



City Investment Board

26 January 2024

Time 2.00 pm **Public Meeting?** NO **Type of meeting** Partnership Boards
Venue Executive Boardroom 2 - Civic Centre - Hybrid

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)
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)
Martin Yardley	Executive Director of Housing, Property and Regeneration, West Midlands Combined Authority (WMCA)
Youth Council Representatives	Youth Council

Information

If you have any queries about this meeting, please contact the democratic support team:

Contact Darowen Jones, Programme Manager
Tel/Email email: 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 24 November 2023** (Pages 1 - 6)
[To approve the minutes of the meeting of 24 November 2023 as a correct record.]
- 5 **Matters arising**
[To consider any matters arising from the minutes of the meeting of 24 November 2023.]
- 6 **Meeting Action Tracker** (Pages 7 - 8)
[To note the outcomes of actions identified at previous meetings.]

ITEMS FOR DISCUSSION OR DECISION - PART 2

- 7 **Investment Zone and Green Innovation Corridor Update Presentation**
[To receive a presentation for noting.]
- 8 **Youth Council, Wolverhampton Prospectus Video**
[To receive the Youth Council's Wolverhampton Prospectus Video for noting.]
- 9 **Wednesfield Project Lead Update Presentation**
[To receive for noting.]
- 10 **Towns Deal and Future High Streets Communication Strategy - Update Report**
[To receive for approval.]
- 11 **Longer Term Plan Bilston - Update Report**
[To receive 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 and note the update on the High Streets Fund.]
- 14 **Any Other Business**



City Investment Board Minutes - 24 November 2023

Attendance

Members of the City Investment Board

Simon Archer (Vice Chair in the Chair)	Director, Bilston BID
Cllr Steve Evans	Deputy Leader, CWC
Ray Flynn	Associate Director, University of Wolverhampton
Ro Hands ^v	Owner, Learn Play Foundation
James Holland ^v	General Manager, Collins Aerospace
Tim Johnson ^v	Chief Executive, CWC
Pat McFadden MP	Member of Parliament for Wolverhampton South East
Peter Merry	Principal and Chief Executive, City of Wolverhampton College
Maninder Mangat	Director, MM Consulting
Kevin Rogers ^v	Paycare Representative
Amit Sharma	Director, Sapphire Innovation
Cherry Shine	Director, Wolverhampton BID
Jane Stevenson MP	Member of Parliament for Wolverhampton North East
Scott Thompson	Chair of Economic Growth Board
Harleen	Youth Council Representatives

In Attendance

Mark Bassett	Programme Director, CWC.
Matthew Fletcher	Employee, Kinver Business Solutions
Helen Hansen-Fure	Kinver Business Solutions
Shelley Humphries	Democratic Services Officer, CWC
Darowen Jones	Towns Fund Programme Manager, CWC
Richard Lawrence	Director of Regeneration, CWC
Kassandra Polyzoides	Deputy Director of Regeneration (Interim)
John Roseblade	Director of Resident Services, CWC
Andrew Scragg	Participation Officer, CWC

Item No. Title

- 1 **Apologies for absence**
Apologies were received from Ninder Johal, Owner, Nachural and Chair of City Investment Board; Stuart Anderson MP, Member of Parliament for Wolverhampton South West; Mal Cowgill, Principal and Chief Executive, City of Wolverhampton College; Cathy Francis, Director, Housing, Department for Levelling Up, Housing and Communities; Pat McFadden MP, Member of Parliament for Wolverhampton South East and Councillor Stephen Simkins. Leader of the Council.
- 2 **Notification of substitute members**
Peter Merry attended for Mal Cowgill, Principal and Chief Executive, City of Wolverhampton College and Scott attended for Cathy Francis, Director, Housing, Department for Levelling Up, Housing and Communities.
- 3 **Declarations of Interest**
There were no declarations of interest made.
- 4 **Minutes of the meeting of 15 September 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 **Towns Fund 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.

It was requested that any outstanding Declaration of Interest forms be completed and returned by the end of the calendar year.

