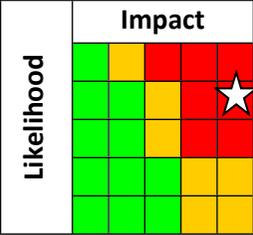
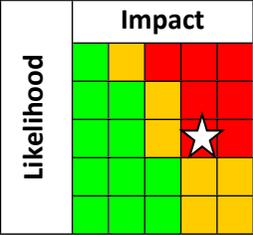


2017/18 Corporate Risk Register – Update Report 28 November 2017

Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
<p>1.Financial Resilience</p> <p>There is considerable uncertainty around the approach of Central Government over the level of future funding across the public sector and the mechanism for its allocation. The continuing review of Welfare Reform could further increase demand. The ability of the Council and its partners to continue to deliver the essential services residents need could be compromised should funding reductions continue as planned, or be accelerated, without substantial action from the Council and its partners.</p>		<p>20</p> <p>Likelihood 4 x Impact 5</p>	<ul style="list-style-type: none"> Financial planning, management and reporting Management of demand Programmes to reduce costs Programmes to increase revenue 		<p>12</p> <p>Likelihood 3 x Impact 4</p>
<p>Lead Responsibility</p>	<p>Assistant Director: Finance / S151 Officer</p>				
<p>Additional Controls – Quarter 2 update</p>	<p>Reducing costs</p> <p><u>Integration with Health</u> – This programme has an amber status. (A system recovery plan is currently in development). <u>Enhanced Transformation Programme</u> – Definitions for both the Assets and Customer Experience programmes have been completed and programme managers are in position for all areas. A New digital programme has been established which will underpin the delivery of all programmes. The Library Leisure & Cultural Services programme has been reviewed after milestones</p>				

were missed. A revised plan is being developed to ensure delivery of outcomes.

Working across the Liverpool City Region (LCR) – Key existing actions (engagement in LCR networks at a leadership and operational level, regular updates and briefings with elected members and SLT) have continued. There has been further activity to develop Wirral projects and ensure that they are represented within LCR strategic priorities.

Increasing revenue

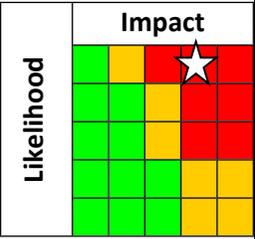
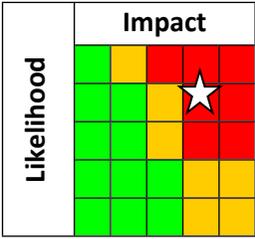
Business Rates Retention Pilot - The regular discussions amongst the Liverpool City Region Heads of Finance have continued to ensure that no single authority is disadvantaged from participation.

Commercialisation/Income Maximisation – During quarter 2 Phase 3 of the Council's Commercial Approach was put into 5 revised work streams. Progress in respect of each is as follows:

- Growth - new ideas were generated from staff and are being considered
- Investment - work is continuing with Treasury Management to look at investment opportunities for the Council
- Fees and Charges - more focus has been given to income generation in the process for budget setting for 2018/19
- Income & Debt - a project has been initiated aimed at introducing a new way of working that is fit for purpose for a future Revenues and Benefits service aligned to the Council's corporate vision
- Organisational Development - An intranet site, e-learning modules and Commercial Service Managers Network have been established and a Commercial Skills Programme for managers is being delivered.

Implementation of the Growth Plan - Delivery of the Plan has continued to progress well, with pledge indicators and measures improving and meeting targets. Notable progress within the quarter is summarised below:

- Cabinet and Council approved Wirral's Strategic Regeneration Framework (SRF), allowing the Framework to be adopted as a material planning consideration in relation to development proposals which come forward
- Plans for a major tourism project - a national children's museum (Eureka!) - were revealed in September
- The new Business Support Service delivered by Wirral Chamber facilitated three Sector Networks, offering information on training and funding and facilitating business to business networking opportunities in support of growth.

Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
<p>2.Organisation Development and Pace of Transformational Change</p> <p>The Council is pursuing fundamental change to its design and operating model at the same time as developing cross-boundary and cross-sector alliances and embracing commercialism and innovative solutions to deliver outcomes. It is uncertain whether the Partnership will have available to it the capacity and expertise necessary to deliver transformation at the speed required and maintain day-to-day operations. Particularly given competition for staff from other employers.</p>		<p>20</p> <p>Likelihood 5 x Impact 4</p>	<ul style="list-style-type: none"> • Performance appraisals • Accountability statements • Ad-hoc initiatives -e.g. Children’s Social Work • HR involvement in development of business cases for Alternative Delivery Models 		<p>16</p> <p>Likelihood 4 x Impact 4</p>
<p>Lead Responsibility</p>	<p>Director for Transformation</p>				
<p>Additional Controls – Quarter 2 update</p>	<p>Capacity and Expertise – A draft framework for the Council’s People strategy was agreed at SLT in September with a completion date of December 2017. A single management structure for Transformation and key support areas – Finance and HR - was introduced in September.</p> <p>Transformation Work has continued on the development of a change management strategy and process. A Digital Transformation programme has been established, incorporating Access Wirral, Digital Infrastructure and Customer Insight</p>				

and a mandate has been developed for submission to November portfolio board

A new reform programme has been established which provides the framework for all service reviews and the feasibility for new service models.

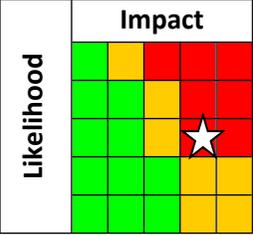
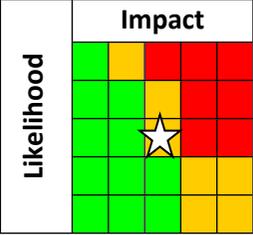
A Communication Officer was appointed in August and is currently engaged in the development and delivery of communication plans and staff engagement activity.

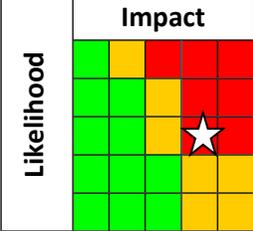
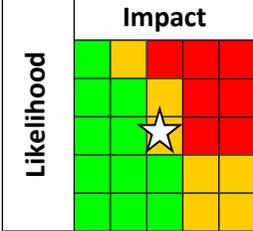
The programme manager for Reform is to be involved in budget rounds and Star Chamber Sessions.

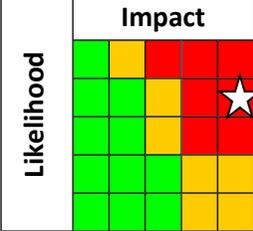
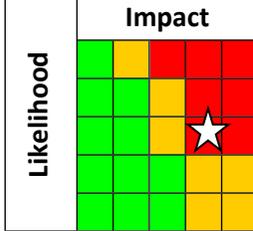
Benefits management and tracking is being developed.

A mechanism has been incorporated within the reform programme service reviews to ensure the outcomes are then deliverable within the relevant programme.

A Governance review is underway in collaboration with the strategic hub and business services. Discussions are underway to develop an organisation wide Design Authority and proposals for an Investment & Change Board are being developed for implementation by the end of March 2018.

