by Members in April last year, was developed to establish the Authority's priorities for the future.
- 3.2 Progress has been made in the delivery of the Corporate Plan in the last twelve months, including the procurement of the Waste Management Recycling Contract, the continued procurement of the Resource Recovery Contract and Environmental Management System accreditation (ISO14001).
- 3.3 The Corporate Plan specifies targets and the Authority's achievements against these targets has been summarised in a table attached at Appendix 1. Some targets are now out of date and the attached identifies new targets for Members' consideration.

#### **4. Corporate Plan - Review**

- 4.1 The Corporate Plan is reviewed annually and this is undertaken alongside the development of the Annual Service Plans.
- 4.2 Members will be aware however, that the Director is currently undertaking a comprehensive Operational Review which is the subject of a report elsewhere on this agenda. This review is likely to impact on the Authority's priorities in the coming years, particularly in the short to medium term and it is therefore proposed to postpone any significant review of the Corporate Plan until the Operational Review has been completed.
- 4.3 The Corporate Plan also reflects the objectives and targets set in the Joint Waste Management Strategy and again, this is under review.
- 4.4 It is therefore proposed to retain the existing Corporate Aims and Objectives until the outcome of the Operational Review and the Joint Municipal Waste Management Strategy Review are known.
- 4.5 As previously mentioned, some targets are now out of date and new targets have been identified and are included in the draft Corporate Plan for 2010 to 2013 attached at Appendix 2.

#### **5. Corporate Risk Register**

- 5.1 The Corporate Plan is monitored and reviewed in conjunction with the Authority's Risk Management Strategy and takes account of potential risks and opportunities. Key risks are recorded in the Authority's Corporate Risk Register, the latest version of which is attached at Appendix 3.
- 5.2 The Corporate Risk Register identifies those risks which may affect the delivery of the Authority's Corporate Aims and Objectives and the actions being taken to mitigate or control these risks where possible.
- 5.3 The risks identified are prioritised by order of risk value and include the following which are noted as the highest rating corporate risks:
  - Item 1 - Failure to secure sites for implementation of Procurement Project
  - Item 2 - Failure to procure RRC Contract
  - Item 5 - Failure to maintain joint procurement with Halton BC

- 5.4 A new risk has been added to the Corporate Risk Register to reflect the work being undertaken to adapt to and mitigate against the effects of Climate Change on the Authority's services (Item 34).

## **6. Annual Service Plans**

- 6.1 The Annual Service Plans translate the Corporate Plan into deliverable step changes through the effective management of the Authority's available resources.
- 6.2 Copies of each of the five section plans are attached at Appendix 4 as follows:
- Strategy Section – Appendix 4A
  - Corporate Services Section – Appendix 4B
  - Waste Facilities Section – Appendix 4C
  - Planning and Environmental Section – Appendix 4D
  - Waste Contracts Section – Appendix 4E
- 6.3 The Service Plans contain a summary of performance in the previous year and details of plans for the forward year, including resources available and key priorities. Each plan reflects how key projects and sectional activities will be focused to deliver continuous improvement and ultimately contribute to the delivery of the Corporate Plan.

## **7. Performance Reporting**

- 7.1 To enable the Authority's performance to be monitored and managed effectively, the service plans identify performance indicators and targets which will contribute to the overall corporate targets.
- 7.2 Following a recommendation made by the Authority's internal auditors, Members instructed the Treasurer to develop a performance reporting framework.
- 7.3 The Treasurer is in the process of developing this framework and will consult with Members in the near future on the content and scope of the performance reports.

## 8. Risk Implications

The following risks have been identified in relation to the development and implementation of the Authority's corporate planning processes:

Identified Risk	Likelihood Rating	Implication Rating	Risk Value	Mitigation
Failure to adapt to current economic pressures.	2	5	10	Undertake Operational Review and update Corporate Plan accordingly
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 Corporate Plan.	2	4	8	Manage and monitor Corporate Risk Register.
Failure to identify deliverable objectives.	3	3	9	Use 'SMART' objectives.

## 9. HR Implications

- 9.1 The Authority's existing Performance Management Framework provides staff with a clear link between their own performance and that of the organisation as a whole.
- 9.2 The Staff Development Scheme identifies personal objectives which enable a member of staff to contribute directly to their section's Annual Service Plan and ultimately the Authority's Corporate Plan.

## 10. Environmental Implications

- 10.1 A key part of the Corporate Plan is to continuously improve the Authority's environmental performance and to ultimately deliver the Authority's Vision which is: 'To improve people's quality of life by ensuring that waste is sustainably managed to bring about the best combination of environmental, economic and social benefits.'

**11. Financial Implications**

- 11.1 The development of the Annual Service Plans are based on the available resources identified in the Approved Revenue and Capital Budgets and there are therefore no financial implications associated with this report.

**12. Conclusion**

- 12.1 Members are asked to note the progress made in the delivery of the Corporate Plan and approve the revised Corporate Plan for 2010 to 2013.
- 12.2 Members are also asked to consider and approve the Annual Service Plans attached to this report and note the latest version of the Corporate Risk Register.

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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.