It was again requested that any comments or feedback on the refreshed Invest website be provided by the end of the calendar year.

Resolved:
 1. That any outstanding Declaration of Interest forms be forwarded by the end of the calendar year.
 2. That any comments or feedback on the refreshed Invest website be provided by the end of the calendar year.
- 7 **Long- Term Towns Award, Bilston £20 Million**
Darowen Jones, Programme Manager, City of Wolverhampton Council (CWC) delivered the update on the Long-Term Towns Award, Bilston £20 Million. It had been announced that Bilston, Wolverhampton was one of 55 towns that had been awarded £20 million endowment-style funding over 10 years to invest in local people's priorities with a view to residents being involved in how the money was invested.

The presentation outlined the timeline and that currently, Q4 guidance was due by the end of December 2023 to provide a structure on how to plan the use of the funding. It was clarified that CIB would oversee the project however the Council would remain as the accountable body.

It was noted that the High Street Taskforce would support Towns Fund Boards in development of plans however it was proposed to also establish a sub-group of City Investment Board to provide good governance and oversee the project. Once established, this would then move the project into a community engagement stage to identify what residents' priorities were.

Board members were in favour of the establishment of the sub-group and it was acknowledged that input from elected ward Councillors in Bilston would also be beneficial. It was also noted that the investment plan should go to Full Council as the accountable body for formal approval to ensure the money was being spent appropriately.

In response to a query, it was clarified that the £20 million was not included in the Pathfinder, Bilston Heart projects or Levelling Up and was a separate funding stream.

Resolved:

That City Investment Board agree to the establishment of a sub-group to provide oversight for the Bilston Long-Term Towns Award projects.

8 **Pathfinder Pilot**

Darowen Jones, Programme Manager, City of Wolverhampton Council (CWC) provided a verbal update on the Pathfinder Pilot. It was reported that on 3 November 2023, Wolverhampton was one of four authorities in the country to be approved for the Pathfinder. A memorandum of understanding was expected by the end of November 2023 which would then allow the Pathfinder project to get underway. Assurances were offered that although the Council remained the accountable body, City Investment Board would still have continued oversight of the project.

The presentation went on to outline the projects which would benefit from the funding, which included all the Town Deal Projects.

It was highlighted that the funding also attracted a further £78 million of match funding.

The work was commended by the Chair.

Resolved:

That the update on the Pathfinder Pilot be received.

9 **Levelling Up Fund – Round 3 Award**

Darowen Jones, Programme Manager, City of Wolverhampton Council (CWC) provided a verbal update on the Levelling Up Fund – Round 3 Award.

It was reported that notification had been received that around £20 million was to be awarded to Wolverhampton for the Green Innovation Corridor as part of Levelling Up Round Three.

Conversations had begun with the University of Wolverhampton and further updates would be provided in due course.

Resolved:

That the Levelling Up Fund – Round 3 Award update be received.

10

Wednesfield Project Lead Update Presentation

It was moved to defer the item as a crucial development was expected in January 2024 and a more in-depth update would be available at that time. The project was still on track to be delivered by the scheduled date of March 2025.

Jane Stevenson MP for Wolverhampton North East highlighted concerns around delays around this and other projects and residents being kept abreast of developments. Assurances were offered that although the update was delayed, the project itself was still running to the anticipated timescales and briefing sessions would continue to be provided.

A number of points were raised around communication and residents feeling they weren't being kept informed, leading to the misconception that nothing was moving forward. It was agreed that further work needed to be undertaken in terms of communication and this would be actioned as soon as possible.

Resolved:

1. That the Wednesfield Project Lead Update Presentation be deferred until further information was available.
2. That further work towards communications to residents and the general public be undertaken.

11

City Learning Quarter Project Lead Update Presentation

Richard Lawrence, Director of Regeneration, CWC introduced the item and Mark Bassett, Programme Director, CWC delivered the presentation on the City Learning Quarter Project Lead Update.

