

Risk No	Category	Title	Description and impact	Unmitigated Probability	Unmitigated Impact	Unmitigated Risk Rating	Mitigation/ Update	Mitigated Probability	Mitigated Impact	Mitigated Risk Rating	Owners	Direction of Travel	Status
BR01	Funding	May fail to secure £25million Towns Fund monies	Full grant amount needed to deliver the scheme	2	5	10	£25m allocation announced by MHCLG in July 21 subject to Full Business Case	1	5	5	HM	No Change	Open
BR02	Funding	Current project cost estimates show there may be a need for additional gap funding	Currently the project budget is estimated to be around £27m, requirement to reduce project budget or secure gap funding from other sources	4	3	12	Reduce cost of project to fit within £25million budget, fixtures and fitting to be leased or privately funded. Current cost estimate is £27m however there is contingency in the budget in land assembly costs and public realm works.	3	3	9	BK	No change	Open
BR03	Legal	There may be subsidy control implications of University of Worcester as a partner	The council may breach subsidy control legislation by benefitting 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.	2	3	6	External legal advise will be sought after Head of Terms agreed to confirm and provide ongoing assurance that there will be no state aid issues	1	3	3	MW	New Risk	Open
BR04	Legal	DMBC, Dudley College and University of Worcester may fail to agree Heads of Terms or lease agreements for the building.	Although an MoU has been signed, a heads of terms for the lease agreement between DMBC and Dudley College. And the agreement between Dudley college and University of Worcester has not been agreed. Without this section 123 and state aid legislation cannot be confirmed	2	5	10	DMBC legal team is working proactively to draft heads of terms documents and engage effectively with Dudley college	2	5	10	MW	New Risk	Open
BR05	Legal	Restrictive covenant on Hippodrome land may restrict land use	Covenant on Hippodrome sitewould restrict future uses if not mitigated	3	3	9	If covenant cannot be lifted DMBC to take out indemnity insurance. UPDATE: Early of Dudley's objection to the planning application may make it more difficult to obtain an indemnity on the covenant	3	3	9	MW	Up	Open
BR06	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 after 2024 academic year	4	4	16	Gateley Hamer have issued initial offers to 13 and 15 Castle street outside of a CPO process. Negotiations are ongoing.	3	4	12	MCx	Up	Open
BR07	Construction contract	IPI construction contract is new to local authorities and is untested with local authorities	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	Continuing dialogue with procurement colleagues and SJ to advise	3	4	12	VS	Up	Open
BR07	Demolition planning conditions	Pre-demolition condition to have executed main construction contract, risk that signing the alliance agreement will not count as executing main contract	If historic england took a view that the contract is only executed when the full detailed design is in place then this would mean a significant delay to demolition timeline Richard Stevenson not able to give clear advice.	4	5	20	Commence discussions with historic england and LPA urgently	3	5	15	VS	Up	Open
BR07	Site Acquisition	Dudley Zoo leasehold interest within development redline which may delay DBMC 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	Liasing with Dudley Zoo leadership to expediate the process to gain charity commission approval. Land swap proposals tabled and in negotiation	3	3	9	MCx	NO change	Open
BR08	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	5	3	15	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	4	2	8	MCx	No Change	Open
BR09	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	New Risk	Open
BR10	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
BR11	TF Stage 2	Towns Fund Stage 2 full business case needs to be completed by April 2022 to secure funding and meet programme	If full business case not submitted by the end of year this will delay funding award and programme.	3	4	12	Monthly milestones to be agreed with MCHLG and additional capacity to complete stage 2 has been commissioned	2	3	6	VS	No Change	Open
BR12	Budget	Covid-19 and Brexit cause continued material and labour shortages and/or social distancing	Further shortages may lead delay construction programme or delivery delays and increased costs due to price inflation.	4	3	12	on site. We are not likely to know until we are on site. We will take steps to secure supply chain with appointed main contractor. If current shortages continue until construction phase, costs will increase by circa £1m.	3	3	9	RK/NT	No Change	Open

PROBABILITY (Over next 12 months)	Almost Certain >90%	5	Minor (5)	Moderate (10)	Significant (15)	Major (20)	Major (25)
	Likely 50%-90%	4	Minor (4)	Moderate (8)	Significant (12)	Major (16)	Major (20)
	Moderate 30%-50%	3	Insignificant (3)	Minor (6)	Moderate (9)	Significant (12)	Significant (15)
	Unlikely 10%-30%	2	Insignificant (2)	Minor (4)	Minor (6)	Moderate (8)	Moderate (10)
	Rare < 10%	1	Insignificant (1)	Insignificant (2)	Insignificant (3)	Minor (4)	Minor (5)
				1 Insignificant	2 Minor	3 Moderate	4 Significant