

# WIRRAL COUNCIL

## COUNCIL EXCELLENCE

27<sup>TH</sup> SEPTEMBER 2011

<b>SUBJECT:</b>	2011/12 First Quarter Performance and Financial Review
<b>WARD/S AFFECTED:</b>	All
<b>REPORT OF:</b>	Chief Executive
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	Councillor Steve Foulkes
<b>KEY DECISION:</b>	No

### 1.0 EXECUTIVE SUMMARY

1.1 This report sets out performance of the Council's Corporate Plan 2011-14 for April to June 2011, and provides members with an overview of performance, resource and risk monitoring.

### 2.0 RECOMMENDATION/S

2.1 That the contents of this report be noted.

### 3.0 REASON/S FOR RECOMMENDATION/S

3.1 Council approved the Corporate Plan on 18<sup>th</sup> April 2011. This report provides a quarterly progress on delivering the Council's Corporate Plan, including performance of relevant projects and indicators and associated financial and risk monitoring information.

### 4.0 BACKGROUND AND KEY ISSUES

#### 4.1 **Performance Summary**

The presentation accompanying this report provides an overview of quarter one performance with more detail outlined in this report including corrective action for performance issues.

#### 4.2 **Your FAMILY: CHILDREN AND YOUNG PEOPLE**

##### **What's working well**

- Birkenhead High School Academy marked the official start of the school's new building project in April 2011 with a 'Turf Cutting' Ceremony on the senior school site
- The new Club Tri-Golf facility for young golfers, at Kings Parade in New Brighton, was officially opened in May 2011
- The number of young people attending youth clubs and activities in Wirral has risen by more than 60%. A total of 8,625 young people went along to sessions during 2010/11 compared to 5,347 in 2009/10. The increase follows the reconfiguration of the Youth Service which included the introduction of the Youth Hubs across the borough, which came to fruition in May last year
- 13 foster carers have been recruited between April and June 2011 (30% above the target)
- There has been a 94% uptake of schools receiving School Improvement Services during April and June 2011 (14% above the target)


##### **Performance against Strategic Change project(s)**

The following strategic change project has been assessed as **red**:

Status	Project	Corrective Action
<b>Red</b>	Looked After Children	The project schedule is on target; however savings forecast is currently being assessed

### Performance against indicator(s):

The following indicator has missed its quarter one target and is therefore assessed as **red**:

Portfolio	PI no	Title	2011/2012 Q1 Target	2011/2012 Q1 Actual	On target	Direction of travel
Housing & Community Safety	7031	Percentage of under-age sales of alcohol during test purchase exercises	15%	22%	<b>Red</b>	
<b>Corrective Action:</b>	In this 1st quarter visits have been targeted using intelligence reports and as such the figure is higher than if the visits had been made at random. As the problem areas are tackled the figure will then improve to its year end target					
<b>Performance Analysis:</b>	This indicator missed its quarter one target by 7%, but it is forecast to meet the end of year target					

Portfolio	PI no	Title	2011/2012 Q1 Target	2011/2012 Q1 Actual	On target	Direction of travel
Children's Services and Lifelong Learning	112	Percentage reduction in the under 18 conception rate	-49.9% (25.3)	-13.04% (44.0) (E)	<b>RED</b>	n/a
<b>Corrective Action:</b>	<p>Most recent data from the Office of National Statistics (2009) shows that Wirral recorded an under-18 conception rate of 44 per 1000 15 to 17 year olds (264 conceptions). This is an increase in the recorded rate from 2008 of 40 per 1000 15 to 17 year olds (249 conceptions).</p> <p>Despite this yearly variation, an overall downward trend since the 1998 baseline is evident. However although Wirral, along with many other areas, will not achieve the national target of a 50% reduction in the number of conceptions for 15 – 17 year olds by 2010, funding has been approved to allow continuation of targeted work with the most vulnerable groups.</p>					
<b>Performance Analysis:</b>	This indicator is forecast not to meet the end of year target.					

