



# Towns Fund Board

29 July 2022

**Time** 1.30 pm **Public Meeting?** NO **Type of meeting** Partnership Boards  
**Venue** Hybrid - Committee Room 3 - 3rd Floor - Civic Centre

## Membership

Ninder Johal (Chair)	Owner, Nachural
Annette	Youth Council Representative
Stuart Anderson MP	Member of Parliament for Wolverhampton South West
Simon Archer	Director, Bilston BID
Councillor Ian Brookfield	Leader of the Council, City of Wolverhampton Council (CWC)
Mal Cowgill	Principal and Chief Executive, City of Wolverhampton College
James Crowter	Managing Director, Tecman
Janis	Youth Council Representative
Adam Daniels	Regional Operations Director, Countryside Properties
Lindsey Flynn	Representative of Black Country Local Enterprise Partnership
Ray Flynn	Associate Director (Place), University of Wolverhampton
Ro Hands	Owner, Learn Play Foundation
James Holland	General Manager, Collins Aerospace
Tim Johnson	Chief Executive, CWC
Josie Kelly	Chief Executive Officer, Access 2 Business
Pat McFadden	Member of Parliament for Wolverhampton South East
Maninder Mangat	Director, MM Consulting
Kevin Rogers	Executive Director, Paycare
Amit Sharma	Director, Sapphire Innovation
Cherry Shine	Director, Wolverhampton BID
Councillor Stephen Simkins	Deputy Leader: Inclusive City Economy, CWC
Jane Stevenson MP	Member of Parliament for Wolverhampton North East
Patricia Willoughby	Head of Policy (Housing & Regeneration), West Midlands Combined Authority (WMCA)

## Information

If you have any queries about this meeting, please contact:

**Contact** Darowen Jones, Programme Manager  
**Tel/Email** email: [Townsfund@wolverhampton.gov.uk](mailto:Townsfund@wolverhampton.gov.uk)

# Agenda

## PART 1 – Items open to all attendees

*Item No.*    *Title*

### MEETING BUSINESS ITEMS - PART 1

- 1            **Apologies for absence**
- 2            **Notification of substitute members**
- 3            **Declarations of Interest**
- 4            **Minutes of the meeting of 20 May 2022** (Pages 1 - 8)  
[To approve the minutes of the meeting of 20 May 2022 as a correct record.]
- 5            **Matters arising**  
[To consider any matters arising from the minutes of the meeting of 20 May 2022.]
- 6            **Towns Fund Action Tracker** (Pages 9 - 10)  
[To note the outcomes of actions identified at previous meetings.]

### ITEMS FOR DISCUSSION OR DECISION - PART 2

- 7            **Engagement and Communication Strategy**  
[To receive a presentation providing an update on the Engagement and Communication Strategy.]
- 8            **Programme Dashboard**  
[To receive a presentation on the status of Towns Fund Projects.]
  - 8a          **Brewers Yard / Culwell Street**
  - 8b          **WM5G**
  - 8c          **Events Programme**
  - 8d          **Wednesfield Markets and Permeability**
  - 8e          **Bilston Markets**
  - 8f          **Wolves@Work**
  - 8g          **Public Realm P2**
  - 8h          **Grand Theatre**
  - 8i          **City Learning Quarter**

- 9        **Towns Fund Programme Level Risk Register** (Pages 11 - 14)  
[To note the Towns Fund Programme Level Risk Register.]
- 10      **Levelling Up Bids (Round 2)**  
[To receive a verbal update on the second round of Levelling Up bids.]
- 11      **Levelling Up Agenda and Meeting Structure**  
[Discussion item on Levelling Up Agenda and Meeting Structure.]
- 12      **September 2022 Board Meeting - Proposal to be Onsite at National  
Brownfield Institute**  
[Discussion item around the proposed venue for the next meeting.]
- 13      **Any Other Business**

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## Towns Fund Board

### Minutes - 20 May 2022

## Attendance

### Members of the Towns Fund Board

Ninder Johal (Chair)	Owner, Nachural
Stuart Anderson MP	Member of Parliament for Wolverhampton South West
Simon Archer	Director, Bilston BID
Mal Cowgill (v)	Principal and Chief Executive, City of Wolverhampton College
Ray Flynn	Associate Director (Place), University of Wolverhampton
Ro Hands (v)	Owner, Learn Play Foundation
James Holland	General Manager, Collins Aerospace
Tim Johnson	Chief Executive, City of Wolverhampton Council (CWC)
Pat McFadden	Member of Parliament for Wolverhampton South East
Kevin Rogers	Executive Director, Paycare
Amit Sharma	Director, Sapphire Innovation
Cherry Shine	Director, Wolverhampton BID
Councillor Stephen Simkins	Deputy Leader: Inclusive City Economy, CWC
Jane Stevenson MP	Member of Parliament for Wolverhampton North East

