



# City Investment Board

## 24 November 2023

**Time** 1.30 pm **Public Meeting?** NO **Type of meeting** Partnership Boards  
**Venue** Committee Room 3, 3<sup>rd</sup> Floor, Civic Centre

### Membership

Ninder Johal (Chair)	Owner, Nachural
Simon Archer (Vice Chair)	Director, Bilston BID
Stuart Anderson MP	Member of Parliament for Wolverhampton South West
Liam Askew	Regional Lead, Department for Levelling Up, Housing and Communities (DLUHC)
Gareth Bradford	Executive Director of Housing, Property and Regeneration, West Midlands Combined Authority (WMCA)
Mal Cowgill	Principal and Chief Executive, City of Wolverhampton College
Adam Daniels	Regional Operations Director, Countryside Properties
Councillor Steve Evans	Deputy Leader: City Housing, City of Wolverhampton Council (CWC)
Lindsey Flynn	Representative of Black Country Local Enterprise Partnership
Ray Flynn	Associate Director (Place), University of Wolverhampton
Cathy Francis	Director of Housing, Department for Levelling Up, Housing and Communities
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 MP	Member of Parliament for Wolverhampton South East
Stuart McLachlan	President, Moog Industrial Group and Lead of Wolverhampton Business Champions
Maninder Mangat	Director, MM Consulting
Kevin Rogers	Executive Director, Paycare
Amit Sharma	Director, Sapphire Innovation
Cherry Shine	Director, Wolverhampton BID
Councillor Stephen Simkins	Leader of the Council, CWC
Jane Stevenson MP	Member of Parliament for Wolverhampton North East
Scott Thompson	Managing Director, Thompson AVC and Lead of Business Champions and Economic Growth Board (EGB)

### Information

If you have any queries about this meeting, please contact the Democratic Services team:

**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 15 September 2023** (Pages 1 - 6)  
[To approve the minutes of the meeting of 15 September 2023 as a correct record.]
- 5        **Matters arising**  
[To consider any matters arising from the minutes of the meeting of 15 September 2023.]
- 6        **Towns Fund Action Tracker** (Pages 7 - 8)  
[To note the outcomes of actions identified at previous meetings.]

### ITEMS FOR DISCUSSION OR DECISION - PART 2

- 7        **Long Term Towns Award, Bilston £20 Million**  
[To vote and approve proposals for the Long Term Towns Award.]
- 8        **Pathfinder Pilot**  
[For noting.]
- 9        **Levelling Up Fund – Round 3 Award**  
[For noting.]
- 10       **Wednesfield Project Lead Update Presentation**  
[To receive the Wednesfield Project Lead Update Presentation for noting.]
- 11       **City Learning Quarter Project Lead Update Presentation**  
[To receive the City Learning Quarter Project Lead Update Presentation for noting.]
- 12       **Towns Fund Programme Update Dashboard**
  - 12a    **Project Updates** (Pages 9 - 22)  
[To receive an update on the Towns Fund Programme for information.]
  - 12b    **Programme Level Risk Register** (Pages 23 - 24)  
[To receive the Programme Level Risk Register for noting.]

- 13      **Future High Streets Fund**  
[To receive a project update for information.]
- 14      **Any Other Business**

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# City Investment Board

## Minutes - 15 September 2023

### Attendance

#### Members of the City Investment Board

Ninder Johal (Chair)	Owner, Nachural
Simon Archer (Vice Chair)	Director, Bilston BID
Stuart Anderson MP	Member of Parliament for Wolverhampton South West
Cllr Steve Evans	Deputy Leader, City of Wolverhampton Council (CWC)
Ray Flynn	Associate Director, University of Wolverhampton
Tim Johnson	Chief Executive, CWC
Josie Kelly	Chief Executive Officer, Access 2 Business
Chris Kirkland	Head of City Investment, CWC
Maninder Mangat	Director, MM Consulting
Kevin Rogers	Paycare Representative
Cherry Shine	Director, Wolverhampton BID
Councillor Stephen Simkins	Leader of the Council, CWC
Jane Stevenson MP	Member of Parliament for Wolverhampton North East

#### In Attendance

Shelley Humphries	Democratic Services Officer, CWC
Charlotte Johns	Director of Strategy, CWC
Darowen Jones	Towns Fund Programme Manager, CWC
Richard Lawrence	Director of Regeneration, CWC
Ayesha Malhan	Regeneration Officer, CWC
Julie Obada	Head of Skills, CWC
Kassandra Polyzoides	Deputy Director of Regeneration (Interim)
Ballal Raza	Programme Manager, CWC
John Roseblade	Director of Resident Services, CWC
Ed Whiting	Department for Levelling Up, Communities and Housing

*Item No.*    *Title*

- 1        **Apologies for absence**  
 The Chair opened the meeting by congratulating Councillor Stephen Simkins on his election to Leader of the Council.

