

Project Risk Register

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

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

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

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