### In Attendance

Liam Davies	Head of City Development, CWC
Darowen Jones	Programme Manager, Kinver Solutions Ltd
Charlotte Johns	Director of Strategy, CWC
Shelley Humphries (v)	Democratic Services Officer, CWC
Christopher Kirkland	Head of City Investment, CWC
Richard Lawrence	Director of Regeneration, CWC

*Item No.*      *Title*

- 1      **Apologies for absence**  
Apologies were received from James Crowter, Tecman; Adam Daniels, Countryside Partnerships; Josie Kelly, Access to Business; Councillor Ian Brookfield, Leader of the Council for City of Wolverhampton Council.
- 2      **Notification of substitute members**  
There were no notifications of substitute members.
- 3      **Declarations of Interest**  
There were no declarations of interest.
- 4      **Minutes of the meeting of 25 March 2022**  
Resolved:  
That the minutes of the meeting of 25 March 2022 be approved as a correct record.

5 **Matters arising**

Other than those covered in the Towns Fund Action Tracker at item 6, there were no matters arising from the minutes of the previous meeting.

6 **Towns Fund Action Tracker**

Darowen Jones, Programme Manager, Kinver Solutions Ltd presented the Towns Fund Action Tracker and provided the outcomes of actions agreed at the last meeting.

An overview was provided of Events Programme meetings held which included Chrissie Rushton, Events Programme Lead, Cherry Shine, Director of Wolverhampton BID and Simon Archer, Director of Bilston BID.

It was reported that, following necessary internal processes, the request for re-allocation of funds had been formally submitted to Government. Thanks were extended to Towns Fund Board members for their input towards decision making prior to submission. Initial verbal feedback from BEIS had been positive and it was anticipated that subject to the development of a profile of the financial figures, it was likely the submission would be accepted.

It was noted that the Engagement and Communications Strategy Plan had been included on the agenda for this meeting and an update would be provided as a standing item for future meetings.

Resolved:

That the outcomes from the actions agreed at the meeting of 28 January 2022 be noted.

7 **Engagement and Communication Strategy**

Darowen Jones, Programme Manager, Kinver Solutions Ltd presented the Engagement and Communication Strategy with supporting presentation and highlighted salient points. The Communications Implementation Plan document included in the published pack set out methodology for engagement and how it would be measured and maintained for each of the Town Deal projects.

It was outlined that key stakeholders had been identified for each project and that communication tools would be tailored towards the target stakeholders. A communication sign-off procedure had been established. Next steps were identified as updating the Invest Wolverhampton website and ensuring social media content included relevant hashtags across all platforms to monitor engagement with related posts.

It was queried what the process was for identifying stakeholders and confirmed that the Project Leads had identified all stakeholders that they were aware of and would continually manage this for each project and act as a point of contact. Stakeholder meetings were also useful platforms to reach out to groups that may otherwise have been missed.

It was noted that the primary stakeholders were the City's residents and visitors and it was crucial to keep them informed and included when shaping the vision for the City. It was acknowledged that there was a collective responsibility to ensure no

group was missed and that platforms for everyone to communicate and engage was beneficial.

In response to a point raised around residents with limited or no digital access to the website or social media, it was confirmed that each project had a tailored approach to engagement based on the demographic of its stakeholders and there was potential to factor this in and provide alternatives.

A plea was extended to include ward members in all engagement in order to advise residents.

A query was raised around the provision of alternative options for independent businesses who were adversely affected by either reduced footfall or closure due to redevelopment in their trading area. Following a discussion in which it was acknowledged that losing these businesses would not be in the spirit of the Levelling Up agenda, it was confirmed that all traders, particularly those directly affected, would be fully included in all engagement processes.

Resolved:

That the Engagement and Communication Strategy be approved.

8

### **Programme Dashboard**

Darowen Jones, Programme Manager, Kinver Solutions Ltd delivered the Programme Dashboard presentation and provided a brief summary of the status of each of the projects. This included summary outputs, key milestones, projected timelines and funding positions.

It was requested whether there were any red flags to be aware of and it was noted that engagement with traders was key particularly in respect of the Bilston, Wednesfield and Public Realm projects where, as raised earlier, traders may be adversely affected by building works.

In response to a query around receipt of funding for each stage of the projects and a contingency plan should there be any slippage in delivery timetables, the process of the stages that funding was released was summarised. It was also noted that projects were funded to 2026 and advances could not be requested, although it was confirmed that any funds released before the project delivered would be deducted from the next payment.

A concern was raised again on how to mitigate disruption impact whilst development work was carried out. It was acknowledged that any potential impact would be thoroughly considered and that engagement and communication strategy planning was key to ensure all the views and concerns of those affected were taken into account. It was acknowledged that all Towns Fund Board members had the opportunity to champion stakeholder engagement.