Apologies for absence were received from Board members Cathy Francis, Director, Housing, Department for Levelling Up, Housing and Communities; Adam Daniels, Regional Operations Director, Countryside Properties; Stuart McLachlan, President, Moog Industrial Group and Lead of Wolverhampton Business Champions; James Holland, General Manager, Collins Aerospace and Youth Council Representatives.

Apologies were also received from Andrew Scragg, Participation Officer, City of Wolverhampton Council (CWC) and Mark Bassett, Programme Director, CWC.

2 **Notification of substitute members**

Peter Merry attended for Mal Cowgill, Principal and Chief Executive, City of Wolverhampton College.

3 **Declarations of Interest**

There were no declarations of interest made at this time although a reminder was issued for all members to complete and return Declaration of Interest forms.

Resolved:

That the Chair would contact Board members who have not yet returned their Register of Interests form

4 **Minutes of the meeting of 14 July 2023**

Resolved:

That the minutes of the meeting of 14 July 2023 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 **Meeting Action Tracker**

Darowen Jones, Programme Manager, City of Wolverhampton Council (CWC) presented the Towns Fund Action Tracker which outlined the outcomes of actions agreed at the last meeting.

In addition to the information within the report, it was highlighted that one expression of interest had been received for Vice Chair and that the election was on the agenda for this meeting.

It was noted that there was a draft version of the updated website available which would go live once the by elections had taken place. Increased detail had been included in respect of projects and milestones and Board members were invited to review and provide any feedback.

In terms of the City Investment Board proposals to participate in the Department for Levelling Up, Housing and Communities Governance Pathfinder Pilot, it was added that intention to participate had now been submitted and was currently progressing.

Resolved:

1. That the Meeting Action Tracker be received.

2. That all Board members review and provide feedback on the refreshed Invest website.

7 **City Investment Board - Voting for Vice Chair**

The Chair reported that one expression of interest had been received and Simon Archer, Director, Bilston BID delivered a short speech declaring that interest. It was therefore proposed that Simon Archer be appointed Vice Chair for City Investment Board.

It was then moved by the Leader of the Council and seconded by Maninder Mangat that Simon Archer, Director, Bilston BID be appointed Vice Chair for City Investment Board.

Resolved:

That Simon Archer, Director, Bilston BID be appointed Vice Chair for City Investment Board.

8 **Update on Youth Council and Wolverhampton Prospectus**

Chris Kirkland, Head of City Investment, CWC provided a verbal update on the Youth Council and Wolverhampton Prospectus. It was reported that following discussions at a meeting of the Youth Council, an accessible video was currently in production with the Youth Council. It was planned to premiere the video on 25 September 2023 at the start of Wolverhampton Business Week on the igloo screen with an introduction by Youth Council Representatives. An invite for this had been shared with Board members. The video would then be shared more widely on social media following elections at the end of September 2023.

Resolved:

That the Update on Youth Council and Wolverhampton Prospectus be received.

9 **Wolves@Work Project Lead Update Presentation**

Julie Obada, Head of Skills, CWC delivered the presentation update for Wolves@Work which provided a background to the programme and the current offer.

It was queried what would be in place once the current funding stream ceased and assurances were offered that funding from another source was imminent and others would be sought to follow that. It was noted that such a valuable scheme needed a sustainability plan or exit strategy in place and that this was being explored extensively.

It was noted that feedback from employers had been mainly positive although some challenges had been experienced reaching smaller businesses as they did not always have the resources or time to spend engaging. A query was raised around how to support employees with a disability and it was noted that the Disability Confident Scheme was in place and conversations had been planned with DWP to better understand the needs of service users.

It was also noted that in terms of apprenticeships, the age barrier had been removed by extending the age limit and providing pay above the basic minimum wage.

