

## Report of the Chief Audit and Control Officer

**GOVERNANCE DASHBOARD – MAJOR PROJECTS**1. Purpose of Report

To provide the Committee with an update to the 'Governance Dashboard' relating to the Council's major projects.

2. Recommendation

**The Committee is asked to NOTE the report.**

3. Detail

The Council currently has four major projects in progress: the Housing Delivery Plan, Stapleford Towns Fund, Kimberley Levelling Up Fund and the UK Shared Prosperity Fund. As part of Internal Audit's role in providing independent assurance over the governance arrangements in place at the Council, an Annual 'Governance Dashboard' report relating to these projects is provided to this Committee.

The first part of this report (appendix one) provides an update on recent work performed by Internal Audit regarding the four projects. The second part of this report (appendix two) comprises the checklist, completed by managers involved in the projects, detailing the governance arrangements in place for each project.

Over the lifetime of these projects, Internal Audit also carries out scheduled audits of each project as part of the Annual Audit Plan. The findings, and any recommendations, arising from these scheduled audits, are reported to this Committee as part of the regular Internal Audit Progress Reports presented at each meeting.

Internal Audit is pleased to report that no issues have been noted with the governance arrangements for the four projects currently in progress. The sole point to which this Committee's attention is drawn is that the governance arrangements for the Kimberley Levelling Up Fund are, at the time of writing, at the 'draft' stage. Internal Audit has reviewed the proposed arrangements and identified no significant issues. A verbal update on this matter will be provided by the Chief Audit and Control Officer at this meeting of the Committee.

4. Financial Implications

The comments of the Head of Finance Services were as follows:

Under the Council's Constitution, this Committee is responsible for overseeing the maintenance of the Council's internal control environment and for monitoring and making recommendations regarding the Council's corporate

governance arrangements. The importance of good governance cannot be overstated in the successful management of these major projects which are key to the delivery and sustainability of the Council's services to its communities. Whilst there are no direct financial implications resulting from this report, a strong governance, risk management and internal control framework will support sound decision making and complement the financial and performance management arrangements in place.

5. Legal Implications

The comments from the Head of Legal were as follows:

Whilst there are no direct legal implications arising from this report, the Accounts and Audit (England) Regulations 2015 require specifically that a relevant body must 'undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, considering public sector internal auditing standards or guidance'.

6. Human Resources Implications

The comments from the Human Resources Manager were as follows:

Not applicable.

7. Union Comments

The comments from the Union were as follows:

Not applicable.

8. Climate Change Implications

There were no comments for Climate Change implications.

9. Data Protection Compliance Implications

This report does not contain any [OFFICIAL (SENSITIVE)] information and there are no Data Protection issues in relation to this report.

10. Equality Impact Assessment

As there is no change to policy an equality impact assessment is not required.

11. Background Papers

Nil.

**APPENDIX 1****GOVERNANCE DASHBOARD – INTERNAL AUDIT**Housing Delivery Plan

A scheduled audit of the Housing Delivery Plan was completed as part of the Internal Audit Plan for 2021/22. The findings and recommendations arising from the audit were reported to this Committee as part of the regular Internal Audit Progress Report in July 2021.

The audit opinion was that of a ‘substantial’ (the highest) level of assurance. All three recommendations made in the audit report have since been implemented by management as previously reported to this Committee.

Since the completion of the above-detailed scheduled audit, Internal Audit has continued to monitor the progress of the project. No issues with the governance arrangements for the project have been noted during this time. A fresh scheduled audit of the Housing Delivery Plan is included within the Internal Audit Plan for 2023/24. The results of this audit will be reported to this Committee in due course.

Stapleford Towns Fund

A scheduled audit of the Stapleford Towns Fund was completed as part of the Internal Audit Plan for 2022/23. The findings and recommendations arising from the audit were reported to this Committee as part of the regular Internal Audit Progress Report in March 2023.

The audit opinion was that of a ‘substantial’ (the highest) level of assurance. As no significant issues were noted during the course of the audit, no specific recommendations to address deficiencies in project governance arrangements were made.

Since the completion of the above-detailed scheduled audit, Internal Audit has continued to monitor the progress of the project. No issues with the governance arrangements for the Stapleford Towns Fund have been noted during this time. A fresh scheduled audit of the Stapleford Towns Fund will be considered for inclusion within the Internal Audit Plan for 2024/25.

Kimberley Levelling Up Fund

An audit of the Kimberley Levelling Up Fund is included within the Internal Audit Plan for 2023/24. This audit has not yet commenced and is scheduled for completion in December 2023. Internal Audit has, however, continued to monitor the progress of the project through review of relevant Cabinet reports, management reports, attendance at workshop events and discussions with the project managers.

No significant issues have arisen during this time. It is, however, noted that the governance arrangements for the Kimberley Levelling Up Fund are, at the time of writing, at the ‘draft’ stage. Internal Audit has reviewed the proposed arrangements

and identified no significant issues. A verbal update on this matter will be provided by the Chief Audit and Control Officer at this meeting of the Committee.

#### Shared Prosperity Fund

An audit of the Shared Prosperity Fund is included within the Internal Audit Plan for 2023/24. This audit has not yet commenced and is scheduled for completion in December 2023. Internal Audit has, however, continued to monitor the progress of the project through review of relevant Cabinet reports, management reports and discussions with the project managers.

No significant issues have arisen during this time. The results of the scheduled audit will be reported to this Committee at the meeting immediately following completion.

