



# City Investment Board

## 22 March 2024

**Time** 2.00 pm      **Public Meeting?** NO      **Type of meeting** Partnership Boards  
**Venue** Hybrid - Committee Room 3 - 3rd 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)
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	Chief Executive, Coventry and Warwickshire LEP, West Midlands Combined Authority (WMCA)
Youth Council Representatives	Youth Council

### 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 26 January 2024** (Pages 1 - 6)  
[To approve the minutes of the meeting of 26 January 2024 as a correct record.]
- 5        **Matters arising**  
[To consider any matters arising from the minutes of the meeting of 26 January 2024.]
- 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        **Events Programme Presentation**  
[To receive a presentation on the Events Programme for noting.]
- 8        **Communications Strategy (by project) Presentation**  
[To receive a project-by-project presentation update on the Communications Strategy.]
- 9        **Culwell Street / Brewers Yard Presentation**  
[To receive a presentation update on Culwell Street / Brewers Yard for noting.]
- 10       **Longer Term Plan Bilston - Update Report**  
[To receive an update on the Bilston longer term plan.]
- 11       **Towns Fund Programme Update Dashboard**
  - 11a    **Project Updates** (Pages 9 - 22)  
[To receive an update on the Towns Fund Programme for information.]
  - 11b    **Programme Level Risk Register** (Pages 23 - 26)  
[To receive the Programme Level Risk Register for noting.]
- 12       **Future High Streets Fund**  
[To receive a project update for information.]

**ITEMS FOR INFORMATION - PART 3**

- 13      **Investment Zone and Green Innovation Corridor Update Presentation**  
[For noting.]
- 14      **Any Other Business**

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# City Investment Board

## Minutes - 26 January 2024

### Attendance

#### Members of the City Investment Board

Ninder Johal (Chair)	Owner, Nachural
Simon Archer (Vice Chair)	Director, Bilston BID
Councillor Steve Evans	Deputy Leader: City Housing, City of Wolverhampton Council (CWC)
Ray Flynn	Associate Director (Place), University of Wolverhampton
James Holland <sup>v</sup>	General Manager, Collins Aerospace
Tim Johnson	Chief Executive, CWC
Pat McFadden MP	Member of Parliament for Wolverhampton South East
Maninder Mangat	Director, MM Consulting
Peter Merry	Deputy Chief Executive, City of Wolverhampton College
Kevin Rogers	Executive Director, Paycare
Cherry Shine	Director, Wolverhampton BID
Councillor Paul Singh	Office of the Member of Parliament for Wolverhampton South West
Jane Stevenson MP <sup>v</sup>	Member of Parliament for Wolverhampton North East
Scott Thompson	Managing Director, Thompson AVC and Lead of Business Champions and Economic Growth Board (EGB)

#### In Attendance

Oliver Bhurru	Communications Manager (Place), CWC
Matthew Fletcher	Senior Consultant, Kinver Business Solutions Ltd
Shelley Humphries	Democratic Services Officer, CWC
Darowen Jones	Towns Fund Programme Manager, CWC
Richard Lawrence	Director of Regeneration, CWC
Ayesha Malhan <sup>v</sup>	Regeneration Officer, CWC
John Roseblade	Director of Resident Services, CWC

<sup>v</sup> – virtual attendance

- 1       **Apologies for absence**  
Apologies were received from Councillor Stephen Simkins, Leader of the Council, CWC; Youth Council Representatives; Stuart Anderson MP for Wolverhampton South West and Mal Cowgill, Principal and Chief Executive, City of Wolverhampton College.
- 2       **Notification of substitute members**  
Councillor Paul Singh attended for Stuart Anderson MP for Wolverhampton South West and 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.
- 4       **Minutes of the meeting of 24 November 2023**  
Resolved:  
          That the minutes of the meeting of 24 November 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 published in the agenda pack, it was noted that not all declarations of interest forms had been received therefore any members with forms outstanding would be contacted.  
  