It was highlighted that Wolverhampton had achieved the Gold standard for the Armed Services Covenant and the partnership working with Wolverhampton Homes was also acknowledged.

In response to a query around retention, it was noted that employee support continued with a scheme designed to provide employers with the right skills to continue supporting their staff. Also, a case was highlighted where a care home across the border had been closing leaving many at risk of redundancy and around 30 of these people had been found new employment through the scheme. Wolves@Work had also reached out to Wilko Ltd. staff in light of the current situation with the chain.

In response to a query around people on zero hours contracts or in receipt of Universal Credit, it was noted that this often skewed figures although DWP had been approached to share and compare records to resolve this.

Resolved:

That the Wolves@Work Project Lead Update Presentation be received.

10 **Culwell Street Project Lead Update Presentation**

John Roseblade, Director of Resident Services, CWC introduced the Culwell Street Project Lead Update and Ballal Raza, Programme Manager, CWC delivered the presentation which provided an overview of the Culwell Street Project and anticipated timelines.

In response to a query around inflation rates, it was noted that the 15% buffer rate was above the usual 10% and it was confirmed that this risk would be monitored.

In response to a query around communicating timelines and managing expectations, it was noted that the timeline included within the presentation had been published along with the recent Cabinet report which was publicly available on the Council website. In addition, hoarding had been designed to be placed around the site which outlined the details.

Councillor Steve Evans, Deputy Leader for the Council, CWC wished to record his thanks for the vision for the scheme and hard work undertaken as well as efforts in securing funding.

Resolved:

That the Culwell Street Project Lead Update Presentation be received.

11 **Towns Fund Programme Update Dashboard**

The Chair moved to take items 11 and 12 together and Darowen Jones drew attention to the Towns Fund Programme Update Dashboard which had been circulated with the agenda pack for information. Members were invited to forward any queries to Darowen Jones outside of the meeting.

11a Project Updates

Resolved:

That the Project Updates dashboard be noted.



11b Programme Level Risk Register

Resolved:

That the Programme Level Risk Register be noted.

12 **Future High Streets Fund**

Resolved:

That the Future High Streets Fund dashboard be noted.

13 **Any Other Business**

In response to an enquiry, assurances were offered that the position of City of Wolverhampton Council was secure in terms of funding from the West Midlands Combined Authority for projects already underway with an uplift should inflation worsen. It was noted that if projects elsewhere were unable to progress, this may potentially present opportunities to access unlocked funding.

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**City of Wolverhampton – City Investment Board**  
**Action Tracker (from the meeting of 15 September 2023)**

<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>
3	<b>Declarations of Interest</b>	That the Chair would contact Board members who have not yet returned their Register of Interests form	Ninder Johal, Chair of City Investment Board	Prior to the next meeting of City Investment Board.	
6	<b>Meeting Action Tracker</b>	That all Board members review and provide feedback on the refreshed Invest website.	All	Prior to the next meeting of City Investment Board.	
7	<b>City Investment Board - Voting for Vice Chair</b>	That Simon Archer, Director, Bilston BID be appointed Vice Chair for City Investment Board.		n/a	No further action required.

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# Programme Dashboard

# Town Deal & Future High Street Fund

November 2023

D A R O W E N J O N E S

Programme  
Manager

[investwolverhampton.com](https://investwolverhampton.com)

# Brewers Yard / Culwell Depot Phase 1

## Project Status

Current Stage

RIBA 4

Project Risk

AMBER

Project Delivery

AMBER

Project Budget

AMBER



## Summary Outputs



Annual savings

250k



Construction jobs created

110



Renewable Energy – Photovoltaic



De-Carbonisation of Public Assets

## Key Milestones

- Aug 2022 Outline Planning Application Approved
- Dec 2023 Construction Works Tender Commence
- July 2024 Construction Commence
- Sep 2025 New depot operating
- March 2026 Construction Completion & Handover
- Sept 2026 Culwell Depot Remediation



## + Successes

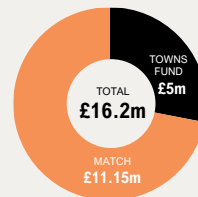
- Successful meetings with end users to ensure their requirements are incorporated to the RIBA 4 design work
- Culwell Street outline planning for residential development (up to 600 units) with approval imminent following s106 agreement
- The Coal Authority has advised subject to detailed design review they do not object to the build over of the remediated mine shaft.

