

**CORPORATE PLAN**  
**WDA/41/11**

**Recommendation**

That:

1. Members approve and adopt the draft Corporate Plan attached at Appendix 1; and
2. note the contents of the current Corporate Risk Register.

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**CORPORATE PLAN****WDA/41/11****Report of the Chief Executive****1. Purpose of the Report**

- 1.1 To seek Members' approval of a revised Corporate Plan attached at Appendix 1.

**2. Background**

- 2.1 The Authority has in place a Corporate Plan which identifies the Authority's key aims and objectives, from which strategic plans for improvement can be drawn. This plan forms the basis of the Authority's Performance Management Framework.
- 2.2 At a meeting of the Authority on 15<sup>th</sup> April 2011, Members agreed a corporate planning process with indicative dates as follows:
- i. Chief Executive's Appraisal (June – November)
  - ii. Corporate Plan Approval (November)
  - iii. Budget Approval (February)
  - iv. Annual Service Plan Approval (April)
- 2.3 The Chief Executive's appraisal was undertaken in October 2011 and is reported separately on this agenda.

**3. Corporate Plan Review Process**

- 3.1 The existing Corporate Plan has been in place for a number of years with only minor amendments to wording and updates to targets. A more thorough review was planned once the details of the Joint Waste Management Strategy (JMWMS) were known and this has now been undertaken.

3.2 The outcome of the Chief Executive's appraisal has also informed the review of the Corporate Plan and in particular, the key objectives agreed by the panel which were as follows:

- Deliver the Resource Recovery Contract on time and on budget.
- Evaluate the potential for shared support services with the Merseyside Passenger Transport Authority.
- Review the provision of Household Waste Recycling Centres to ensure effective coverage.
- Identify options to reduce the levy by 2%, 5% and 10% for 2013/14 and 2014/15.
- Given the fundamental financial challenges facing Local Government, the emphasis needs to be on operational efficiency, cost reduction and value for money.
- Ensure robust Governance and contract compliance arrangements are in place and operating effectively in all aspects of the Authority, including controlled companies.
- Develop and where appropriate formalise arrangements with the constituent district councils to strengthen working relationships.
- Identify opportunities to optimise education and awareness resources to support the delivery of corporate objectives.

#### **4. Proposed Corporate Plan**

4.1 The review of the Corporate Plan has been completed and a revised plan is attached at Appendix 1 for Members' consideration.

4.2 The plan continues to identify three Corporate aims from which objectives and targets fall under each of the following headings:

- Operations
- Governance and Resources
- Partnership

- 4.3 Of particular note is the increased focus on budgetary management under the Governance and Resources aim to reflect current pressures on public finances.
- 4.4 Corporate targets have been revised to reflect those set out in the JMWMS in relation to household recycling and waste reduction. The targets in relation to educational opportunities remains unchanged, however, this is currently being reviewed and will be considered by Members at a later date.
- 4.5 Each of the key objectives identified in the Chief Executive's appraisal have been reflected in the revised plan, both in the corporate objectives and, where appropriate, more specifically in the targets.

## **5. Corporate Risk Register**

- 5.1 The Authority's Corporate Risk Register was also included in the review to ensure that both documents reflect the Authority's management of corporate risks and opportunities.
- 5.2 The Corporate Risk Register was last reviewed in April 2011 and there has been no changes identified to existing risk ratings. The only amendment to the register has been an update to the mitigating actions for the risk relating to securing sites for the Procurement Project (Item Ref 1). Actions in relation to planning and environmental permitting have now been included.
- 5.3 The latest version of the Corporate Risk Register is attached at Appendix 2.

## **6. Risk Implications**

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

<b>Identified Risk</b>	<b>Likelihood Rating</b>	<b>Implication Rating</b>	<b>Risk Value</b>	<b>Mitigation</b>
Failure to adapt to current economic pressures.	2	5	10	Explore budget options and continue with the Strategic and Operational Reviews

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.

## **7. HR Implications**

- 7.1 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.
- 7.2 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.

## **8. Environmental Implications**

- 8.1 The Authority endeavours to continuously improve its environmental performance and this is reflected in the aims and objectives of the Corporate Plan.

## **9. Financial Implications**

- 9.1 The revised Corporate Plan will inform the development of Annual Service Plans and the Revenue and Capital Budgets which enable the Authority to make best use of its resources whilst seeking to continuously improve.

## **10. Conclusion**

- 10.1 Members are asked to approve the Corporate Plan attached at Appendix 1 and note the latest version of the Corporate Risk Register attached at Appendix 2.

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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.