

Risk No	Category	Title	Description and impact	Unmitigated Probability	Unmitigated Impact	Unmitigated Risk Rating	Mitigation/ Update	Mitigated Probability	Mitigated Impact	Mitigated Risk Rating	Owners	Risk score direction of travel	Status
BR01	Funding	May fail to secure £25million Towns Fund allocation on time, impacting programme	Towns Fund Stage 2 full business case needs to be completed by April 2022 to secure funding in July 2022 to meet programme	2	4	8	UPDATE: Full funding received August 22	2	4	0	HM	Resolved	Closed
BR02	Funding	Current project cost estimates show there is a need for additional gap funding to deliver 4332 sqm building AND for 3618 sqm building	Currently the project budget is estimated to be around £30m for full size building, requirement to reduce project budget or secure gap funding from other sources. UPDATE: Funding issue is now affecting CPO as inspector could see 'impediment' to the scheme being delivered.	4	3	12	Reduce cost of project to fit within £25million budget involves building a smaller building by omitting level 4. Fixtures and fitting to be leased or privately funded. Meanwhile, alternative funding is being sought from WMCA and private donors. Full business case and CPO drafted for three story building. Decision needed on which organisation will fund cost overrun above £25m	4	4	16	VS	Worsening	Open
BR03	Legal	There may be subsidy control implications of the final partnership arrangement between DMBC, DCoT and University of Worcester	The council may breach subsidy control legislation by benefiting the university of Worcester in its ability to licence the higher education building from Dudley college. Education institutions are exempt from subsidy control however it is unclear if this applies to research universities.	3	3	9	External legal advice will be sought to provide ongoing assurance that there will be no state aid issues before FBC is submitted.	2	3	6	MW	Improving	Open
BR04	Legal	Restrictive covenant on Hippodrome land may restrict land use	Covenant on Hippodrome site would restrict future uses if not mitigated	3	3	9	UPDATE: Covenant released through HPA section 203 in August 22	2	3	6	MW	Resolved	Open
BR05	Site Acquisition	CPO of 15 Castle hill titles may delay programme	A CPO process for 13 or 15 Castle street may delay the programme until 2025 academic year	5	4	20	Programme now incorporates CPO being made in 2022. Both landowners have appointed valuers in August 22 which may lead to a negotiated solution however the team are proceeding on the basis that a CPO will be required.	3	4	12	MCx	Improving	Open
BR06	Construction contract	IPI construction contract is new to local authorities and still in trial phase	IPI Initiatives were successful in a procurement exercise to provide contract services and consultancy. However, costs were higher than expected and the applicability of the IPI model is in doubt	4	4	16	Legal advice from Trowers and Hamlins shows additional client risks are not substantial. Cabinet approval to use the IPI process has been secured and IPI procurement process has commenced.	3	3	9	VS	No change	Open
BR07	Demolition	Ability to discharge pre-demolition conditions	Planning pre-demolition condition 24 requires main construction contract to be let before demolition. This requires the alliance agreement to have been signed by all partners	3	3	9	LPA have agreed to discharge on signature of the alliance contract.	3	2	6	VS	Improving	Open
BR08	Demolition	If demolition timetable slips beyond Winter 22/23 the next available demolition time will be Winter 23/24 due to need to demolish in Dudley zoo's off season.	Due to an agreement with the zoo, DMBC will not demolish the former hippodrome in Dudley Zoo's spring or summer peak season due to the proximity of the site to visitor walkways.	3	3	9	Requirement clearly communicated between partners and IPI facilitators.	3	3	9	VS	No Change	Open
BR09	Site Acquisition	Dudley Zoo leasehold interest within development redline which may delay DMBC site acquisition	Dudley zoo is a long leaseholder of land within the redline and disposal must be approved by the Charities commission, causing a delay of unknown severity	4	3	12	Working with Dudley Zoo leadership to expedite the process to gain charity commission approval. Land swap proposals tabled and in negotiation. Plan agreed with Derek to regrant longer lease omitting areas required for the scheme	3	3	9	MCx	No change	Open
BR10	Site Access	Site Access during demolition/construction may be restricted due to the amount of development in the area	Metro works on zoological drive and castle hill may restrict movement for demolition/construction leading to delays and knock-on impacts on site	4	3	12	Negotiations ongoing with DZG and WMCA Metro teams on programme during construction. Latest discussions indicate a preference from WMCA for demolition/construction to use castle hill	3	2	6	MCx	No Change	Open
BR11	Funding	Possibility of ERDF clawbacks from zoo office and public realm works behind the hippodrome	ERDF funded public realm and art works are within the planning redline.	4	2	8	Liase with Dawn Nicholls to ensure ERDF funding guidance is not broken, provide contingency if it will be breached	3	2	6	VS	No change	Open
BR12	Site Access	Dudley Zoo may not provide access agreements once building is completed to allow access to HE building post construction	If access agreement is not given, access to the HE building will be restricted or will need to be limited to castle hill, building will need to be redesigned to accommodate	5	2	10	Initial conversations have started, to be developed during developed design	3	2	6	MCx	No Change	Open
BR13	Cost	Labour shortages caused by high number of local and regional construction projects including Midland Metro extension and HS2	There is significant regional demand for building services labour which is inflating costs and causing shortages. This will continue into the delivery period.	4	3	12	Collaborative nature of the IPI build contract will enable the construction alliance to problem solve more effectively. However this may involve labour cost inflation	3	3	9	IPI	No change	Open
BR14	Cost	Covid-19, Brexit and/or War in Ukraine worsens inflationary pressures and shortages further	Further shortages may lead to delay construction programme or delivery delays and increased costs due to shortages and hyperinflation of building supplies. Target cost not yet agreed between IPT members so continued increases in inflation will lead to further cost increases	4	4	16	IPI delivery method will provide more certainty earlier on about project cost when alliance members have agreed outline solution	4	4	16	VS	Worsening	Open
BR15	Site Acquisition	Challenges and objections from CPO enquiry may prevent the council acquiring the land	CPO enquiry process may result in a decision in favour of landowners, preventing the council from acquiring the site	3	5	15	The council have appointed Browne Jacobson to assist with legal aspects of the CPO, including commissioning a barrister to represent the Council at enquiry.	2	5	10	VS	New Risk	Open
BR16	Partnership	Project delivery partner withdrawal or insolvency	As there is no formal agreement between the three project partners, there is a substantial risk that the Council will be unable to deliver the project and deliver benefits without	2	5	10	No mitigations currently in place. Work commencing increase meeting frequency between all partners and work towards written agreement	2	5	10	HM	No change	Open