It was confirmed that the ambition of the programme was to provide education for residents across two main campus locations; the new Advanced Technology and Automotive Centre (ATAC) building in Wellington Road, Bilston and a new centrally located City Centre College building. In addition to these, works would be carried out to refurbish the Central Library and Paget Road Campus to make use of these as well. The presentation outlined funding streams totalling around £69 million, key milestones and projected outcomes. It was anticipated that building projects would be complete by September 2025. In terms of communications, it was noted that content had been released into the public domain around progress, for example the signing of the building contract.

It was noted that there would be an increased footfall in the City Centre due to Christmas shopping and there would be an opportunity to perhaps include something on the hoarding surrounding building site areas advising of works to come and progress to avoid the perception of an empty site with nothing going on.

In terms of procurement, it was noted that local supply chains were being approached in the first instance to ensure local businesses benefitted from the work and supply opportunities available.

The representative of the Youth Council expressed a wish for the Youth Council to be more involved in the project and noted that it was hoped that there would be services available for secondary school students around the 11-18 age group as well as those in higher education. It was noted that project managers would work with the Youth Council for general input and to establish what could be provided for this particular cohort of young people.

Resolved:

1. That additional communications of City Learning Quarter project progress be explored for City Centre hoardings.
2. That City Learning Quarter project leads engage further with the Youth Council throughout the programme.

12 **Towns Fund Programme Update Dashboard**

12a Project Updates

Resolved:

That the Project Updates dashboard be noted.

12b Programme Level Risk Register

Darowen Jones, Programme Manager, City of Wolverhampton Council (CWC) presented the Programme Level Risk Register for information and noted that inflation had been flagged as a red risk. It was requested that extra narrative be added to the register around programme level spend and impact on output and performance, etc. It was agreed and noted that the latter could be included in future Project Update dashboards.

Resolved:

That extra narrative be included in the Project Dashboards around programme level spend and impact on output and performance.

13 **Future High Streets Fund**

Resolved:

That the Future High Streets Fund dashboard be noted.

14 **Any Other Business**

Darowen Jones, Programme Manager, City of Wolverhampton Council (CWC) added that an audit had been undertaken with a deep dive on a random project, which had been the Culwell Street project. Overall, it had been a favourable result, achieving the highest level outcome for internal governance and Board members were invited to approach Darowen Jones who was happy to provide greater detail should this be required.

Jane Stevenson, MP for Wolverhampton North East reported that, in addition to the Green Innovation Corridor Funding announcement, it had been noted in the Chancellor's Autumn statement that the West Midlands Investment Zone had been

confirmed therefore it was requested that an update be provided on the potential of an Investment Zone for the City at the next meeting.

The Youth Council representative reported that the Wolverhampton Prospectus video had now been completed and successfully previewed at Business Week and at this point the video was viewed. Thanks were extended on behalf of the Youth Council to everyone who took part in supporting its production and it was expressed that the Youth Council enjoyed taking part in Business Week and looked forward to working with the Regeneration Team in the future.

Resolved:

That an update on the West Midlands Investment Zone be included on the agenda for the next City Investment Board meeting.

City of Wolverhampton – City Investment Board
Action Tracker (from the meeting of 24 November 2023)

Agenda Item No.	Issue	Action / Resolution	Board Member/Officer Responsible	Timescale	Progress / Update
6	Towns Fund Action Tracker	<ol style="list-style-type: none"> 1. That any outstanding Declaration of Interest forms be forwarded by the end of the calendar year. 2. That any comments or feedback on the refreshed Invest website be provided by the end of the calendar year. 	All	By the end of 2023	<ol style="list-style-type: none"> 1. No further Declarations of Interest have been received since the last meeting. 2. No additional comments have been received from board members regarding the refreshed Invest Website
7	Long- Term Towns Award, Bilston £20 Million	That City Investment Board agree to the establishment of a sub-group to provide oversight for the Bilston Long-Term Towns Award projects.	Darowen Jones, Programme Manager	By the end of April 2024	Progress is being made towards the formation of the Sub-group. Further guidance was received from government before Christmas which is now driving the agenda forwards. CIB agenda item for January 2024.
10	Wednesfield Project Lead Update Presentation	<ol style="list-style-type: none"> 1. That the Wednesfield Project Lead Update Presentation be deferred until further information was available. 2. That further work towards communications to residents and the general public be undertaken. 	Savreena Kaur, Project Lead	By the January 2024 CIB Meeting	<ol style="list-style-type: none"> 1. Updated presentation is on the agenda for the January 2024 CIB Meeting. 2. Communications strategy included within presentation and planned for Feb/March 2024.