## - Challenges

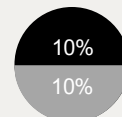
- Agreements to be reached with wholesale market traders in timely manner
- Value engineering options to maintain the project within budget
- Approval to build over remediated mineshaft from Coal Authority

### Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
Match	0	0	0	5,180,144	5,969,856
Towns Fund	98,331	276,164	1,257,812	3,367,693	0
<b>Total</b>	<b>98,331</b>	<b>276,164</b>	<b>1,257,812</b>	<b>8,547,837</b>	<b>5,969,856</b>



Contingency (incl. in total)



Inflation (incl. in total)

# WM5G Accelerator

## Project Status

Current Stage

TF Delivered

Project Risk

GREEN

Project Delivery

GREEN

Project Budget

GREEN



## Summary Outputs



Net GVA created

**£8.2m**  
(TF £1.6m)



Jobs created

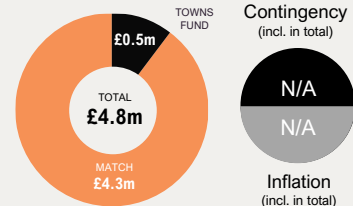
**555**  
(TF 49)

## Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
● Match	3,575,903	771,627	0	0	0
● Towns Fund	500,000	0	0	0	0
<b>Total</b>	<b>4,075,903</b>	<b>771,627</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Key Milestones

- Q3 2021/22 Grant Funding Agreement received
- Q4 2021/22 Grant Payment to WM5G
- Q4 2021/22 Grant Funding Agreement approved
- Q4 2022/23 Project completed
- Q3 2023/24 Survey targeting project beneficiaries



## + Successes

- The programme has helped put the West Midlands on the map as the place for 5G Innovation and expertise:
  - Supported the West Midlands to achieve the highest number of companies developing new tech, surpassing Greater Manchester and Leeds City Region
  - Positioned the West Midlands as the most established out-of-capital destination for Tech and Creative industries

## - Challenges

- No challenges, the Towns Fund element already delivered



# Events Programme

## Project Status

Current Stage

In Delivery

Project Risk

GREEN

Project Delivery

GREEN

Project Budget

GREEN



## Summary Outputs



Visitor numbers

**336,000**  
incl. British Art Show



Increase in local expenditure

**£1.89m**  
minimum



Jobs created

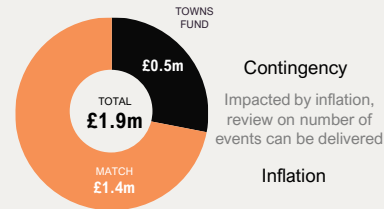
**1**  
through the project

## Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
Match	492,775	624,711	287,353	0	0
Towns Fund	28,386	116,938	352,676	0	0
<b>Total</b>	<b>521,161</b>	<b>741,649</b>	<b>640,029</b>	<b>0</b>	<b>0</b>

## Key Milestones

- Q3 2023  
5 year event strategy
- March 2024  
Completion of project implementation



## + Successes

- As a part of CWCs Fire and Light celebration, Lights in the Night delivered almost 3k in attendance. Towns Fund provided funding for this modern telling of the history of Wolverhampton in a uniquely modern way.
- Bilston Commonwealth day, supported by Towns Fund, added to more than 15k visitors into the town centre.
- Recruitment of an apprentice through Towns Fund subsidy Sept 2024 is now live.

## - Challenges

- Along with cost of living and inflationary pressures, a series of storms across the country has added pressure to driving attendees into events.



# Wednesfield Interventions

## Project Status

Current Stage

**RIBA 2**

Project Risk

AMBER

Project Delivery

AMBER

Project Budget

AMBER



## Key Milestones

- Ongoing Stakeholder Engagement
- Q1 2024 RIBA 3 End Stage
- Q2 2024 Planning Approval
- Q2 2024 RIBA 4 End Stage
- Q3 2024 Construction Commence
- Q1 2025 Construction Complete

## Summary Outputs



improved public realm (total length)

**8,125m<sup>2</sup>**



Jobs safeguarded

**100**



Pedestrian paths improved

**2km**



Increased dwell time



Higher footfall



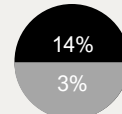
Accessibility improvements to High Street