### Resource implications

Significant budget pressures of £5.6 million are being experienced upon the Children and Young People's revenue budget, particularly within children's care services and in respect of the Integrated Transport Unit as reported to Cabinet on 23 June 2011.

Children and Young People's capital budget accounts for £39 million, which is over 50% of the 2011/12 capital programme from the Council budget. The programme has increased

significantly in 2011/12 due to slippage of schemes and resources from 2010/11 including schools modernisation, much of which is scheduled to take place during the school holidays. A number of large schemes are in progress including work at Birkenhead Academy, Cathcart Primary and Pensby Primary/ Stanley Special School.

### Future challenges and risks

Safeguarding arrangements for children is always a significant risk and is therefore under constant review. In response to the Government response to the Munro review and the Delivery of Social Work Reform Board recommendations; a comprehensive review of children's social care processes is being undertaken with the involvement of partner agencies.

## 4.3 Your FAMILY: ADULTS

### What's working well

- Over 1,000 people attended a community wellbeing event in May 2011, which was jointly organised by the Council and Wirral's Older People's Parliament.
- Wirral's Cabinet agreed an innovative new outcome based approach to commissioning Council services based on the priorities of local communities. Work is now underway to develop the system coherently across Wirral Council to ensure that money is spent in a targeted and effective way.
- The results of a new survey has revealed that Wirral is in the top third of local authorities across the country for rolling out Personal Budgets, with more than 40% of eligible people in Wirral now receiving a personal budget. This is a marked improvement from six months previously when the Council was among the worst five.

### Performance against Strategic Change project(s)

The following strategic change projects have been assessed as **red** or **amber**:

Status	Project	Corrective Action
<b>Red</b>	Learning Disabilities	This project is currently being developed and has been at the planning stage for some time. The initial outcome of this project was to stabilise the budget by March 2012 against the backdrop of £2m overspend and approximately £800k growth per annum. Further work is pressing ahead to address both the service issues – working alongside partners in the Learning Disability Partnership Board - and the reporting of this 'cost-reduction' rather than 'savings generating' project. However, the project manager advises it is unlikely that this budget will be balanced within the required timescales.

Status	Project	Corrective Action
<b>Amber</b>	Market Management	<p>This project was set to deliver £5.37m during 2011/12. Initial projections suggest that the full saving may not be achievable due to:</p> <ul style="list-style-type: none"> <li>• A reduction in activity;</li> <li>• Out of Area placement savings not being realised;</li> <li>• The amount attached to specialist rates in Wirral; and</li> <li>• Some providers not accepting the new rates.</li> </ul> <p>Analysis is ongoing to establish the extent of the reduction</p>

### Resource implications

Significant budget pressures of £6 million are being experienced upon the Adult Social Services revenue budget. Underlying pressures from increased demand on older peoples and learning disability budgets account for £3 million. An additional £3 million of pressures has arisen from potential slippage on savings implementation relating to market review contract negotiations and Early Voluntary Retirement / Voluntary Severance savings.

The £3 million Adult capital programme for 2011/12 includes a new grant allocation of £941,000 to support developments relating to personalisation, reform and efficiency and £732,000 relating to the final payments for the Mendell Lodge extra care housing scheme.

### Future challenges and risks

Safeguarding arrangements for adults are always considered from a perspective of risk, and therefore under constant review by the Department and its partners of the Safeguarding Adult Partnership Board.

An increasing demand for services has become of greater significance in the economic downturn, which also presents challenges for the implementation of the Carer's Strategy.

On-going challenges remain relating to the increasing number of people living longer with consequently greater care-support needs; the increase in those people with learning disabilities with similarly increased care support needs; and the challenge of delivering all services with increasing elements of personalisation and choice.