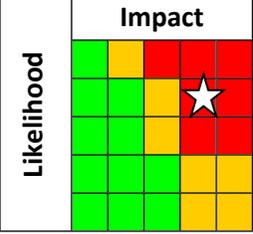
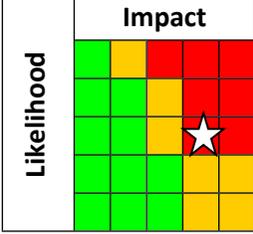
Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
<p>3.Partnerships</p> <p>The approach within the Wirral Plan is bringing together organisations which have different capabilities, cultures and levels of resilience. The focus of different partners could be affected by their own financial imperatives and the need to answer to a range of stakeholders. The constituent parts of the Partnership could also be affected by future changes in their structures or key personnel.</p>		<p>12</p> <p>Likelihood 3 x Impact 4</p>	<ul style="list-style-type: none"> The Wirral Partnership agreed a single Wirral Plan with joint priorities, and committed to a partnership approach with collective actions to deliver it Partners have lead responsibility for a number of the Pledges and are involved in delivery of all of them To ensure a single approach, the Partnership Delivery Group (PDG) meets regularly, bringing together Chief Executives of partner organisations to co-design implementation of the Plan and emerging strategies 		<p>9</p> <p>Likelihood 3 x Impact 3</p>
<p>Lead Responsibility</p>	<p>Chief Executive</p>				
<p>Additional Controls – Quarter 2 update</p>	<p>Delivery by the Leadership Academy of additional Partnership workshops and learning to further accelerate partnership collaboration and joint working.</p> <p>Wirral Partnership has continued to work together on an increasingly collaborative agenda, including significant progress in Health & Social Care and Community Safety.</p> <p>Following on from the successful Leadership Academy, a number of joint projects are now being led and implemented by partners. A series of themed Partnership masterclasses are underway to further progress joint working, particularly in relation to Joint Commissioning.</p> <p>Another successful Wirral Partnership Summit was held in July, bringing together around 80 partners to further agree joint priorities for the coming months.</p>				

Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
<p>4.Devolution</p> <p>Uncertainty exists around how the Liverpool City Region (LCR) might operate in future and the final shape of Devolution (potential for inefficiencies, silo behaviour, culture mismatch and gaps in accountability). Wirral might fail to reap the considerable benefits presented by membership of the LCR if it has insufficient influence and does not have enough 'ready to go' projects.</p>		<p>12</p> <p>Likelihood 3 x Impact 4</p>	<ul style="list-style-type: none"> To ensure up to date knowledge and communication of developments: Regular updates and briefings with elected members and Strategic Leadership Team (SLT) i.e. through Leader's Portfolio reports; Policy & Performance progress reports; Scrutiny Review; SLT discussions To optimise Wirral's influence: Wirral's Chief Executive and Leader part of regular LCR meetings to develop new LCR arrangements and devolution deal Wirral elected members appointed to LCR Scrutiny and other thematic Boards Wirral officers represent Wirral's interests and priorities at relevant LCR boards and networks Ongoing activity to develop Wirral projects and ensure that they are represented within LCR strategic priorities SLT ongoing discussions to ensure a strategic and comprehensive knowledge of developments; to agree Corporate approach; and identify Wirral's priority focus and projects for the short, medium and long term 		<p>9</p> <p>Likelihood 3 x Impact 3</p>
<p>Lead Responsibility</p>	<p>Chief Executive</p>				
<p>Additional Controls – Quarter 2 update</p>	<p>Contribute to the implementation of detailed proposals for the Liverpool City Region Combined Authority, including the new Mayor's Office</p> <p>The Policy & Strategy team lead and co-ordinate all LCR input and engagement to ensure a strategic approach. In addition, senior Policy Officers from Wirral are leading on dedicated LCR work streams. This includes the Leader's LCR Portfolio of Culture and Economic Development. The head of Policy is the lead for the Chief Executive's Public Service Transformation Programme and LCR Culture</p> <p>A senior Policy Officer is currently seconded to the Mayor's Office</p>				