A concern was raised around the risk of inflation and assurances were offered that this had been factored in as far ahead as reasonably possible. It was noted that the perception of the City may be at stake if projects were not delivered in a timely manner and, in response to a query around a risk register, it was reported that Verto software was being used to continually monitor data and served as an early warning system against potential risk to projects. Any concerns would be communicated to

Towns Fund and acted upon. It was also agreed that a copy of the risk register would be shared amongst Towns Fund Board members. It was suggested that other Towns Fund Boards could be consulted to learn their approaches to mitigating slippage and risk, as well as many of the other issues discussed.

It was suggested that key Board members could regularly receive updates and report back to the Board with any serious issues and a planned response.

Resolved:

That a copy of the risk register would be shared amongst Towns Fund Board members.

8a Brewers Yard / Culwell Street

It was reported that the planning application had been submitted on 31 March 2022 and a communication would be released as soon as this was approved.

8b WM5G

Grant funding was in place and monitoring evaluation data was being fed back to Government.

8c Events Programme

It was reported that a list of events was in the process of being compiled with funding split on events across the City.

In response to a query around methodology to ascertain economic impact, it was confirmed that this had been agreed with the BIDs and there were events in the pipeline planned to ensure the most benefit and visitor footfall for the City's traders.

8d Wednesfield Markets and Permeability

It was reported that a stakeholder engagement meeting had been held on the evening of 19 May 2022 with another planned for 22 June 2022 for traders in this area. An exercise was also planned to capture customer feedback from visitors to the market.

8e Bilston Markets

It was reported that this was progressing with a potential Levelling Up fund 2 and a piece of design work was ongoing.

8f Wolves@Work

It was reported that 254 individuals had been supported into employment through the scheme and the funding from Towns Fund would provide a valuable uplift to work being carried out.

8g Public Realm P2

It was reported that a public consultation exercise was planned for June 2022.



8h Arts Park - Grand Theatre

It was reported that, although further information was embargoed, there was a stronger likelihood of the compulsory purchase order option being considered to secure the building adjacent to the existing theatre.

8i City Learning Quarter

It was reported that this project was progressing although an update on Department for Education (DfE) funding was awaited.

Department for Levelling Up, Housing and Communities Update:

In terms of the reallocation of funds from the National Brownfield Institute (NBI) project, it was reiterated that the request had been submitted to the Department for Levelling Up, Housing and Communities (DLUHC) on 5 May 2022 and a response was awaited. All other project business cases had been verbally approved and the formal written responses were awaited. The Monitoring and Evaluation return had been submitted on the day of the meeting with another due by the end of May. Attention was drawn to a change in financial profiling which provided a drawdown payment every six months rather than one lump sum at the cusp of each financial year.

- 9 **City of Wolverhampton - Draft Wolverhampton Investment Prospectus**  
Liam Davies, Head of City Development and Christopher Kirkland, Head of City Investment delivered the presentation on the City of Wolverhampton - Draft Wolverhampton Investment Prospectus. It was outlined that this would be a living document designed to provide detail to potential investors of the range of existing opportunities within the City as well as aspirational plans. A short promotional video was presented which showcased investment opportunities within the City using maps and digital images to provide visual, economic and geographical context.

It was acknowledged that part of any investment made should be in the local people who would be required to realise these plans and it was important to keep as much investment as possible within the City. It was suggested that this could be achieved by upskilling residents to access employment opportunities generated by the planned schemes, for example in construction, mechanics or digital sectors.

An update was provided on the Innovation and Investment Forum attended by officers supporting Towns Fund Board. It was reported that some valuable contacts had been established with Government departments and potential investors and it was noted that Wolverhampton was more at the forefront of discussion than previously which was positive. It was hoped this visit could be repeated annually to source future investors.

A query was raised around the residential occupancy with the City and where this was envisaged to be by 2025 – 2026 in terms of the number of consumers driving the local economy. It was highlighted that the Interchange that acted as a gateway to the City for visitors was near completion and work investing in the commercial side to generate employment was being carried out as well as the development of attractive residential areas such as Canalside South. It was noted that the key was how to

manage these developments and how to attract the right investors. It was also noted that a demographic data gathering exercise was planned to understand residents' and visitors' profiles and leisure preferences, which would in turn inform future plans on mapping the offer within the City.

It was acknowledged that the aspirational vision for the City needed to be a shared one and long-term, sustainable investment was key.

It was noted that there were a number of potential entertainment opportunities opened up by new residential development areas and gaps in the high street as a well an overall gap identified in the market for hotel and leisure accommodation.

Resolved:

That the presentation on the City of Wolverhampton - Draft Wolverhampton Investment Prospectus be received.