Resolved:  
          That the outcomes from the actions agreed at the meeting of 24 November 2023 be noted.
- 7       **Investment Zone and Green Innovation Corridor Update Presentation**  
Richard Lawrence, Director of Regeneration, CWC delivered the Investment Zone and Green Innovation Corridor (GIC) Update Presentation which provided an overview of its purpose and status of its development.  
  
It was noted that the GIC would connect key assets at the University of Wolverhampton Springfield Campus (UoWSC) with University of Wolverhampton Science Park (UoWSP), providing opportunities along the main A449 corridor. At maturity GIC will link to the City centre and potentially further north to i54 Business Park, introducing new development opportunities and incubation space stimulating further improvements to the City's green and blue networks.  
  
Board members wished to acknowledge thanks and recognition for the input of the late Councillor Ian Brookfield into the instigation of the project.

It was recognised that the development had been a collaboration between all parties.

It was noted that developing a clear strategy would be key in communicating what the GIC was, which partners were involved and the breadth of opportunities and benefits it presented in a way that was meaningful to local businesses.

It was highlighted that it wasn't restricted to the Wolverhampton border and that including cross-border opportunities were also considered.

It was agreed to include regular updates as a standing item.

Resolved:

1. That the Investment Zone and Green Innovation Corridor Update Presentation be received.
2. That further updates be received as a standing item on future City Investment Board agendas.

## 8 **Youth Council, Wolverhampton Prospectus Video**

The official video developed in co-production with the Youth Council was screened which showcased the City and what it offered to young people and families.

The work was commended and thanks were recorded to everyone involved with its production.

Resolved:

That the Youth Council, Wolverhampton Prospectus Video be received.

## 9 **Wednesfield Project Lead Update Presentation**

Darowen Jones, Towns Fund Programme Manager, CWC provided the Wednesfield Project Lead Update Presentation which outlined progress against works to be completed by March 2026, a summary of engagement activity and highlighted key achievements to date. Key upcoming milestones were highlighted for reporting further updates to City Investment Board and other key stakeholders.

Concerns around timeframes were allayed as it was highlighted that the project was funded to complete in March 2026 and there were no concerns or indications at this time that this would not be achievable.

In response to a query around what consultation there had been with landlords in terms of shop frontages, it was noted that some of these were owned by Wolverhampton Homes (WH) and internal conversations were ongoing. Some were owned by traders and once consulted, further detail on this would be shared in the next update.

It was suggested to include places of worship in consultations for a wider reach into communities.

The importance of social value of the project was highlighted and it deliberated how to ensure local businesses benefitted from being involved in development and construction of any works.

It was noted that footfall for traders increased when events took place in the City centre and it was considered whether holding events in Wednesfield would give the feel of an emerging change while improvements were still ongoing.

It was acknowledged that often, visitor footfall would be highest in the morning then drop off by the afternoon and proposals such as the inclusions of extra seating and canopies in the street furniture might encourage visitors to dwell longer and stimulate business in the area.

Resolved:

1. That the Wednesfield Project Lead Update Presentation be noted.
2. That places of worship be included in future engagement / consultations.

10 **Towns Deal and Future High Streets Communication Strategy - Update Report**

Oliver Bhurru, Communications Manager (Place) delivered the Towns Deal and Future High Streets Communication Strategy - Update Report presentation which outlined the Strategy's key principles, methods and foci, as well as communication outcomes to date.

The refreshed website was commended by Board members who also put forward suggestions to continually share the link when involved in social media threads or discussions which raised negative perceptions of nothing going on in the City.

In response to a query around in person engagement, it was noted that there had been an initiative where one to one consultation had taken place over the phone, however the potential to include face to face engagement at various events was noted. A suggestion was also made to include BID ambassadors to engage with the public, although it was noted that there was only a BID team for the Bilston and City Centre areas.

It was also suggested that hoardings could be placed around the transport links to advertise works going on in the City to arriving visitors.