## 4. 4 Your NEIGHBOURHOOD

### What's working well

- Wirral's Road Safety officers have been out and about visiting schools, encouraging motorists to drive safely around schools by watching their speed, parking responsibly, and taking a second look for pedestrians crossing the road
- Wirral's Cabinet has approved a new Housing Strategy which will direct policy until 2026, following an extensive public and stakeholder consultation
- The partnership initiative 'Playing For Success' initiative set up in 2004, between Wirral Council and Tranmere Rovers Football Club, based at Tranmere Rovers' Study Support Centre, is being funded for an additional year; to continue work with local communities to help raise people's motivation and self-esteem through sport and fitness, particularly focussing on young people

### Performance against Corporate Plan project(s)

The following projects have been assessed as **amber**:

Portfolio	Key project	Status	Corrective Action
Housing & Community Safety	Deliver a heating improvement programme to 140 vulnerable private sector residents per year in 2011-12 and 2012-13	Amber	The original target for Number of households assisted will be met over the two year period, but with greater numbers in year 2. This is due to the start of the scheme being delayed until the Financial Assistance Policy has been approved, which is a statutory requirement.

Portfolio	Key project	Status	Corrective Action
Social Care & Inclusion	Develop a housing plan for people with Learning Difficulties by August/September 2011	Amber	Delays have arisen as a result of integrating the work of the Housing Sub Group with the wider Learning Disabilities Partnership Board agenda - timescales will be pushed back by three months.
	Renegotiate /Retender Supported People/Housing services for people with Learning Difficulties	Amber	Currently working in partnership with Adult Social Services (DASS) - timescales may be affected, due to changes in DASS's own contractual arrangements (Existing LD contracts to be extended until September 2011 to allow time for renegotiated services to be implemented)
	To review housing services for at risk young people and young people in care by August 2011	Amber	Timescales have been amended to March 2012.

### Performance against Strategic Change project(s)

The following strategic change project has been assessed as **red**:

Status	Project	Corrective Action
Red	Energy Efficiency	This project was set to deliver £80k saving during 2011/12. £50k of this saving was predicated on the installation of PC Powerdown software. This software has not yet been installed. It is therefore unlikely that the saving will be achieved

## Performance against indicator(s):

The following indicators are awaiting data:

Portfolio	PI no	Title	2011/2012 Q1 Target	2011/2012 Q1 Actual	On target	Direction of travel
Streetscene and Transport Services	195b	Maintain street and environmental cleanliness (combined levels of litter and detritus)	8%			No surveys have been undertaken this quarter due to a change in the scheduling. They will resume in the second quarter. No incidents have occurred to indicate any risks to this indicator

Portfolio	PI no	Title	2011/2012 Q1 Target	2011/2012 Q1 Actual	On target	Direction of travel
Environment	7050	Install solar panels at up to 30 sites by 2013				Performance against this indicator will be presented at the half year, following reporting of the scheme to Cabinet for approval.

### Resource implications

The main areas of concern relate to the achievement of income targets and include car parking and cultural services. The co-location of One Stop Shops with libraries and library Information Technology development programme is continuing. A number of policy options relating to environmental improvements, car parking and anti-social behaviour are currently being implemented. The community asset transfer programme is also progressing

Capital schemes progress includes schemes to improve housing and build new homes part funded from Homes and Communities Challenge Fund grant, improvements to the Williamson Art Gallery and mercury abatement works at Landican crematorium.

### Future challenges and risks

Service continuity and recovery arrangements require constant assessment to ensure neighbourhoods are protected and receive the appropriate level of service. An exercise was held in April to test the All Hazards plan and current continuity arrangements including Information Technology, telephony and weather related issues. A Wirral business Continuity Plan has also been completed.