10

### **Levelling Up Fund**

It was agreed that item 10 and 11 be taken together and Charlotte Johns, Director of Strategy, City of Wolverhampton Council delivered the verbal update on the Levelling Up agenda, evolution of Towns Fund Board and the potential for Wolverhampton.

It was outlined how Levelling Up aligned with themes within Our City: Our Plan, which had been co-produced with residents and stakeholders and held the ethos of Wulfrunians living longer, healthier lives at its core. It was noted that Wolverhampton had been identified alongside Sheffield and Blackpool as one of the trailblazers for championing the Levelling Up agenda.

It was reported that a robust economic evidence base had been developed and an ongoing dialogue had been established with the Department for Levelling Up, Housing and Communities (DLUHC).

An overview was provided on the governance structure around Levelling Up moving forward and where the Towns Fund Board and other groups sat within it.

The input of new voices was welcomed, although a concern was raised around the future of the decision-making powers of the Towns Fund Board under the proposed structure. It was noted that it was unclear at present as different funding streams often came with different criteria around decision making. It was also noted that one of the aspirations was to establish a single integrated investment programme to streamline funding bids and provide oversight on development plans for the City as a whole.

A query was raised around the Political Executive group and its functions; it was noted that a platform was needed for political input from Government Ministers, Leader, Deputy Leader, MPs and others, although the finer detail had not been finalised.

Suggestions were made for the inclusion of other partners such as the Director of Public Health and representatives of the charity and voluntary sectors. It was acknowledged that a means had to be devised of bringing as many valuable stakeholders together as possible but in a manageable way.

It was suggested that the feedback loops between the different boards within the governance structure should be clearly defined and the need for this structure to evolve was noted.

It was noted that input at a national level was valuable however it was agreed that decisions affecting the City should continue to be made at a local level. It was noted that accountability for Levelling Up in each area lay with local authorities.

Resolved:

That the Levelling Up Fund update be received.

11 **Evolution of Towns Fund Board**

It was agreed that item 10 and 11 be taken together.

12 **July 2022 Board Meeting - Proposed Tour**

Darowen Jones, Programme Manager, Kinver Solutions Ltd reported that a tour of the Towns Fund projects was in planning stages. It was planned to compile an itinerary to offer Towns Fund Board members the opportunity to visit the sites and meet with Project Leads. A Towns Fund Board meeting was planned to follow this to discuss feedback. Further detail on the date, time and meeting point would follow in due course.

Resolved:

That further details of the July 2022 Board Meeting - Proposed Tour would be circulated.

13 **Any Other Business**

A query was raised around consultancy fees and where these would be sourced from and it was confirmed these costs were not part of the funding bid.

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**City of Wolverhampton - Towns Fund Board**  
**Action Tracker (from the meeting of 20 May 2022)**



<b>Agenda Item No.</b>	<b>Issue</b>	<b>Action / Resolution</b>	<b>Board Member/Officer Responsible</b>	<b>Timescale</b>	<b>Progress / Update</b>
8	<b>Programme Dashboard</b>	That a copy of the risk register would be shared amongst Towns Fund Board members.	Darowen Jones, Towns Fund Programme Manager (Managing Director, Kinver Solutions)	By July 2022	The Programme Risk Register is included within the July 2022 Meeting Agenda at Item 9
12	<b>July 2022 Board Meeting - Proposed Tour</b>	That further details of the July 2022 Board Meeting - Proposed Tour would be circulated.	Darowen Jones, Towns Fund Programme Manager (Managing Director, Kinver Solutions)	ASAP	It is proposed that the Sept 22 meeting will be held at the NBI Building with future tours around wider projects discussed as part of the meeting agenda