## Financial Profile

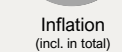
	2021/22	2022/23	2023/24	2024/25	2025/26
● Match	0	0	0	0	0
● Towns Fund	103,070	70,847	898,390	2,210,036	0
<b>Total</b>	<b>103,070</b>	<b>70,847</b>	<b>898,390</b>	<b>2,210,036</b>	<b>0</b>



Contingency (incl. in total)



Inflation (incl. in total)



## + Successes

- Draft RIBA Stage 2 report shared by Amey
- Agreement on option for highways and landscaping proposals with highways colleagues
- Progression with procuring surveys in readiness for RIBA Stage 3
- Internal conversations being led to discuss canopy options

## - Challenges

- Still awaiting parent framework contract for PSP4
- Delays to cost plan being shared by Amey due to lack of resource

# Bilston Market

## Project Status

Current Stage

RIBA 3

Project Risk

GREEN

Project Delivery

GREEN

Project Budget

GREEN



## Key Milestones

- Q2 2022 RIBA 2 Concept Design
- Q3 2023 RIBA 3 Design Development
- Q4 2023 Planning Approval
- Tender for Construction Partner
- Q1 2024 Construction Works Commence
- Q4 2024 Construction Complete & Opening

## Summary Outputs



improved public realm (total length)

2,110m<sup>2</sup>



New commercial floorspace

1,215m<sup>2</sup>



Renovate / improved retail space

1,880m<sup>2</sup>



New retail space, markets office and public toilets

230m<sup>2</sup>



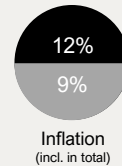
Increased footfall, visitor numbers, and perceptions

## Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
● Match	0	0	0	0	0
● Towns Fund	112,397	159,240	2,176,359	2,799,661	0
<b>Total</b>	<b>112,397</b>	<b>159,240</b>	<b>2,176,359</b>	<b>2,799,661</b>	<b>0</b>



Contingency (incl. in total)



## + Successes

- Positive feedback from traders and councillors during design consultation
- Progression on review of the submission of the planning application

## - Challenges

- Review of cost plan and need to omit some items to ensure the project remains in budget (further conversations to take place)
- Challenges with identifying appropriate procurement routes for the project have now been resolved but may have had an impact on Programme

# City Centre Public Realm Phase 2

## Summary Outputs



improved public realm (total length)

10,009m<sup>2</sup>



new cycleway created (total length)

765m



New public events space created

3,890m<sup>2</sup>



Support the reduction of vacancy rates within the city core



Increased footfall, visitor numbers, and perceptions to city centre and events/venues

## Key Milestones

- Q4 21/22  
Options Appraisal Complete
- Q1 24/25  
Construction Commence
- Q3 22/23  
Stakeholder Engagement
- Q3 25/26  
Construction Complete



## Project Status

Current Stage

RIBA 2

Project Risk

GREEN

Project Delivery

GREEN

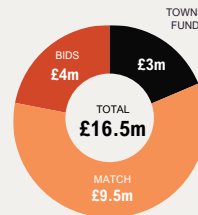
Project Budget

AMBER

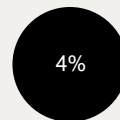


## Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
Additional bids	0	0	0	0	4,058,000
Match CRSTS	0	0	0	1,265,700	0
Towns Fund	0	50,619	1,655,681	1,265,700	0
<b>Total</b>	<b>0</b>	<b>50,619</b>	<b>1,655,681</b>	<b>6,015,700</b>	<b>8,778,000</b>



Contingency (incl. in total)



## Successes

- Aecom continuing with survey and design work
- Further stakeholder consultation to be undertaken on project progress and detail.
- Procurement of main contractor underway

## Challenges

- Match funding bid is awaiting final decision from City Region Sustainable Transport Settlement Fund (CRSTS) Additional funding being sourced through Department for Transport Active Travel Fund.
- Business engagement / support to be undertaken as a continuous activity throughout the development of the detailed plans
- Design challenges brought about by competing priorities and outcomes being dealt with by the project team.