It was noted that conversations were ongoing with the Youth Council on how to make best use of a range of social media platforms to reach younger audiences as well as older adults.

It was highlighted that communicating the social value of the projects was a consideration and confirmed that this would be touched on in a future City Investment agenda item outlining social value and the Wolverhampton Pound.

It was requested to break down future updates to show outcomes for each of the projects.

Resolved:

1. That the Towns Deal and Future High Streets Communication Strategy - Update Report be noted.
2. That a breakdown be provided of Communication Strategy outcomes for each area / project.

11 **Longer Term Plan Bilston - Update Report**



Matthew Fletcher, Senior Consultant, Kinver Business Solutions Ltd delivered the Longer-Term Plan Bilston - Update Report which outlined funding and progress since the last meeting.

A query was raised in terms of here decision-making powers for the planning lay and it was noted that this responsibility would sit with the Town Board (which had been agreed at the last meeting to be established as a sub-group of City Investment Board) and following feedback from residents about what they wanted.

It was queried how much planning would actually be devolved down to Bilston residents and it was noted one of the stipulations of the new approach was to enable residents to have a greater influence on the plans for funding and consultation was key in this.

It was noted that much of the work should complement the work funded for the market and it was highlighted that Bilston Indoor Market had recently won a Highly Commended award at the Great British Market Awards 2024 as it currently was.

Resolved:

That the Longer-Term Plan Bilston - Update Report be noted.

## 12 **Towns Fund Programme Update Dashboard**

### 12a Project Updates

Darowen Jones, Programme Manager, City of Wolverhampton Council (CWC) responded to queries in respect of the individual projects as published within the pack.

It was queried what would be in place to minimise disruption around the Bilston Market site whilst improvement works were going on. It was acknowledged that there may be some challenges in orchestrating this as the market would remain open throughout, however the Board was assured that consultation was ongoing with traders and solutions to reduce any impact on trade were being explored, such as the temporary relocation of some stalls.

A query was raised around what interventions were in place in addition to Wolves@Work to tackle youth unemployment as Wolverhampton had seen a small increase. It was noted that this would be incorporated into the Social Value item for the next meeting.

Resolved:

1. That the Project Updates dashboard be noted.
2. That Wolves@Work updates be included in the Wolverhampton Pound and Social Value agenda item for the next meeting.

### 12b Programme Level Risk Register

Attention was drawn to the Programme Level Risk Register included within the pack. There were no further queries raised.

Resolved:

That the Programme Level Risk Register be noted.

13

**Future High Streets Fund**

Attention was drawn to the Future High Streets Fund dashboard included within the pack which provided an update on Bell Street Box Space. There were no further queries raised.

Resolved:

That the Future High Streets Fund dashboard be noted.

14

**Any Other Business**

There was no other business raised.

City of Wolverhampton – City Investment Board

Action Tracker (from the meeting of 26 January 2024)

Agenda Item No.	Issue	Action / Resolution	Board Member/Officer Responsible	Timescale	Progress / Update
7	<b>Investment Zone and Green Innovation Corridor Update Presentation</b>	That further updates be received as a standing item on future City Investment Board agendas.	Richard Lawrence, Director of Regeneration, CWC	Ongoing	This is included on the agenda for this meeting and ongoing.
9	<b>Wednesfield Project Lead Update Presentation</b>	That places of worship be included in future engagement / consultations.	Darowen Jones, Programme Manager, CWC	Completed	Feedback to project manager for inclusion for next consultation.
10	<b>Towns Deal and Future High Streets Communication Strategy - Update Report</b>	That a breakdown be provided of Communication Strategy outcomes for each area / project.	Ian Fegan, Director of Vibrant City, CWC	Completed	This is included on the agenda for this meeting.
12a	<b>Project Updates</b>	That Wolves@Work updates be included in the Wolverhampton Pound and Social Value agenda item for the next meeting.	Darowen Jones, Programme Manager, CWC	Ongoing	Project will be presented at the May 2024 meeting.