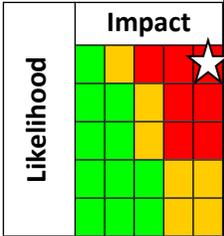
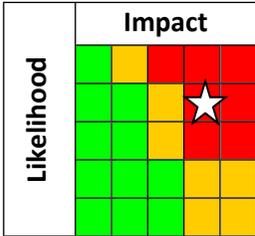
Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
<p>5.Integration of health and social care</p> <p>Significant challenges are posed by an ageing population and a predicated upsurge in the use of primary care. Integration is a means to ensure that services are cohesive and make best use of resources. Levels of demand for hospital care and the high cost Social Care support, set against reducing resources present a significant set of challenges to the Healthy Wirral Partnership. Bringing together health and social care is important in terms of working as a single system but could also expose funding deficits with greater clarity.</p>		<p>20</p> <p>Likelihood 4 x Impact 5</p>	<ul style="list-style-type: none"> • Integration of community and older people’s services • Integrated commissioning hub • Integration project for all age mental health services • Integration of all age disability services • Initiative to reduce long term care admissions • Initiatives around review of activity and replacement with alternatives (e.g. assistive technology) • Wirral Independence Service • Short term crisis support, to avoid admission • On-line self-assessment • STAR Re-ablement service • Integrated single gateway into services • Rapid Community Response Service – with Wirral Community NHS Trust 		<p>12</p> <p>Likelihood 3 x Impact 4</p>
Lead Responsibility	Director for Health and Care				
Additional Controls – Quarter 2 update	Development of extra care housing – The current status of this initiative is green, with good progress being made.				

Review of the supported living service model – The current status of this initiative is green. Good progress is being made and changes are being approved.

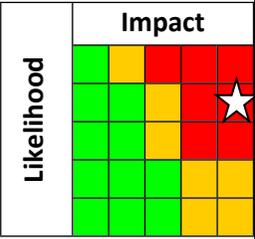
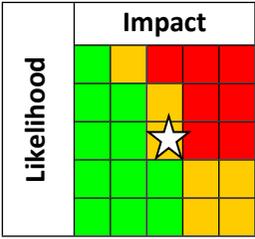
Support regional work around specialist services and fees - This initiative currently has an amber status, as limited progress is being made.

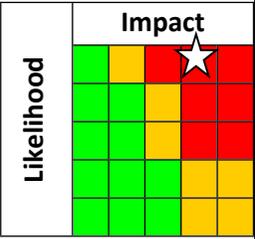
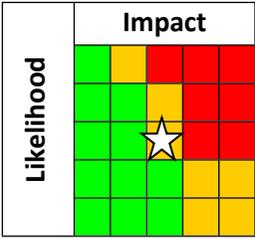
Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
<p>6.Effect of demographic changes on demand for services</p> <p>People living longer is clearly positive and presents opportunities for the council and its partners, but also brings additional requirements and costs. Extra demand could be driven by the trend in some communities for people to develop multiple chronic conditions at an earlier age, and living longer with them. Residents will be encouraged to be more independent. But some communities are less resilient than others. Young people with complex disabilities have significant needs related to behaviours that challenge and a failure to provide good educational independence support and employment opportunities could lead to increasing cost of support due to high</p>		<p>16</p> <p>Likelihood 4 x Impact 4</p>	<ul style="list-style-type: none"> • Integrated Care programme • Joint Commissioning arrangements with the Clinical Commissioning Group • Delivery of commissioned lifestyle services - Head of Public Health • All Age Disability pledge and plans • 'Healthy Wirral' work stream on early intervention and prevention 		<p>12</p> <p>Likelihood 3 x Impact 4</p>

levels of dependence					
Lead Responsibility	Director for Health and Care				
Additional Controls – Quarter 2 update	<p>Integration agenda (Healthy Wirral) - The current status of this initiative is green, with good progress being made.</p> <p>Programmes of early intervention and prevention - The current status of this initiative is green, with good progress being made.</p> <p>Implement health and social care integration - The current status of this initiative is green, with good progress being made.</p>				

Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
<p>7.Safeguarding</p> <p>A major failure in safeguarding would cause preventable harm to children or vulnerable adults and compromise our pledge to protect the vulnerable. It could lead to regulatory intervention and significant cost, to the Council and its partners, compromise outcomes at a child and families level and the Council as a whole.</p>		<p>25</p> <p>Likelihood 5 x Impact 5</p>	<ul style="list-style-type: none"> • An Improvement Board was established in September 2016 to drive the improvements needed to respond to the Ofsted recommendations; the board meets monthly to ensure the improvement plan including the safeguarding board recommendations are gripped, and progress is monitored and challenged. The Board now includes an independent chair and an independent adviser appointed by the DFE. • An experienced permanent Deputy Director for Children’s Care Services and an Independent Chair of the Wirral Safeguarding Children Board have been recruited and are in place. A recruitment process is underway (July 2017) for an experienced permanent Director of Children’s Services • An experienced social work practice improvement lead is in place and supporting the experienced permanent Deputy Director for Children’s Care Services • Children’s early help and intervention offer strengthened, through increased partnership engagement to meet children’s needs earlier, and so reduce demand for children’s social care • A single senior manager is leading and overseeing the MASH (Multiagency Safeguarding Hub) this is under review to inform future need. • Performance management and reporting arrangements have been reviewed and new arrangements are being put in place for September 2017 that provides a series of dashboards that allows responsibilities to be clear and distinct • An HR and OD team is co-located in the Children and Young People’s Department enabling close working with service managers to rapidly recruit, induct, develop and retain social workers and social work managers; and support managers at all levels 		<p>16</p> <p>Likelihood 4 x Impact 4</p>

			to develop and challenge staff to meet the higher bar set through the Wirral Social Work Practice Standards		
Lead Responsibility	Director for Children				
Additional Controls – Quarter 2 update	<p>Ensure Ofsted findings not identified as recommendations are addressed through service improvement plans in children’s social care and early help – The refreshed Wirral Improvement Plan 2017-19 was agreed in September 2017 and includes a new partnership action plan incorporating a wide range of actions which relate to all issues raised in the Ofsted report. The action plan is being delivered and tracked through a Sprint process.</p> <p>Review the current HR and OD support available to children’s social care in order to develop a departmental approach – There remains in place an onsite team of 5 HR/OD officers supporting Children’s Services improvement plan (There is also 1 Officer seconded from the Council’s Resources Team in the Transaction Centre). Children’s services are funding a number of these posts. There is a meeting planned with AD/HROD and Acting DCS review the position, work programme and discuss future HR/OD resource requirements</p> <p>Deliver the priorities of the Local Children’s Safeguarding Board (LSCB) and the Safeguarding Adults Partnership Board (SAPB) – The KLSW Combined Safeguarding Adults board met again in quarter 2 and sub groups are working towards a set or agreed priorities. The board have also agreed a stream of assurance work to take place by March 2018 to understand fully ‘how safe we are’ across the four boroughs and to identify key areas of similarity and difference.</p> <p>Complete the financial review programme of work and implement the findings – The review has been completed and the findings are being implemented through work managed by the new Director of Finance and the Director of Corporate Resources & Reform.</p> <p>Implement a process that ensures that plans are in place to manage the cessation of the additional funding allocated to address issues identified in the Ofsted inspection - The additional funding needed is currently being reviewed as part of the Councils budget plans for 2018-19.</p> <p>Ensure the risks identified through the CYPD Transformation Programme are effectively managed through the programme structure - A risk register has been developed, which is reviewed through monthly Programme Board meetings. Weekly highlight reports to the Transformation Office capture any new risks being identified and any identified mitigation.</p>				

Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
<p>8.Governance (including information governance)</p> <p>Major acts of non-compliance with internal and external governance requirements could result in poor decision-making, malpractice and breach of legislation, leading to regulatory intervention and significant cost, both in financial terms and to the reputation of the Council and its partners.</p>		<p>20</p> <p>Likelihood 4 x Impact 5</p>	<ul style="list-style-type: none"> • Council Constitution • Code of Corporate Governance • Member / Officer Protocol • Staff Policies (e.g. Dignity at Work) • Corporate Policies (e.g. Whistleblowing) • Operational policies (e.g. Information Governance, Gifts and Hospitality) • Ethical Framework for Members • Regulatory policies - Planning and Licensing • Oversight provided by CGG and Information Governance Delivery Group • Annual Governance Statement 		<p>9</p> <p>Likelihood 3 x Impact 3</p>
<p>Lead Responsibility</p>	<p>Assistant Director - Law & Governance</p>				
<p>Additional Controls – Quarter 2 update</p>	<p>Review the Constitution, Code of Corporate Governance and Members Code of Conduct –The Interim Director (Law & Governance) has reviewed the Constitution and has made recommendations that will be implemented by the new monitoring officer next year. The Members Code of Conduct is to be reviewed by the new monitoring officer next year.</p> <p>Introduce the webcasting of Council Committee and Cabinet meetings – Responses to the tender have been received and are currently being reviewed by the Webcasting project board.</p> <p>Review and enhance information governance arrangements (including delivery of action plan responding to the ICO report and ensuring delivery of the Council’s GDPR Project –</p> <p>The ICO audit report’s outstanding items are more particularised in the minutes of the Information Governance Delivery Group (IGDG). All items are being satisfactorily managed by the Records and Information Manager.</p> <p>A GDPR project manager has been appointed and is reporting to the IGDG with his draft project plan 22/11/17.</p> <p>The Audit Manager and Governance and Practice Manager are currently reviewing the Council’s Code of Corporate Governance, with a view to ensuring that the same is fully transparent and based upon tangible / accessible evidence.</p> <p>The Audit Manager, Governance and Practice Manager and the Head of Intelligence are tasked with preparing the Annual Governance Statement (AGS 2017/18). This project will be overseen by the Corporate Governance Group.</p>				

Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
<p>9.Economic Activity</p> <p>Wirral is in competition for growth with areas across the country. Low levels of business and housing growth would adversely affect the Council's income (Council Tax and Business Rates) and limit employment opportunities, with consequent effects on wellbeing and prosperity, and could drive an increase in demand for support.</p>		<p>20</p> <p>Likelihood 5 x Impact 4</p>	<ul style="list-style-type: none"> Implementation of the Growth Plan 		<p>9</p> <p>Likelihood 3 x Impact 3</p>
<p>Lead Responsibility</p>	<p>Strategic Commissioner - Growth</p>				
<p>Additional Controls – Quarter 2 update</p>	<p>Complete consultation and implement the Wirral Strategic Regeneration Framework - Consultation has been completed and the Framework was agreed by Cabinet on 2nd October. In terms of individual key initiatives progress has been as follows: <u>Wirral Growth Company</u> - The tender process to establish the company has progressed on schedule and a number of submissions received. The competitive dialogue process will lead to the appointment of an investor/developer partner in 2018. <u>SRF Spatial Priority Areas</u> –</p> <ul style="list-style-type: none"> Birkenhead: The strategic acquisition programme for Birkenhead sites is progressing to plan. A41 Corridor: A Woodside transport feasibility exercise is currently out to tender, with activity expected to commence in November 2017. Birkenhead Hinterlands: Plans for a major tourism project reported were revealed in September 2017 Wirral Waters: In addition to the two skills infrastructure projects, a 2nd Stage funding application for a new build office development has been successful for Combined Authority Single Investment Fund 				

- Other Wirral Areas: Dialogue with Hoylake Golf Resort developers is ongoing.

Delivery of the commissioned Wirral Business Support Service (including start-up and growth advice) - Wirral Chamber has registered 144 businesses into the Business Support Service since its 1st June launch. Three Sector Networks have been facilitated this quarter and the Enterprise Hub has continued to support business start-up growth with several workshops delivered.

Delivery of programmes to drive key growth sectors, such as the Maritime Knowledge Hub -

Implementation of the Wirral Waters Investment Fund - Officers have been finalising the Wirral Waters Investment Fund finance terms. The next schedule of applications have been delayed for submission with individual project development, from applicants Peel, now aligned to the Combined Authority Single Investment Fund application process.