City of Wolverhampton – City Investment Board
Action Tracker (from the meeting of 24 November 2023)

11	City Learning Quarter Project Lead Update Presentation	<ol style="list-style-type: none"> 1. That additional communications of City Learning Quarter project progress be explored for City Centre hoardings. 2. That City Learning Quarter project leads engage further with the Youth Council throughout the programme. 			
12b	Programme Level Risk Register	That extra narrative be included in the Project Dashboards around programme level spend and impact on output and performance.	Darowen Jones, Programme Manager	By January 2024 Meeting	Dashboards have been updated with further and latest information as to cashflow forecasts. Outputs are identified on dashboards.
14	Any Other Business	That an update on the West Midlands Investment Zone be included on the agenda for the next City Investment Board meeting.	Darowen Jones, Programme Manager	By January 2024 Meeting	This is included on the agenda for this meeting.

Programme Dashboard

Town Deal & Future High Street Fund

January 2024

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

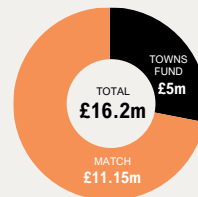
- Successful meetings with end users to ensure their requirements are incorporated to the RIBA 4 design work
- Culwell Street outline planning for residential development (up to 600 units) with approval imminent following s106 agreement
- The Coal Authority has advised subject to detailed design review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

- Challenges

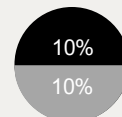
- Agreements to be reached with wholesale market traders in timely manner
- Value engineering options to maintain the project within budget
- Approval to build over remediated mineshaft from Coal Authority

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
Total	98,331	276,164	1,257,812	8,547,837	5,969,856



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

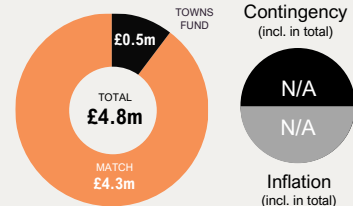
555
(TF 49)

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
Total	4,075,903	771,627	0	0	0

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

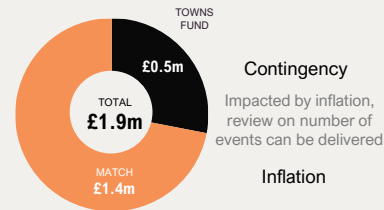
1
through the project

Key Milestones

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

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
Total	521,161	741,649	640,029	0	0



+ 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)

8,125m²



Jobs safeguarded

100



Pedestrian paths improved

2km



Increased dwell time



Higher footfall



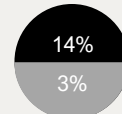
Accessibility improvements to High Street

Financial Profile

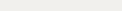
	2021/22	2022/23	2023/24	2024/25	2025/26
● Match	0	0	0	0	0
● Towns Fund	103,070	70,847	898,390	2,210,036	0
Total	103,070	70,847	898,390	2,210,036	0



Contingency (incl. in total)



Inflation (incl. in total)



+ Successes

- Draft RIBA Stage 2 report shared by Amey and circulated with service leads and stakeholders (National Express and TFWM)

Internal workshop with Service Leads to be held on the 10th January

- Progression with online survey, on-site open day, formal consultation with residents and traders, update to Councillors and working with comms on underlining social media engagement

City Investment Board update scheduled for the 26th January

Update to traders on site 2nd February

- Progression with procuring surveys in readiness for RIBA Stage 3

- Challenges

- Awaiting feedback from TFWM and National Express
- Delays to cost plan being shared by Amey due to lack of resource