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# Programme Dashboard

# Town Deal & Future High Street Fund

March 2024

DAROWEN JONES

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
- May 2025  
Wholesale Market in operation
- Jan 2026  
Construction Completion & Handover
- July 2026  
Culwell Depot Remediation



## + Successes

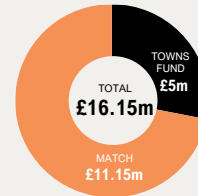
- Second stage in the main tender work.
- Tender returns received for the demolition within budget.
- Successful meetings with end users to ensure their requirements are incorporated to the RIBA 4 design work
- Culwell Street outline planning for residential development (up to 600 units) with approval 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

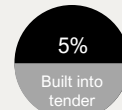
- Agreements to be reached with wholesale market traders in timely manner
- Value engineering options to maintain the project within budget
- Approval to build over remediated mineshaft from Coal Authority

## Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
● Match	0	0	100,000	5,000,000	6,050,000
● Towns Fund	98,331	276,164	651,820	3,079,084	894,601
<b>Total</b>	<b>98,331</b>	<b>276,164</b>	<b>751,820</b>	<b>8,079,084</b>	<b>6,944,601</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

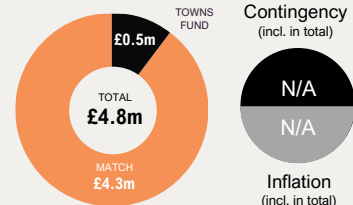
**555**  
(TF 49)

## 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 3 years



Visitor numbers

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



Increase in local expenditure

**£1.89m**  
minimum



Jobs created

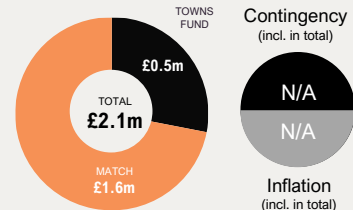
**1**  
through the project

## Key Milestones

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

## Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
Match	492,775	625,711	539,720	0	0
Towns Fund	28,386	116,938	317,676	35,000	0
<b>Total</b>	<b>521,161</b>	<b>742,649</b>	<b>857,396</b>	<b>35,000</b>	<b>0</b>



## + Successes

- 2023 has set the roadmap for further events across the city and surrounding areas for further events to increase footfall to the local economy.
- Bilston Commonwealth day, supported by Towns Fund, added to more than 15k visitors into the town centre.
- Krazy Races will be delivered in 2024 through Towns Fund.

## - 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

## Key Milestones

- Ongoing Stakeholder Engagement
- Q2 2024 RIBA 3 End Stage
- Q3 2024 Planning Approval
- Q3 2024 RIBA 4 End Stage
- Q4 2024 Construction Commence
- Q2 2025 Construction Complete



## Project Status

Current Stage

**RIBA 2**

Project Risk

AMBER

Project Delivery

AMBER

Project Budget

AMBER



## Summary Outputs



improved public realm (total length)

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



Jobs safeguarded

**100**



Pedestrian paths improved

**2km**



Increased dwell time



Higher footfall



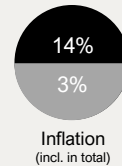
Accessibility improvements to High Street

## Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
● Match	0	0	0	0	0
● Towns Fund	103,070	70,847	234,246	2,524,180	350,000
<b>Total</b>	<b>103,070</b>	<b>70,847</b>	<b>234,246</b>	<b>2,524,180</b>	<b>350,000</b>



Contingency (incl. in total)



## + Successes

- RIBA Stage 2 incl cost report shared by Amey and circulated with service leads and stakeholders (National Express and TFWM)
- W/c 18<sup>th</sup> March, progression with online survey, on-site open day, formal consultation with residents and traders,
- Monthly updates to Councillors
- Update to traders on site 2nd February
- Progression with procuring surveys in readiness for RIBA Stage 3

## - Challenges

- Construction programme to be confirmed
- Resource issues, design team and legal
- Challenges with procurement of RIBA 2
- Business continuity during construction
- Timeline around purdah and Christmas