# City Learning Quarter Phase 2

## Summary Outputs



**Jobs created**  
**51**



**Jobs safeguarded**  
**366**



**Learner assists at Year 10**  
**44,961**



**Apprenticeships started at Year 10**  
**7,539**



**Business assists**  
**115**

**New build training / learning floorspace**  
**7,503m<sup>2</sup>**

**Refurbished training / learning floorspace**  
**3,339m<sup>2</sup>**

**Floor space rationalised**  
**5,633m<sup>2</sup>**

## Key Milestones

- Q3 23/24  
Main College works Contractor Appointed
- Q2 25/26  
AE & Library Completion
- 2026 Onwards  
Disposal of Paget Road Site
- Q2 25/26  
College Works Completed
- September 2025  
Main College opens

## Project Status

Current Stage

**RIBA 4**

Project Risk

**AMBER**

Project Delivery

**AMBER**

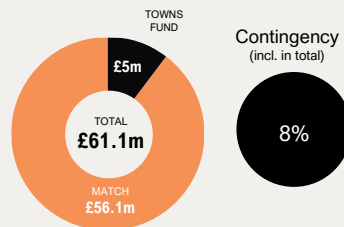
Project Budget

**AMBER**



## Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
● Match	7,892,167	1,553,618	7,022,737	39,651,478	0
● Towns Fund	7,123	119,006	739,292	4,134,579	0
<b>Total</b>	<b>7,899,290</b>	<b>1,672,624</b>	<b>7,762,029</b>	<b>43,876,057</b>	<b>0</b>



## + Successes

- Worcestershire Council Archaeology Team prepared an outreach exhibition based on the archaeological findings on the CLQ site. Went live 15<sup>th</sup> July.
- Contractor / College hosted 'meet the buyer event'
- PSSC concluded on 15 May 2023 with the contractor issuing a fixed prices package for the construction and completion of RIBA Stage 4.
- Scope review and value engineering work undertaken to enable costs to remain within agreed financial parameters albeit there remained a significant funding gap..
- Following the outcome of discussions between Council, College and funding bodies, Council's Cabinet on 6 September approved an updated funding strategy and budget uplift. On 9 October, Cabinet approved entering into the main construction contract to enable the College Project to proceed to RIBA Stage 5.
- The College project entered into the mobilisation period on 11 October
- The Library façade and internal Library and Adult Education works tender docs are being prepared for issue to the market in early 2024..

## - Challenges

- The completion date has been slipped from March 2025 to September 2025, therefore the challenge to complete project within timelines required by funders remains live.
- Budget pressures when tendering the Library and Adult Education works.

# Wolves at Work

## Key Milestones

- Through to 25/26  
On plan blended delivery
- 31 Mar 2026  
Programme completion

## Summary Outputs



People supported into employment

1,107



Programme participants sustaining employment

447



New employment opportunities created

2,193



People into training

474

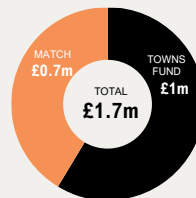


Full-time permanent jobs created

2

## Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
Match	77,900	288,851	122,750	117,600	117,600
Towns Fund	200,000	200,000	200,000	200,000	200,000
<b>Total</b>	<b>277,900</b>	<b>488,851</b>	<b>322,750</b>	<b>317,600</b>	<b>317,600</b>



Contingency  
(incl. in total)



Inflation  
(incl. in total)



## + Successes

- In addition to long-standing arrangements with partners, now working in Council Families Hubs
- Opening of new City Centre Wolves at Work Employment Hub due to open in November/December
- Digital engagement provided by Wolves Workbook. This is supported by social media promotion on Twitter (@WolvesatWork)
- Increased focus on sustainment and training outcomes has improved performance in these areas

## - Challenges

- Analysis of 2021 census data shows city still has significant skills challenges..
- Focus by employers on recruitment needs rather than upskilling and reskilling staff, and reporting skills shortages.

## Project Status

Current Stage

In Delivery

Project Risk

GREEN

Project Delivery

GREEN

Project Budget

GREEN





# Arts Park

## Key Milestones

- Winter 2022  
Scoping of alternative premises  
Q3 2023  
Feedback DLUHC  
Start delivery TF
- Q1 2023  
Feasibility and scheme design  
Q4 2023 – Q2 2024  
Acquisition & immediate work
- Q1/Q2 2023  
Project Adjustment Form  
Q2 2024  
Phase 1 of the project completed

## Summary Outputs



improved cultural facilities

1



De-Carbonisation of Public Assets

1



Amount of office space improved/renovated

353sqm



Permanent full-time jobs safeguarded

66.7



Full-time permanent jobs created

4

## Project Status

Current Stage

Innovation

Project Risk

AMBER

Project Delivery

AMBER

Project Budget

AMBER

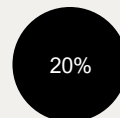


## Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
● Match	0	0	0	0	0
● Towns Fund	0	0	1,500,000	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>	<b>0</b>	<b>0</b>



Contingency (incl. in total)



## Successes

- Preferred option NAC approved by City Investment Board 21 April. CWC governance process in place.
- Cabinet Paper 6 September for approval of acquisition and immediate repair work.
- Project Adjustment Request Form submitted to DLUHC for approval 17 May. Approval received 6 July.