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# Project Risk Register

Risk ID	Project Title	Risk Description (cause / Event)	Overall Impact Description	Impact				Mitigating Actions	Estimated Cost of Mitigating Risk £ (if applicable)	Effect to Timescales	Action Progress Update	Target Resolution Date	Risk Owner	Original			Current			Risk Status	Risk Review Date
				Time	Cost	Quality	Health and Safety (if applicable)							Likelihood Score	Impact Score	Overall Score	Likelihood Score	Impact Score	Overall Score		
00144	Phase 2 City Learning Quarter	There is a risk that there is a change in key project personnel or project team stood down	Loss of knowledge, delays in decision making leading to change, delays and errors.	Yes	Yes		No	1. Maintain project records 2. Maintain and engage with Director/Senior level at each company	375,000	Delay to programme		31/12/20	Mark Boorman				4	5	20	Open	27/11/20
00145	Phase 2 City Learning Quarter	There is a risk that the level of funding secured from the LEP is much lower than requested	College works delayed. College design cannot be progressed. Consider progressing Library and Adult Education works with funding from CWC. Submit robust business case.	No	Yes		No	1. Maintain engagement with LEP 2. Re-baseline the programme 3. Agree a plan for revised drawdown of funding with LEP 4. CWC to consider alternative source of funding 5. In the event the risk occurs the project is re-scoped		College works delayed. College design cannot be progressed.		25/06/21	Mark Boorman				3	5	15	Open	27/11/20
00146	Phase 2 City Learning Quarter	There is a risk that Wellington Road Business Case is rejected.	College required to fund CoWTECH themselves. Impact on CLQ - Delays Delay to Paget Road sale	Yes	Yes		No	1. Site utilisation study to be undertaken to justify a new build. - Done 2. Undertake an appraisal of various options on site. - Done 3. Continue engagement with the LEP.		CLQ - Delays Delay to Paget Road sale		25/06/21	Peter Merry				3	5	15	Open	27/11/20
00147	Phase 2 City Learning Quarter	Cont'd uncertainty of LEP funding, level of inherent complexity & multiple stakeholders, multiple meetings across CWC, LEP & College management & Covid Priorities there is a risk that the senior team and board lose track of coordination, comms & detail	Decisions which are made which may cut across others and conflict or require change.	No	No		No	1. M. Boorman to raise with R. Lawrence and agree a suitable plan to ensure the team is coordinated. 2. M. Boorman to maintain point of coordination role as Programme Director and bring various points to the boards attention as required.		None		25/06/21	Richard Lawrence				5	3	15	Open	27/11/20
00148	Phase 2 City Learning Quarter	There is a risk that there may be a failure to secure required funding	Project cannot proceed. Impedes project delivery/abortive costs and risks college viability	Yes	Yes		No	Review and progress funding strategy/ongoing dialogue with the LEP/WMCA/Towns Fund/Education/FE fund providers.		Project cannot proceed. Impedes project delivery/abortive costs and risks college viability	Phase 1, CoWTECH – WMCA Board approved £7.7 million grant on 23rd July. Grant agreement is awaited	30/11/21	Richard Lawrence				3	5	15	Open	03/09/21
00149	Phase 2 City Learning Quarter	There is a risk that delay in securing funding increases project costs over time	Project is no longer financially viable and cannot be procured.	Yes	Yes		No	Designs have been developed to RIBA Stage 3 and are ready to be procured - unlikely to change in scope. Procurement process for each stage will commence upon funding confirmation to safeguard against cost increases.		Project is no longer financially viable and cannot be procured.	Phase 1, CoWTECH – WMCA Board approved £7.7 million grant on 23rd July. Grant agreement is awaited.	30/11/21	Richard Lawrence				3	3	9	Open	30/09/21
00150	Phase 2 City Learning Quarter	There is a risk that the works will stop if the current funding gap of £20.5m is not closed by the time the Levelling Up funds are expended. This will be around Jan. 2023.	Significant impact on college and costs if works have to stop or are delayed.	Yes	Yes		No	The Council and College continue to explore alternative funding sources.		Works will need to cease which will have an impact on the programme.		30/12/22	Richard Lawrence				3	3	9	Open	29/04/22
00151	Phase 2 City Learning Quarter	There is a risk that costs escalate due to increased cost of materials and labour	Projects may not be affordable within the agreed budget.	No	Yes		No	The costs have been updated in line with the latest indices. The interim position was issued in April and a formal update will be issued by 29 April 2022. Options to address the significant increase have been developed and require discussion/decision as to which one(s) to pursue.		n/a		30/06/22	Raj Cholia				3	3	9	Open	29/07/22
00001	City Centre Public Realm - Phase 2	There is a risk that the Stakeholder engagement will result in objects to the preferred option being implemented	If the risk materialises the preferred option may not be deliverable and the benefits, outcomes and outputs as set out will not be realised.	Yes	Yes			Ensure all possible iterations of the design are considered and presented to stakeholders with a clear plan of the benefits to be realised.		Some delay in the delivery of the project may result if further or extensive negotiation is required.		29/07/22	Ruth Taylor				2	4	8	Open	30/06/22