# 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
- Q1 2024 Planning Approval
- Q3 2024 Construction Works Commence
- Q3 2023 RIBA 3 Design Development
- Q2 2024 Tender for Construction Partner
- Q4 2025 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>



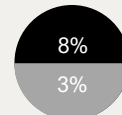
Increased footfall, visitor numbers, and perceptions

## Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
● Match	0	0	0	0	0
● Towns Fund	112,397	159,240	283,874	1,950,000	2,742,146
<b>Total</b>	<b>112,397</b>	<b>159,240</b>	<b>283,874</b>	<b>1,950,000</b>	<b>2,742,146</b>



Contingency (incl. in total)



Inflation (incl. in total)



## + Successes

- VE cost plan received
- Planning application approval February 2024
- Consultation with traders February 2024
- Councillor briefing February 2024
- Progression of tender documentation

## - Challenges

- Lack of engagement with EOI – only 2 response from Speller Metcalfe and GF Tomlinson
- Funding around the Taxi rank
- Start date delay due to trader's busy time in June/July
- Identify option for relocation of market traders during the construction

# City Centre Public Realm Phase 2

## Summary Outputs



improved public realm (total length)

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



new cycleway created (total length)

1,065m



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 2022 Options Appraisal Complete
- Q4 2022 & ongoing Stakeholder Engagement
- Q3 2024 Construction Commence
- Q3 2026 Construction Complete



## Project Status

Current Stage

RIBA 4

Project Risk

GREEN

Project Delivery

GREEN

Project Budget

AMBER

## + Successes

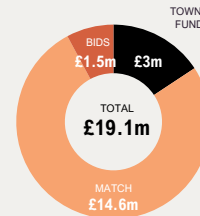
- Aecom continuing with survey and detailed design work.
- Further stakeholder consultation to be undertaken on project progress and detail.
- Procurement of main contractor completed.

## - Challenges

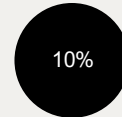
- Match funding bid is awaiting final decision from City Region Sustainable Transport Settlement Fund (CRSTS) Additional funding being sourced through Department for Transport Active Travel Fund.
- Business engagement / support to be undertaken as a continuous activity throughout the development of the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

## Financial Profile

	2022/23	2023/24	2024/25	2025/26	2026/27
Additional bids	0	0	6,830,000	7,800,000	1,500,000
Match CRSTS	0	0	6,830,000	7,800,000	1,500,000
Towns Fund	50,619	528,657	2,392,724	0	0
<b>Total</b>	<b>50,619</b>	<b>528,657</b>	<b>9,222,724</b>	<b>7,800,000</b>	<b>1,500,000</b>



Contingency (incl. in total)



# City Learning Quarter Phase 2

## Summary Outputs

### Key Milestones

- Q4 2023 Main College works Contractor Appointed
- Q3 2025 AE & Library Completion
- 2026 Onwards Disposal of Paget Road Site
- Q3 2025 College Works Completed
- September 2025 Main College opens

### Project Status

Current Stage

RIBA 5

Project Risk

AMBER

Project Delivery

AMBER

Project Budget

GREEN



Jobs created  
**51**



Jobs safeguarded  
**366**



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



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



Business assists  
**115**

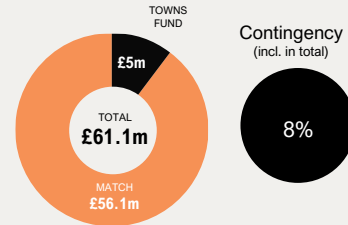
New build training / learning floorspace  
**7,503m<sup>2</sup>**

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

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

### Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
● Match	7,892,167	1,553,618	4,196,563	30,249,594	12,228,058
● Towns Fund	7,123	199,006	156,292	3,788,129	929,450
<b>Total</b>	<b>7,899,290</b>	<b>1,672,624</b>	<b>4,352,856</b>	<b>34,037,723</b>	<b>13,157,508</b>