## 4.5 Your ECONOMY

### What's working well

- A single streamlined contact point for all investors is being implemented
- 162 business assists took place during April and June 2011 (116% over the target)
- Wirral Council has announced that it has renewed its agreement with the England Illegal Money Lending Team, to target loan sharks who may be operating in the Borough and to conduct investigations into illegal money lenders

- The Wirral Apprentice Programme has been commended as a model of good practice nationally and regionally, and is increasingly being recognised as an exemplar of effective partnership working. Most recently, in May 2011, the Programme received a number of awards at the NW Regional finals of the National Apprenticeship Awards. These included one Wirral Apprentice employer winning the Small Business Award; another Wirral Apprentice Employer achieving a commendation; and the Council itself won a Special Recognition Award for its innovative model and approach
- Following the extremely successful Wirral Apprentice programme, Wirral Council has launched a new initiative to support businesses so that they can employ more staff and expand. The Wirral Intermediate Labour Market (ILM) is a flexible programme that supports companies to employ people on an anticipated 52 week contract with the Council contributing funding for the first 26 weeks of that contract
- 384 jobs have been created or safeguarded via Invest Wirral during April to June 2011 (66% over the target)

### **Performance against Strategic Change project(s)**

There are no projects falling within this theme in the Strategic Change Programme

### **Resource implications**

Policy options in regards of business support and minimising impacts of empty shops are currently being implemented. The Wirral Waters scheme continues to be developed with positive benefits for Wirral's economy anticipated.

Support continues for the 'Think Big Investment Fund' with a number of grants being awarded in this quarter.

### **Future challenges and risks**

The development of the Wirral Waters project by Peel Holdings continues and it is anticipated that this will create significant economic opportunities for the Borough. Peel Holdings has also submitted a planning application for an International Trade Centre in Birkenhead. Activity also continues to support Wirral businesses.

## **4.6 Your COUNCIL**

### **What's working well**

- Neighbourhood Plans were launched at the June Area forum meetings and a wide-scale consultation will take place over the Summer.
- An official ceremony was held on 9th July 2011 to welcome back soldiers from 75 Engineer Regiment (volunteers) after a six-month tour of duty in Afghanistan. The Territorial Army soldiers, who are part of 107 Field Squadron (Birkenhead), paraded around Hamilton Square in Birkenhead, before 16 of those soldiers who have completed their service in Afghanistan received medals in front of members of the public outside Birkenhead Town Hall. Wirral also officially opened a new unit to support past and present members of the Armed Forces and their families.
- The Rainbow flag was raised at Wallasey Town Hall on Tuesday May 17 to mark the International Day Against Homophobia and Transphobia - which takes place around the world every year.
- The development of Wirral's child poverty strategy is progressing through the establishment of an independent advisory forum, chaired by the voluntary sector. Consultation has been

undertaken with local partners through an event at the Floral Pavilion in June and engagement with local people and families will take place over the summer, including as part of the work to develop neighbourhood plans.

### Performance against Corporate Plan project(s)

The following projects have been assessed as **amber**:

Portfolio	Key project	Status	Corrective Action
Finance and Best Value	Deliver SCP 2011-2012 projects to deliver agreed benefits to the agreed quality, on time and to budget	Amber	£8m out the projected £10.725m is on target to deliver. Analysis of the deficit is underway but relates to the difficulties experienced in the market management project, disposal of assets project and back office procurement project.
	Work with the voluntary, community and faith sector to put in place a single strategy for funding the sector and commissioning services from April 2012 by December 2011	Amber	Corporate Procurement Board now established to take strategic lead on this. Cabinet report taken on 23rd June to extend current grant arrangements for voluntary organisations funded by corporate services until March 2012.

Portfolio	Key project	Status	Corrective Action
Corporate Resources	To review HR policies by April 2012	Amber	There is an action plan in place to review the HR policies by April 2012, which is also integrated into the People Strategy and subsequent delivery plan. There is a need to review the required resources to deliver this within the timeframes in line with current priorities and resources available.