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Agenda Item 9

00002	City Centre Public Realm - Phase 2	There is a risk that the match funding from the CRSTS will not be forthcoming.	Impacts on the ability to deliver the project in full as there would be insufficient funds to complete the project. Stated outputs and outcomes would be reduced.	Yes	Yes			Ensure that the business case is robust and that the application meets all of the criterion for the CRSTS bid.		The programme may be delayed if alternative or supplementary fund is required to deliver the project	30/06/22	Ruth Taylor				2	4	8	Open	20/05/22
00003	City Centre Public Realm - Phase 2	There is a risk that the start date for the programme may be delayed if phase 1 and 3 works are not completed on time	Impacts on the start and end date of delivery of this phase	Yes	No			Ensure that the programme for delivery for phase 1 and 3 are monitored and managed to achieve an ontime and on budget delivery, whilst ensuring that the programme for delivery for phase 2 is achievable given current resourcing challenges.		The programme of delivery may need to be changed with a later start and/ or finish date.	29/12/23	Ian Hipkiss				2	3	6	Open	24/07/22
00004	City Centre Public Realm - Phase 2	There is a risk that inflationary pressures will result in higher costs for resources and materials	Higher prices for materials and labour may result in the project being under resourced in terms of funding and / or that the key outputs and outcomes will be reduced as a result	No	Yes			Ensure that costs are profiled to reflect a potential overspend or claim on this phase or reduction in outputs is identified in M and E submissions			30/12/22	Marianne Page				3	4	12	Open	31/08/22
00002	Culwell Depot Relocation and Modernisation	The preferred solution exceeds the forecasted estimate	Project kick off delayed, Funders withdraw until gap is sourced	Yes	Yes		No	Manage stakeholder requirements and prepare a phased strategy for future proofing		Dependant on size of cost increase. Estimate upto 3 months to VE and source alternative funding.	25/11/22	Ballal Raza				3	5	15	Open	21/10/22
00005	Culwell Depot Relocation and Modernisation	The project does not help enable the reqs to achieve the carbon reduction	CWC 2028 target is jeopardised	No	Yes		No	Review implementation proposals and re-design to achieve target at RIBA stage 4		Value Engineering to be undertaken. Early stages of identifying net zero carbon challenges and commitments. Detailed design development to take place at RIBA stage 4	30/03/24	Ballal Raza				2	4	8	Open	31/08/22
00008	Culwell Depot Relocation and Modernisation	Culwell St planning application receives objections due to height	Planning application may have to be withdrawn	Yes	Yes		No	Public consultation held and council officers aware of project	2 months	Public consultation held	30/06/22	Ballal Raza				3	5	15	Open	29/07/22
00009	Culwell Depot Relocation and Modernisation	Rising inflation results in tender returns above budget	Project delayed whilst additional funding sourced or VE	Yes	Yes		No	Monitor design development and cost plan		Entering RIBA stage 4 design	23/12/22	Ballal Raza				5	5	25	Open	25/11/22
00010	Culwell Depot Relocation and Modernisation	Coal Authority do not accept solution building over mineshaft	Delay to programme with re-design	Yes	No	No	No	Struc Eng to work with CA to give assurance on soln	2 months	Currently appointing Struc Eng who will address issue	26/08/22	Ballal Raza				3	2	6	Open	29/07/22
00006	Bilston Market	There is a risk that not all traders/stakeholders will be supportive of the scheme based on the reduced funding and scope	Impact on project delivery	Yes	No		No	Stakeholder engagement and communication plans to be implemented with the aim to gain support from key stakeholders at an early stage. Use of specialist consultation professionals as required		Options being discuss with CHELT 28.06.2022 - once accepted the options can be shared with traders.	12/07/22	Joanne Till				3	4	12	Open	28/06/22
00007	Bilston Market	Potential risk of temporary disruption to trading as a result of the works	Programme delays and additional costs	Yes	Yes		Yes	Early engagement with traders to agree barriers, constraints and phasing plans		Unknown at this Stage	26/08/22	Joanne Till				3	4	12	Open	29/07/22
00008	Bilston Market	Delays in Formal Appointment of RIBA 2 Design & Cost Services	Delays to programme	Yes	No		No	Finance Manager to assign project code / revenue against this appointment PM and Project Lead to complete the procurement and appointment documentation for Procurement Manager - Awaiting on Procurement to confirm which route they want the appointment to be made. Additional costs have been provided to procurement - we await feedback to allow appointment of consultants. This is now critical as sub-consultants cannot be procured without an order in place.		From w/e 28th Feb there may be daily knock on impacts	28/06/22	Joanne Till				5	5	25	Open	28/06/22
00011	Bilston Market	Arcadis appointment concludes end of w/c 25/04/2022	Arcadis' role on the scheme could potentially cease should their current appointment not be extended.	Yes	Yes	No	No	CWC have extended AUK appointment by 3 months which take us upto the end of July.		Low to nil effect in the short term	08/08/22	John Roseblade				2	2	4	Open	08/08/22
00001	Grand Theatre (Arts Park)	Risk that CPO of the building is challenged or unsuccessful	Stall delivery of the project or failure to progress at all – may result in abortive fee incursion.	Yes	Yes		No	Specialist advice is being sought to determine the legality of approach and strength of case for CPO.	20,000	Estimated CPO timescale = 14 - 24 months	22/08/23	Stephen Alexander, Peter Taylor				4	4	16	Open	31/03/22
00002	Grand Theatre (Arts Park)	Lack of detailed knowledge of the building (66 – 70 Lichfield Street)	Agreed cost plan makes assumptions on physical status of the building which could be exceeded through closer inspection	Yes	Yes		No	Sale to be subject to agreement based on condition surveys etc in relation to:  <ul style="list-style-type: none"> <li>Quality of finish on resi units</li> <li>Structural status of former GPO</li> <li>Asbestos</li> </ul>	100,000	Unknown at this stage	31/08/23	Peter Taylor				3	4	12	Open	31/08/23