Delivery of the Ways to Work programme – Programme activity has continued on target in quarter 2

Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score																																																																
<p>10.Resources and Infrastructure</p> <p>The availability to the partnership of sufficient and fit for purpose IT and communications, buildings and other assets could be undermined by inadequate planning and allocation, or a major disruptive incident. This might affect the delivery of essential services, harming the reputation of partners.</p>	<table border="1"> <tr> <td></td> <td colspan="5">Impact</td> </tr> <tr> <td rowspan="5">Likelihood</td> <td>Green</td> <td>Yellow</td> <td>Red</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>Green</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> </tr> <tr> <td>Green</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> </tr> <tr> <td>Green</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> </tr> </table>		Impact					Likelihood	Green	Yellow	Red	Red	Red	Green	Green	Yellow	Red	Red	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Yellow	Yellow	<p>16</p> <p>Likelihood 4 x Impact 4</p>	<ul style="list-style-type: none"> • Implementation of current asset management strategy. • Business continuity policy. • Additional backup /security at Cheshire Lines. • Standardised, refreshed IT hardware. 	<table border="1"> <tr> <td></td> <td colspan="5">Impact</td> </tr> <tr> <td rowspan="5">Likelihood</td> <td>Green</td> <td>Yellow</td> <td>Red</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Red</td> <td>Red</td> </tr> <tr> <td>Green</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> </tr> <tr> <td>Green</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> </tr> <tr> <td>Green</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> </tr> </table>		Impact					Likelihood	Green	Yellow	Red	Red	Red	Green	Green	Yellow	Red	Red	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Yellow	Yellow	<p>9</p> <p>Likelihood 3 x Impact 3</p>
	Impact																																																																				
Likelihood	Green	Yellow	Red	Red	Red																																																																
	Green	Green	Yellow	Red	Red																																																																
	Green	Green	Green	Yellow	Yellow																																																																
	Green	Green	Green	Yellow	Yellow																																																																
	Green	Green	Green	Yellow	Yellow																																																																
	Impact																																																																				
Likelihood	Green	Yellow	Red	Red	Red																																																																
	Green	Green	Yellow	Red	Red																																																																
	Green	Green	Green	Yellow	Yellow																																																																
	Green	Green	Green	Yellow	Yellow																																																																
	Green	Green	Green	Yellow	Yellow																																																																
<p>Lead Responsibility</p>	<p>Director for Business Services</p>																																																																				

**Additional Controls –
Quarter 2 update**

Establishment of data centres – Migration of the Treasury link datacentre (DC1) to Merseytravel Georges dock datacentre (DC3) is progressing on schedule, and is planned to be completed by the end of December 2017. The creation of a Disaster Recovery datacentre (DC2) in the existing room on the first floor of the Treasury building is currently being progressed, with an expected completion date of the end of February 2018.

Implementation of new Digital Strategy (including Rationalisation and standardisation of systems and applications) – A review of the Digital Strategy is underway to ensure most effective, strategic governance and delivery. The approach is now being co-ordinated through the Transformation Programme.

Implementation of new Asset strategy – Progress in relation to the 5 priorities within the Asset Strategy has been as follows:

1. Place Shaping: significant work was undertaken with colleagues in Transformation to write the Strategic Outline Case for the new Civic Campus. A new Strategic Regeneration Framework which sets out the context to drive regeneration across Wirral was produced in Q2
2. Asset Policy and Strategy: The project to create a Civic Campus has highlighted the requirement to have short, medium and long term accommodation strategy
3. One Wirral Public Estate: A mapping exercise with partners to identify assets for service needs is planned, but has seen delay
4. Financial Efficiency: Good progress is being made with the strategic direction of asset optimisation for the Council's Commercial Estate
5. Managing the Corporate Estate: Good progress has been made in delivering Capital projects, as directed by the Assets and Capital Group

Development of the Wirral Growth Company (Civic Hub) – The development of design principles and writing of the Outline Business Case for the new Civic Campus was slow up to quarter 2, but work since this period has increased. This project is closely aligned to the delivery capabilities of the new Wirral growth Company for which target delivery dates will be known after appointment of the referred partner in early 2018.