Bilston Market

Project Status

Current Stage

RIBA 4

Project Risk

GREEN

Project Delivery

GREEN

Project Budget

GREEN



Key Milestones

- Q2 2022 RIBA 2 Concept Design
- Q3 2023 RIBA 3 Design Development
- Q1 2024 Planning Approval
- Q3 2024 Tender for Construction Partner
- Q3 2024 Construction Works Commence
- Q4 2025 Construction Complete & Opening

Summary Outputs



improved public realm (total length)

2,110m²



New commercial floorspace

1,215m²



Renovate / improved retail space

1,880m²



New retail space, markets office and public toilets

230m²



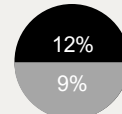
Increased footfall, visitor numbers, and perceptions

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
Total	112,397	159,240	2,176,359	2,799,661	0



Contingency (incl. in total)



Inflation (incl. in total)

9%



+ Successes

- VE cost plan received
- Planning application submission – 12th February deadline
- Councillor briefing Wednesday 10th January

- Challenges

- Lack of engagement with EOI – only 2 response from Speller Metcalfe and GF Tomlinson, Project Team to review options
- Awaiting to head back re. Taxi rank and relocation of traders

City Centre Public Realm Phase 2

Summary Outputs



improved public realm (total length)

10,009m²



new cycleway created (total length)

765m



New public events space created

3,890m²



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 4

Project Risk

GREEN

Project Delivery

GREEN

Project Budget

AMBER



Successes

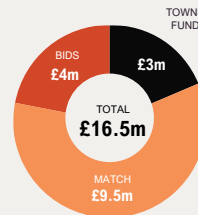
- Aecom continuing with survey and design work
- Further stakeholder consultation to be undertaken on project progress and detail.
- Procurement of main contractor underway

Challenges

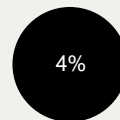
- Match funding bid is awaiting final decision from City Region Sustainable Transport Settlement Fund (CRSTS) Additional funding being sourced through Department for Transport Active Travel Fund.
- Business engagement / support to be undertaken as a continuous activity throughout the development of the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

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	0	0
Towns Fund	0	50,619	1,655,681	1,265,700	0
Total	0	50,619	1,655,681	6,015,700	8,778,000



Contingency (incl. in total)



City Learning Quarter Phase 2

Summary Outputs

Key Milestones

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

Project Status

Current Stage

RIBA 5

Project Risk

AMBER

Project Delivery

AMBER

Project Budget

AMBER



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

7,503m²

Refurbished training / learning floorspace

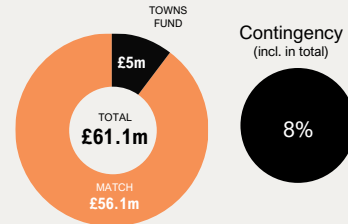
3,339m²

Floor space rationalised

5,633m²

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
Total	7,899,290	1,672,624	7,762,029	43,876,05	0



Successes

- College Project PSSC concluded on 15 May 2023 with the contractor issuing a fixed prices package for the construction and completion of RIBA Stage 4.
- Following Cabinet approvals in October 2023, the NEC4 contract for the College project was signed and a budget uplift agreed which has enabled progression to RIBA Stage 5 with practical completed forecast in Sept 2025.
- The College project has been mobilised with works progressing on site to include hoarding design / installation, compound / welfare set up, soft strip work internally to the Metro 1 building.
- The Library façade and internal Library and Adult Education works – Project Team have engaged with Contractors on the CWM Framework where the opportunity to make direct award is being considered.

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 / developing the tendered sum with the Library and Adult Education contractor.
- Conclusion of all required updated funding / development / legal agreements



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

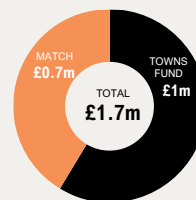


Full-time permanent jobs created

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
Total	277,900	488,851	322,750	317,600	317,600



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 January/February
- 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

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
Total	0	0	1,500,000	0	0



Contingency (incl. in total)



Successes

- Preferred option NAC approved by City Investment Board 21 April 2023. CWC governance process in place.
- Cabinet Paper 6 September for approval of acquisition and immediate repair work.
- Stakeholder Engagement to influence the business plan for Newhampton Arts Centre in December 2023.