### Performance against Strategic Change project(s)

The following strategic change projects have been assessed as **red** or **amber**:

Status	Project	Corrective Action
Red	Disposal of Assets	This project has experienced some delays in transferring council assets, specifically Pacific Road, the Tramway Museum, Grange Road and Beechwood Recreation & Community Centre. This will adversely impact on the ability to achieve the £481k savings for 2011/12

Status	Project	Corrective Action
Red	Procurement: ▪ Electronic	The projects are being re-evaluated in the context of the Finance Department restructure and consideration of moving



	Payments	away from invoices to procurement cards. The £200k target will be absorbed within the Procurement efficiency target for 2011-12 and sustained in the 2012-13 Budget via reduced posts in payments/procurement
Red	▪ Category Management	
Red	▪ Purchasing coordination	

Status	Project	Corrective Action
Red	Office Rationalisation	The status of the project reflects the failure to meet expected timescales for the sale of Westminster House, Willowtree, Oakenholt and the Old Court House which will present difficulties in meeting the savings target

Status	Project	Corrective Action
Amber	Procurement	The schedule of contracts indicates the savings are achievable. The Amber status reflects the uncertainty surrounding the process for realising the benefits of implementing new contracts. Work is ongoing with the Corporate Procurement Board to develop a benefits realisation strategy

Status	Project	Corrective Action
Amber	Transforming Business Support	Rollout and communications are continuing according to plan. The Amber status reflects the uncertainty surrounding the process for realising the benefits of implementation. Work is ongoing with the project team to develop a benefits realisation plan

Status	Project	Corrective Action
Amber	Contract Review	There is confidence that the work undertaken by Price Waterhouse Cooper will identify the required savings. Until the recommendations are known, it is unclear as to whether the council will implement them, the Amber status reflects this cautious approach.

**Performance against indicator(s):**

The following indicators have missed their quarter one target and are therefore assessed as **red**:

Portfolio	PI no	Title	2011/2012 Q1 Target	2011/2012 Q1 Actual	On Target	Direction of travel
Finance and Best Value	2099	Percentage financial assessments completed within 30 working days	85%	40%	Red	n/a
<b>Corrective Action:</b>	Service Manager to work with Customer Services Delivery Team to review business processes and performance and develop Improvement Plan.					
<b>Performance Analysis:</b>	This indicator has missed its quarter one target by 45% and is forecast to miss the year end target by 10%					

Portfolio	PI no	Title	2011/2012 Q1 Target	2011/2012 Q1 Actual	On Target	Direction of travel
Finance and Best Value	2112	Percentage of Council Invoices from SMEs paid within 10 days	60%	45.74%	Red	n/a
<b>Corrective Action:</b>	Head of Procurement to merge Payments and Procurement to create a single 'procure to pay' system					
<b>Performance Analysis:</b>	This indicator has missed its quarter one target by 14.26%, but is forecast to meet the year end target					

### Resource implications

Work is in progress to deliver procurement savings and to review major contracts. Volatile areas include buildings and the savings from office rationalisation, disposal of assets and facilities management. Office accommodation has been reduced by the vacation from Westminster House.

A number of capital schemes have been approved for building improvements to assist the release of assets and for IT development. Expenditure at this stage of the year is however low with IT expenditure linked to office accommodation changes.

### Future challenges and risks

Key risks include the failure to allocate resources to meet service demands in line with corporate priorities and impacts of future funding constraints. To mitigate these risks budgets have been approved and are closely monitored with regular forecasts provided to Cabinet. A review of Change Programme delivery risks is also being planned.

Impacts arising from changes to staffing arising from the Early Voluntary Retirement / Voluntary Severance scheme are also a risk factor. Measures are in place to mitigate and risk assess these impacts.

The level of future resources is likely to provide future challenges in delivering the corporate objectives as outlined above. The Local Government Resource Review may also create challenges if changes are made to Government funding allocations and the Council continues to

lobby the Government at national, regional and local levels to seek to mitigate any negative impact.

#### 4.7 Customer Feedback

Between 1st April – 30th June 2011 there was a total of 1,688 customer feedback contacts recorded; 3% less than the previous quarter though slightly above the quarterly average of 1,656 contacts for 2010/11. By channel, internet and email was used for 57% of all contacts.