## Challenges

- Change control processes to be managed alongside DLUHC dealing with assurance on delivery within the funding window.
- Commission surveys on time.

# Future High Street Fund

# Bell Street Box Space

## Project Status

Current Stage

RIBA 3

Project Risk

AMBER

Project Delivery

AMBER

Project Budget

AMBER



## Key Milestones

- Q1 2023/24 RIBA 1 Concept Design
- Q2/Q3 2023/24 RIBA 2/3 Design Development
- Q3/4 2023/24 Operator Selection, Planning Approval & RIBA 4
- Q4 2023/24 Tender Contractor
- Q1 2024/25 Construction Works Commence
- Q3 2024/25 Construction Complete & Opening



## Summary Outputs



Demolished redundant buildings  
**488m<sup>2</sup>**



New car park spaces  
**69 spaces**



New event venue capacity  
**1000**



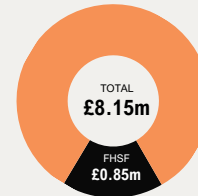
New retail, hospitality and leisure space  
**1440m<sup>2</sup>**



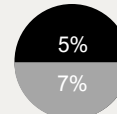
Increased footfall, visitor numbers, and perceptions

## Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
● Match	0	444,000	12,000	6,840,000	0
● Future High Street Fund (FHFSF)	0	190,000	466,000	190,000	0
<b>Total</b>	<b>0</b>	<b>634,000</b>	<b>478,000</b>	<b>7,030,000</b>	<b>0</b>



Contingency (incl. in total)



Inflation (incl. in total)

## + Successes

- Demolition 1-7A Cleveland Street complete
- RIBA Stage 2 scheme fix reached
- Positive Operator feedback
- Pre-Application engagement complete

## - Challenges

- Budget (design/specification changes)
- Secure Statutory Approvals
- Secure Operator
- Programme.

Note Capital expenditure only

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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		
00003	Towns Fund Programme	Authority H&S Policies not adhered to within individual projects.	Reputational Damage	No	No	No	Yes	Ensure all H&S policy and guidance is followed and monitored during the implementation of the projects.		Communication to all Project Leads was issued in December 22 to remind of H&S policy.	31/03/26	Helena Hansen-Fure				2	2	4	Open	26/10/23	
00004	Towns Fund Programme	Statutory approvals for programme outputs are delayed or not achieved	Delays or redesign of overall programme deliverables and individual project outputs	Yes	Yes		No	Project Plan development that clearly identifies statutory approvals. Seek pre-planning and other advice where possible. Regular review of project plans.		Project Plans are in place and regularly reviewed by Project Leads.	31/03/26	Helena Hansen-Fure				2	4	8	Open	26/10/23	
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	No	Yes		No	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Sufficient contingency budget built into the projects.		Early engagement with construction contractors to validate costs within the budget.	22/12/23	Helena Hansen-Fure				3	3	9	Open	26/10/23	
00006	Towns Fund Programme	Individual project costs increase above agreed parameters	Impact on collective affordability of the programme	Yes	Yes		Yes	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Potential for re-allocation of project funding. Review monthly and finance have dedicated Towns Fund/FHSF officer.		Projects are closely monitored. Finance are part of all project meetings.	31/01/24	Helena Hansen-Fure				3	3	9	Open	31/10/23	
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	Yes	No	No	Ensure fund drawdowns are clearly identified and owned by individuals within the programme. Close collaboration with BEIS/DLUHC.		Drawdown requests are based from latest project cashflow reports. Regular meetings with BEIS. Monitoring & Evaluation forms submitted on time to DLUHC.	28/03/25	Helena Hansen-Fure				2	2	4	Open	31/10/23	
00008	Towns Fund Programme	Partner organisation suffers catastrophic change in financial standing once in delivery	Impact on individual project deliverability	Yes	Yes		Yes	Continual dialogue and engagement with partner organisations to consistently gauge delivery potential		Project Leads have detailed discussions with any partner organisations.	28/03/25	Helena Hansen-Fure				3	3	9	Open	31/10/23	
00009	Towns Fund Programme	Inability to action capital funding spend 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.	Yes	Yes		No	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 dialogue with DLUHC to raise an early warning and agree mitigation actions.		Increased due to several project had delays due to procurement and value engineering. Regular Working Group Meetings are diarised and attended by Project Leads. Each project is monitored on a monthly basis including internal CWC reporting and separate assurance by Programme Managers. Regular contact with BEIS to prewarn if there are any changes compare to previous submissions.	29/03/24	Helena Hansen-Fure				4	3	12	Open	31/10/23	
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	Yes	No		No	Develop 'Boiler Plate' ready documents for partner agencies in advance of the risk proximity		Grant agreements for the events programme in place, last signed in October. No further grant agreements identified at this stage.	29/09/23	Helena Hansen-Fure				2	3	6	Open	31/10/23	
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	Yes	Yes		Yes	Ensure that sub contracts with suppliers/contractors are based on industry standard forms with legal support. Early engagement with procurement.		CWC Procurement Team are engaged with all projects and attend the monthly Working Group Meetings where they review progress. Due to work load, taking longer than expected and could have impact on the delivery.	12/01/24	Helena Hansen-Fure				4	3	12	Open	31/10/23	