Challenges

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

Project Status

Current Stage

RIBA 2

Project Risk

AMBER

Project Delivery

AMBER

Project Budget

AMBER



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 Design Development
- Q4 2023/24 Planning Approval & RIBA 3
- Q1 2024/25 RIBA 4, Tender operator and Contractor
- Q2/3 2024/25 Construction Works Commence
- Q1 2025/26 Construction Complete & Opening

Summary Outputs



Demolished redundant buildings
800m²



New car park spaces
70 spaces



New event venue capacity
750-1000



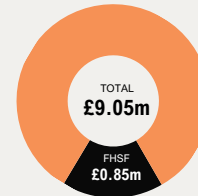
New retail, hospitality and leisure space
1423m²



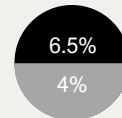
Increased footfall, visitor numbers, and perceptions

Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
Match	0	444,000	12,000	5,795,000	1,470,000
Future High Street Fund (FHSF)	0	190,000	560,000	98,000	0
Total	0	634,000	572,000	5,883,000	1,470,000



Contingency (incl. in total)



Inflation (incl. in total)

Note Capital expenditure only



+ Successes

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

- Challenges

- Budget (Council Approval)
- Secure Statutory Approvals
 - Planning
 - Building regulation
 - licenses
- Secure Operator
- Programme.

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Project Risk Register

Risk ID	Risk Description (cause / Event)	Overall Impact Description	Impact				Mitigating Actions	Action Progress Update	Target Resolution Date	Current		
			Time	Cost	Quality	Health and Safety (if applicable)				Likelihood Score	Impact Score	Overall Score
00003	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 January 2024 and December 2022 to remind of H&S policy.	31/03/26	2	2	4
00004	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. Monthly updates provided at the Towns Fund working group meeting.	31/03/26	2	4	8
00005	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.	28/06/24	2	4	8
00006	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.	Programme part of Simplification Pathfinder Pilot to support movements of fund between projects, if required and approved. Projects are closely monitored. Finance are part of all project meetings.	31/10/25	3	3	9
00007	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.	02/05/25	2	2	4
00008	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.	31/03/26	3	3	9
00009	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.	Risk remain high 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.	31/03/26	4	3	12
00010	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 2023. Potentially there will be one more grant agreement, to be decided in February.	30/04/24	2	3	6
00011	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.	31/01/25	2	4	8

Risk ID	Risk Description (cause / Event)	Overall Impact Description	Impact				Mitigating Actions	Action Progress Update	Target Resolution Date	Current		
			Time	Cost	Quality	Health and Safety (if applicable)				Likelihood Score	Impact Score	Overall Score
00012	City Investment 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 in January 2023, minor updates to documents for board review in January 2024. Meeting has Forward Plan in place which looks to manage workload and actions in advance.	31/03/26	1	1	1
00013	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 an extension and currently working at risk.	31/01/24	3	3	9
00014	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	2	2	4
00015	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.	10/05/24	3	2	6
00016	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 had a refresh Q4 2023 and each project has press releases at key dates coordinated with the comms team. including other social media	27/03/26	2	4	8
00017	Failure to gain recognition for the Council, City Investment 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	2	2	4
00019	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	Risk decreased from 16 to 12 as inflation stabilised and projects have early engagement with contractors for costs. A full review in January 2023 was completed to benchmark projects and inflation & contingency allowances, this was presented to the board in February 2023.	31/05/24	3	4	12
00020	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.	Each project to follow the mitigation action.	27/03/26	2	4	8
00021	Elections/Purdah - Likely we have elections in May which could impact on projects and ability to engage with stakeholders	Pre election time (Purdah) prevent engagement with the Councillors for support on projects, which could potentially delay the project implementation. The outcome from the elections could have an impact on the project delivery.	No	No	No	No	Project teams to be aware of the election and include timings in the project plan to avoid delays in the implementation.	This is a new risk.	10/05/24	4	2	8