Compared to the previous quarter, there was a 25% decrease in corporate complaints and a 24% decrease in statutory complaints, offset by a 55% rise in Ombudsman contacts (22 contacts in total) with Children’s Services (Schools) and Adult Social Services (Care Services) experiencing increased contact.

Customer suggestions, mainly prompted by the questionnaire sent out with council tax bills in March 2011, displayed an 85% increase from the previous quarter.

There was an improved average response rate for complaints, falling from 14 working days in the last quarter to 11 working days in this quarter (corporate target 15 working days). Councillor and MP enquiries took on average longer to respond to in this quarter, taking 6.5 working days compared to 5 working days in the last quarter/6 working days per quarter for 2010/11 (corporate target 10 working days).

There was a 38.5% increase in Children’s Services complaints compared to the previous quarter, with communication issues (9); complaints against social workers (7) and pupil services/schools (7) accounting for 44% of all complaints received for this department.

All other departments reported decreased numbers of complaints following on from the previous quarter.

The focus for complaints and wider customer feedback is ‘putting things right and learning from it’ and Corporate Services reported 29% of their complaints resulted in some positive organisational learning for future service delivery. The Department of Law, HR and Asset Management and Adult Social Services reported no changes implemented.

#### 4.8 Corporate Plan Amendments

The following amendments to the Corporate Plan are proposed to ensure that the plan is current, accurate and has achievable targets:

	<b>Proposed amendment</b>	<b>Reason for amendment</b>
Your FAMILY: Children & Young People	Amend targets for reduction of the obesity rate from: <ul style="list-style-type: none"> <li>▪ 9.5% to 9.9% for 4-5 year olds</li> <li>▪ 19.8% to 19.3% of 10 – 11 year olds</li> </ul>	To align targets with those within the Public Health departmental plan
Your NEIGHBOURHOOD	Amend target for prevention of no more than 12% of domestic violence cases reviewed at Multi Agency Risk Assessment Committee (MARAC) from being repeat incidences within 12 months of the MARAC review (21% is the national average) to 7.53%	To align with target set by Police

### 5.0 RELEVANT RISKS

5.1 The Corporate Risk Register is currently being revised to take account of the new Corporate Plan.

5.2 Whilst risk issues are identified under each of the Corporate Themes the major issues identified as posing the greatest risk to the achievement of the objectives are:-

- Future resource constraints including forthcoming Local Government Resource Review may impact upon ability to meet citizen expectations.
- Wirral Waters investment (positive risks)

It is planned to highlight and deal with any other risks through the introduction of Executive Team risk identification sessions with an updated Corporate Risk Strategy and Corporate Risk Register being presented for consideration by Cabinet in September 2011.

## **6.0 OTHER OPTIONS CONSIDERED**

6.1 Not applicable

## **7.0 CONSULTATION**

7.1 Consultation in relation to the draft Corporate Plan engaged individuals and organisations from across Wirral's diverse communities and this is reflected in the Corporate Plan.

## **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

8.1 The Corporate Plan sets out commitments and clear actions in relation to working with voluntary, community and faith sector organisations to improve outcomes for local people.

## **9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS**

9.1 The Council Budget 2011/12, Schools Budget 2011/12 and Capital Programme 2011/13 have been agreed and support the delivery of the Corporate Plan. Resource implications relating to the delivery of actions in the Corporate Plan have been set out in individual departmental plans. Further details are contained in Appendices 3, 4 and 5 which are placed within the Library.