00003	Grand Theatre (Arts Park)	Wider economy: consumer spend on theatre, food and drink weakens impacting on reduced box office	Impacting overall benefits derived.	No	No		No	Further visitor research to feed into design and flexibility of the programme				31/08/23	Peter Taylor				2	4	8	Open	31/08/23
00007	Wednesfield	Lack of Stakeholder Engagement	Delays to the programme due to lack of stakeholder engagement and buy-in.	No	No	No	No	<ul style="list-style-type: none"> <li>Create and regularly update a stakeholder map and prioritise stakeholder engagement via appropriate communication channels.</li> <li>Continual engagement essential to ensure we maintain good communication and maintain buyin.</li> </ul>				31/03/25	Lionah Kawonza				2	2	4	Open	07/06/22
00008	Wednesfield	Availability of Resources	Timely availability of resources due to the skill shortage in the industry.	Yes	Yes		No	Include a contingency sum to cover inflation.		No currently known.	Cost consultants to include contingency in capital cost estimate.	31/08/24	John Roseblade, Lionah Kawonza				4	3	12	Open	07/06/22
00009	Wednesfield	Prolonged Procurement	Prolonged procurement leads to delaying the programme as contractors return higher tender sums due to the increased labour and material rates. Negotiations will therefore need to be undertaken with the contractors which could results is contractors withdrawing their No changes to the as is state and the project's objectives are not met.	Yes	Yes		No	Engage with Wolverhampton procurement team early to explore procurement routes that are available for the project whilst waiting for instruction to proceed to RIBA Stage 3. Build in a contingency to the cost estimates to allow for high tender returns to ensure that negotiations on the tender return costs do not take time.		Currently unknown.	Procurement chased regarding procurement options.	30/04/23	John Roseblade, Lionah Kawonza				3	4	12	Open	07/06/22
00010	Wednesfield	Intended benefits are not realised	No changes to the as is state and the project's objectives are not met.	Yes	Yes		Yes	Ensure the team is constantly reminded of the vision. Benefits to be clearly identified and tracked throughout the life of the project and beyond.				30/04/25	John Roseblade				2	3	6	Open	07/06/22
00001	Towns Fund Programme	There is a risk that some of the Towns Fund projects are called in by DLUHC for full review and fail the business case stage	Delays in implementing the projects					Transparent critical friend review conducted with Arup resulting in positive feedback. Need to implement Quality review process around each individual business case to ensure detailed triage/scrutiny				30/03/22	Helena Hansen-Fure				1	5	5	Open	01/04/22
00002	Towns Fund Programme	Authority H&S Policies not adhered to within individual projects.	Reputational Damage				No	Ensure all H&S policy and guidance is followed and monitored.				09/09/22	Helena Hansen-Fure				2	2	4	Open	06/04/22
00003	Towns Fund Programme	Statutory approvals for programme outputs are delayed or not achieved	Delays or redesign of overall programme deliverables and individual project outputs					Project Plan development that clearly identifies statutory approvals. Seek pre-planning and other advice where possible				09/09/22	Helena Hansen-Fure				3	3	9	Open	06/05/22
00005	Towns Fund Programme	Brexit & Covid-19 effect on supply chain -Labour/Materials price increase/fluctuation	Negative impact on programme affordability due to increased costs					Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews				09/09/22	Helena Hansen-Fure				3	3	9	Open	06/05/22
00006	Towns Fund Programme	Individual project costs increase above agreed parameters	Impact on collective affordability of the programme parameters					Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Potential for re-allocation of project funding.				09/09/22	Helena Hansen-Fure				3	3	9	Open	06/05/22
00007	Towns Fund Programme	Drawdowns of funds are not received in line with expected deadlines	Impact on programme cashflow forecasts negatively impacting on the wider Council cashflow position				No	Ensure fund drawdowns are clearly identified and owned by individuals within the programme				09/09/22	Helena Hansen-Fure				3	2	6	Open	06/05/22
00008	Towns Fund Programme	Partner organisation suffers catastrophic change in financial standing once in delivery	Impact on individual project deliverability					Continual dialogue and engagement with partner organisations to consistently gauge delivery potential				09/09/22	Helena Hansen-Fure				3	3	9	Open	06/05/22
00009	Towns Fund Programme	Inability to action capital funding swaps to ensure the allocated Towns Fund funding is fully utilised in each financial year.	Impact on overall programme deliverability due to non-compliance with Towns Fund requirements.					Continual dialogue and engagement with partner organisations to ensure spend profiling information is continually monitored to identify project slippage in advance to ensure corrective action can be taken so that spend requirements are met. Continual monitoring of the need for capital swaps in the context of the overall capital programme and continual dialogue with DLUHC regarding underspend and inability to swap				09/09/22	Helena Hansen-Fure				3	3	9	Open	06/05/22
00010	Towns Fund Programme	Necessary sub-funding agreements with partner agencies aren't correctly in place	The Council is placed at risk of delivering a programme where necessary legal agreements aren't in place ensuring correct use of the Towns Fund monies				No	Develop 'Boiler Plate' ready documents for partner agencies in advance of the risk proximity				09/09/22	Helena Hansen-Fure				2	2	4	Open	06/05/22