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Agenda Item 12b

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		
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 including regular meetings with necessary outputs. If meeting being cancelled, email key updates to allow board members to raise any concerns.			City Investment Board approved the updated governance documents. Meeting now has Forward Plan in place which looks to manage workload and actions in advance.	29/03/24	Helena Hansen-Fure				1	1	1	Open	31/10/23
00013	Towns Fund Programme	Change in Programme Lead at The Council	Temporary impact on overall programme delivery including potential missed deadlines	No	No		No	Ensure that processes, procedures and governance structures are recorded and documented to assist with potential change in Programme Lead			Existing Programme managers has been extended to end of October from previously end of April 2023. Awaiting formal confirmation for a further 6 months extension.	30/11/23	Helena Hansen-Fure				3	3	9	Open	31/10/23
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	No	No	No	Ensure internal stakeholder review group is implemented, meets regularly with meaningful agendas and clear Actions & Minutes. Implementation of newsletter.			Internal teams are included in Working Group Meetings and additional scrutiny and governance comes via internal management meetings. Weekly briefing notes shared with SROs.	27/03/26	Helena Hansen-Fure				2	2	4	Open	31/10/23
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	Yes	No	No	No	Ensure effective communication and engagement with stakeholders in relation to projects, outputs and delivery.			Next local elections May 2024. National Elections are prior to Jan 2025.	04/05/23	Helena Hansen-Fure				3	2	6	Open	31/10/23
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	No	No		No	Ensure that Communications Strategy is agreed and signed off by the Engagement Group.			Website getting a refresh and each project has press releases at key dates coordinated with the comms team. including other social media	27/03/26	Helena Hansen-Fure				2	4	8	Open	31/10/23
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	No	No	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			Communications Strategy is driving the updates to the newsletter and social media & website. New guidelines received from DLUHC in June 2023 being implemented. Project leads sharing their comms plans.	27/03/26	Helena Hansen-Fure				2	2	4	Open	31/10/23
00019	Towns Fund Programme	Increased inflation leading to negative impact on individual projects affordability due to increased costs	Increased inflation impact on deliverability of the project, reducing project scope, not delivering the agreed outcomes/outputs.	Yes	Yes		No	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews			A full review in January 2023 has been completed to benchmark projects and inflation & contingency allowances, this was presented to the board in February 2023. Inflation remains a challenge and a full review will be carried out late autumn.	22/12/23	Helena Hansen-Fure				4	4	16	Open	31/10/23
00020	Towns Fund Programme	Fraud by failing to disclose information	Reputational Damage and impact on delivery.	Yes	No		No	Adhere to Council Fraud Act 2006 and Council Governance processes including the Local Assurance Framework.				27/03/26	Helena Hansen-Fure				2	4	8	Open	31/10/23