9.2 The projected general fund balance at 31 March 2012 is £11.5 million as shown below

Details	£million	£million
<b>Projected General Fund balance at 31 March 2012 when setting the budget for 2011/12</b>		6.9
<b>Cabinet decisions</b>		
17 March – Fernleigh retained		-0.5
23 June - Financial out-turn 2010/11 showed a net increase in the balance of £1 million after meeting a net revenue overspend of £0.3 million		+1.0
23 June - Integrated Transport Unit additional funding		-0.3
23 June - EVR/VS scheme funded as part of 2010/11 thereby releasing the requirement to fund in 2011/12		+4.4
<b>Projected variances / potential overspends</b>		
None declared although pressures identified at the end of June 2011 within:		-
- Adult Social Services                      £6.0 million		
-Children and Young People                £5.6 million		
<b>General Fund balance at 31 March 2012 based upon the latest projections</b>		11.5

9.3 Both Adult Social Services and Children and Young People Departments have highlighted significant pressures on their departmental budgets. Any subsequent overspend would impact upon the general fund balances.

9.4 The capital programme is summarised below:

<b>Spend</b>	<b>Original Approval £000</b>	<b>Forecast June £000</b>
Adult Social Services	1,154	2,943
Children & Young People	25,889	39,195
Corporate Services	5,181	10,788
Finance	1,000	3,671
Law, HR and Asset Mgt	8,163	8,779
Technical Services	7,872	11,564
<b>Total Programme</b>	<b>49,259</b>	<b>76,940</b>

<b>Resources</b>	<b>Original Approval £000</b>	<b>Forecast June £000</b>
Borrowing	15,905	28,553
Capital Receipts	3,000	3,000
Revenue, reserves, contributions	300	4,194
Grants - Education	23,441	26,283
Grants - Integrated Transport	1,155	1,155
Grants - Local Transport Plan	3,095	3,095
Grants - Other	2,363	10,660
<b>Total resources</b>	<b>49,259</b>	<b>76,940</b>

9.5 The 2011/12 capital programme has increased by £28 million due to £10 million of additional grant funding mainly associated with educational activity and £18 million slippage from the 2010/11 capital programme. The majority of projects transferred from 2010/11 involve schools, highways, housing and IT projects.

9.6 Progress continues to be made on a number of schemes including those at the Birkenhead Girls Academy, Cathcart Primary School, the former Mendell Lodge scheme, Williamson Art Gallery and Landican Crematorium as detailed under the Corporate Plan themes.

## **10.0 LEGAL IMPLICATIONS**

10.1 Legal implications relating to the actions set out in the Corporate Plan will be addressed by departments as appropriate.

## **11.0 EQUALITIES IMPLICATIONS**

11.1 The Corporate Plan has a clear focus on supporting those who are disadvantaged, including the delivery of specific services and through ensuring that all of Wirral's diverse communities are equally able to access services.

11.2 Equalities implications relating to the actions set out in the Corporate Plan will be addressed by departments as appropriate, and details set out in individual departmental plans. . This work is also monitored by the Corporate Equalities and Cohesion Group and the Council Excellence Overview and Scrutiny Committee.

## **12.0 CARBON REDUCTION IMPLICATIONS**

12.1 Carbon reduction is a specific goal in the Corporate Plan, with associated actions and measures as set out in the agreed Interim Carbon Budget 2011-12. Any carbon reduction implications have been identified in Section 4 of this report.

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

13.1 Planning and Community Safety is a specific goal in the Corporate Plan, with associated actions and measures. Any planning and community safety implications have been identified in Section 4 of this report.

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### **APPENDICES**

#### **To be placed in the web library:**

**Appendix 1** – Financial Monitoring Summary  
**Appendix 2** – Capital Monitoring Summary  
**Appendix 3** – Corporate Risk Monitoring Summary

### **REFERENCE MATERIAL**

Previous Council and Cabinet reports as detailed in the subject history below

#### **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>CABINET – Q1 Performance &amp; Financial Review</b>	<b>21 July 2011</b>
<b>CABINET - Delivering the Corporate Plan</b>	<b>17 April 2011</b>
<b>COUNCIL - Adoption of Corporate Plan 2011-14</b>	<b>14 April 2011</b>
<b>CABINET - Draft Corporate Plan for 2011-14</b>	<b>17 March 2011</b>