### + Successes

- Main college work started on site in December 2024.
- 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

- Overall challenge for the project to physical and financially complete by March 2026.
- 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



## Project Status

Current Stage

In Delivery

Project Risk

GREEN

Project Delivery

GREEN

Project Budget

GREEN

## Summary Outputs



People supported into employment

1,107



Programme participants sustaining employment

447



New employment opportunities created

2,193



People into training

474

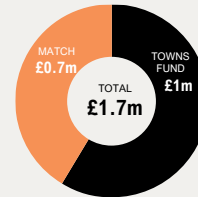


Full-time permanent jobs created

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)

N/A

## + 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 in March.
- Digital engagement provided by Wolves Workbox. 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.



# Arts Park

## Key Milestones

- Winter 2022  
Scoping of alternative premises
- Q3 2023  
Feedback DLUHC Start delivery TF
- Q4 2023 - Q1 2024  
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

RIBA 2

Project Risk

AMBER

Project Delivery

AMBER

Project Budget

GREEN



## + Successes

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

## - Challenges

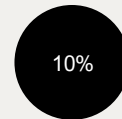
- Valuation of the College owned building.
- Change control processes to be management alongside DLUHC dealing with assurance on delivery within the funding window.
- Outcome from the condition surveys.

## Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
● Match	0	0	0	0	0
● Towns Fund	0	0	171,852	1,328,148	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>171,852</b>	<b>1,328,148</b>	<b>0</b>



Contingency (incl. in total)



# 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

- Q2 2023 RIBA 1 Concept Design
- Q3/Q4 2023 RIBA 2 Design Development
- Q1 2024 Planning Approval & RIBA 3
- Q4 2024 RIBA 4, Tender operator & Contractor
- Q2 2025 Construction Works Commence
- Q2 2026 Construction Complete & Opening

## Summary Outputs



Demolished redundant buildings

800m<sup>2</sup>



New car park spaces

70 spaces



New event venue

capacity  
1,000



New retail, hospitality and leisure space

1,650m<sup>2</sup>

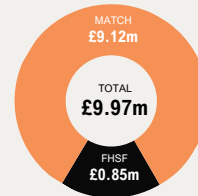


Increased footfall, visitor numbers

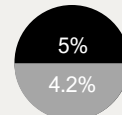
5,000/wk

## Financial Profile

	2021/22	2022/23	2023/24	2024/25	2025/26
● Match	0	444,000	12,000	2,710,000	5,956,000
● Future High Street					
● Fund (FHFSF)	0	189,323	493,000	164,869	0
<b>Total</b>	<b>0</b>	<b>633,323</b>	<b>505,000</b>	<b>2,874,869</b>	<b>5,956,000</b>



Contingency (incl. in total)



Inflation (incl. in total)



## + Successes

- Demolition 1-7A Cleveland Street complete
- RIBA Stage 3 reached
- Positive Operator feedback
- Planning Application Submitted

## - Challenges

- Budget (Council Approval)
- Secure Statutory Approvals
  - Planning
  - Building Control
  - 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. Next monitoring and evaluation return to DLUHC due in April/May 2024.	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.	Several projects been delayed impacting on the agreed drawdown scheduled. Projects still being delivered within the agreed deadline with the grant	02/05/25	3	2	6
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 DLUHC to prewarn if there are	31/03/26	4	3	12

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Agenda Item 11b

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 March.	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	31/01/25	2	4	8
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. Updates to documents for board review in May 2024. Meeting has Forward Plan in place which looks to manage workload and	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 a 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 (I&E Matrix Board, Levelling Up	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.	31/01/25	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.	Each project has press releases at key dates coordinated with the comms team. including other social	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	Press releases including statements from the Council and CIB as required. Hoardings around live construction site display Levelling Up Fund/DLUHC following	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 in January 2024 as inflation stabilised and projects have early engagement with contractors for costs. A full	31/03/26	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 from January 2024.	10/05/24	4	2	8
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