00011	Towns Fund Programme	Contracts with suppliers/contractors are not correctly in place	Reduced or zero legal remedy for The Council should poor performance be observed			No		Ensure that sub contracts with suppliers/contractors are based on industry standard forms with legal support			09/09/22	Helena Hansen-Fure				2	2	4	Open	06/05/22
00012	Towns Fund Programme	Town Deal Board are ineffective as oversight committee	Ineffective overall governance structure and management of programme			Yes		Ensure effective Terms of Reference are in place along with strong leadership inc regular meetings with necessary outputs			09/09/22	Helena Hansen-Fure				1	1	1	Open	06/05/22
00013	Towns Fund Programme	Change in Programme Lead at The Council	Temporary impact on overall programme delivery including potential missed deadlines					Ensure that processes, procedures and governance structures are recorded and documented to assist with potential change in Programme Lead			09/09/22	Helena Hansen-Fure				3	3	9	Open	06/05/22
00014	Towns Fund Programme	Failure to engage with wider internal Council stakeholders to gain buy in and support to Town Deal Programme	Failure to comply with the Constitution or achieving the benefits of wider stakeholder skill sets and resource			No		Ensure internal stakeholder review group is implemented, meets regularly with meaningful agendas and clear Actions & Minutes			09/09/22	Helena Hansen-Fure				2	2	4	Open	06/05/22
00015	Towns Fund Programme	Changes at national or local level to political stakeholders or policies over the life of the programme	Changing views in relation to projects resulting in delays to project delivery			No		Ensure effective communication and engagement with stakeholders in relation to projects, outputs and delivery.			09/09/22	Helena Hansen-Fure				3	2	6	Open	06/05/22
00016	Towns Fund Programme	Negative local and regional press/social media relating to programme delivery	Impacts and negative responses to major capital works intervention schemes					Ensure that Communications Strategy is agreed and signed off by the Engagement Group.			09/09/22	Helena Hansen-Fure				3	3	9	Open	06/05/22
00017	Towns Fund Programme	Failure to gain recognition for the Council, Town Deal Board and DLUHC for the levels of investment in the area	Failure to generate positive stories linked to investment and project deliverables			No		Ensure the communications strategy both at programme and individually at project level identify the Towns Deal and also monies or equivalent from the Council			09/09/22	Helena Hansen-Fure				2	2	4	Open	06/05/22
00018	Towns Fund Programme	There is a risk in exposure of matched funding in respect from Russian and Belarusian interests.	If any of the Towns Fund project had funding in relation to Russina and Belarussina interest could lead to negative publicity and delays in the delivery of the projects.	Yes	Yes		No	Each business lead to review match funding sources and supply chains. Discussions to be held a TF Working Group meeting.			27/05/22	Helena Hansen-Fure				2	4	8	Open	29/04/22
00001	Wolves at Work (Towns Fund)	Covid-19	Impact on face-to-face interaction	No	No	No		Digital solutions already in place			31/03/26	Joseph Burley				2	2	4	Open	01/10/22
00002	Wolves at Work (Towns Fund)	Covid-19	Impact on recruitment	No	No	No		Digital solutions are in place  Enhance IAG service agreed with partners			31/03/26	Joseph Burley				2	2	4	Open	01/10/22
00003	Wolves at Work (Towns Fund)	Lack of suitable employment opportunities	Participants are unable to meet the needs of the jobs available			No		Training solutions to be negotiated with training providers			31/03/26	Joseph Burley				2	2	4	Open	01/10/22
00004	Wolves at Work (Towns Fund)	Lack of qualified individuals for the jobs	The jobs are not filled			No		Training solutions to be agreed with providers for participants			31/03/26	Joseph Burley				2	2	4	Open	01/10/22
00005	Wolves at Work (Towns Fund)	Individuals do not sustain their employment	People become unemployed again.  The project does not meet the needs of the employer			No		Sustainment support offered by work coaches  Employer relationships are maintained through the Employer Work coaches			31/03/26	Joseph Burley				2	2	4	Open	01/10/22