APPENDIX 2

**GOVERNANCE DASHHOARD – COMPLIANCE CHECKLIST**

The following table comprises the responses of the Project Sponsors and other relevant senior managers to the Compliance Checklist devised to provide an overview of the governance arrangements in place for each of the Council’s four major projects. As noted in appendix one, the governance arrangements for the Kimberley Levelling Up Fund are, at the time of writing, in draft form only. This table details the proposed draft arrangements.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund (Proposed)	Shared Prosperity Fund
<b>Project Board:</b>	Cabinet	Stapleford Towns Fund has an Executive Board (51% of which, including the Chair, must be non-public sector). The Project Delivery Board sits underneath the Executive Board to drive delivery.	Strategic Partnership Board proposed, with no more than 17 members and Broxtowe Borough Council to have a majority on the Board. There is a Financial Control Group Chaired by the Deputy Chief Executive to ensure due diligence.	The Project receives its Governance from Cabinet and works to an Investment Plan agreed by DHLUC.
<b>Officer Working Group or other Stakeholder Group:</b>	Housing Delivery Group	All the projects are supported by a cross-departmental officer working group. Some projects also have a steering group; some have stakeholder consultation as a process. The grants have an independent advisory panel.	Project Groups to sit beneath Strategic Board, consisting of stakeholders with Officers as appropriate.	There is a Members Advisory Panel supported by Officers to consider three themes and projects.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund (Proposed)	Shared Prosperity Fund
<b>Project Sponsor and/or Senior Responsible Owner:</b>	Deputy Chief Executive	Chief Executive Deputy Chief Executive	Chief Executive Deputy Chief Executive	Leader of the Council Chief Executive
<b>Project Manager:</b>	Interim Housing Delivery Manager	Regeneration Manager	Economic Development and Regeneration Manager	Economic Development Manager (Shared Prosperity Project Officer)
<b>Business Case/Project Plan: Has the business plan been approved by a Committee(s)?</b>	The Housing Delivery Plan (including the business plan) was approved by Housing Committee in June 2019.	The 6 Stapleford Towns Fund final business cases have been fully approved by Government and were previously agreed when the TIP was endorsed by the Council	The bids included comprehensive business project case information approved by government in the LUF bid.	No, but the Investment Plan has been signed off by Cabinet.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund (Proposed)	Shared Prosperity Fund
<p><b>Has the project vision, objectives, delivery strategy been defined?</b></p>	<p>Project vision, objectives and delivery/action plan identified in the Housing Delivery Plan.</p>	<p>Yes. For each, project a draft project vision was agreed by the Board, then business cases for each potential project were developed and went through external assurance with Thomas Lister. Then project summary reports were provided. The updated Local Assurance Framework provided detail on delivery, governance and performance monitoring.</p>	<p>Yes. Vision and Objectives for each of the three main projects and a delivery strategy were written as part of the LUF bid.</p>	<p>The Programme is prescribed by the Government.</p>
<p><b>Is there a delivery/action plan?</b></p>	<p>A delivery/action plan was identified in the Housing Delivery Plan.</p>	<p>A timeline for delivery of the bid has been agreed. Final business cases for each project outlines individual timelines. Detailed action plans are being developed.</p>	<p>A timeline for delivery of the bid has been agreed, but individual timelines will need refining as the funding stream from central government was provided six months later than expected. This impacts some work (e.g. work scheduled outside normal periods of use). Detailed action plans are being developed.</p>	<p>The Programme is prescribed by the Government.</p>

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund (Proposed)	Shared Prosperity Fund
<b>Have outcome targets been set and is performance regularly monitored?</b>	Targets are identified and monitored through the Housing Delivery Group meetings, the Housing Capital Programme and Cabinet reports.	Outputs and outcome targets have been set in each project’s business case and performance monitoring is detailed in the M & E plan. Submitted twice annually to DHLUC. Spend is also a target.	Outputs and outcome targets have been set and performance monitoring is reviewed regularly. Submitted twice annually to DHLUC Spend is also a target.	Outputs and outcome targets have been set and performance monitoring is reviewed regularly. Submitted three times per year to DHLUC Spend is also a target.
<b>Is the Business Case subject to regularly review and updated?</b>	Yes, through the Housing Delivery Group and Cabinet reports.	Business cases are not now subject to review. Rather, the projects are being reviewed via risk assessment. ‘Programme and Viability’ is one of the key criteria for projects that are now in the process of being delivered.	Business cases are not now subject to review. Rather, the projects are being reviewed via risk assessment. ‘Programme and Viability’ is one of the key criteria for projects that are now in the process of being delivered.	Not applicable.
<b>Project Board: Has a project board been established?</b>	Yes – the Housing Delivery Group	Yes. Executive Board established. Delivery Board also in place.	No. The Board is scheduled to meet for the first time in September 2023 Board Proposal and Terms of Reference in final stages of being agreed.	Members Advisory Panel as agreed by Full Council in May 2023. The panel has met twice.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund (Proposed)	Shared Prosperity Fund
<b>What is its meeting frequency?</b>	The Housing Delivery Group meets monthly.	The Executive Board meets quarterly. Delivery Board, six-weekly.	Proposed that Strategic Board will meet at least three times a year. Project Delivery Groups will meet at initial 6 week frequencies but will adjust as needed.	The Members Advisory Panel will meet when a new grant is being assessed or new funding decisions are required – it is designed to ‘in fill’ between Cabinet Cycles.
<b>Who attends the meetings?</b>	The Group is chaired by the Deputy Chief Executive, serviced by the Interim Housing Development Manager and comprises of Officers from Housing, Finance Services, Planning, Legal Services and Estates.	Meetings are well attended by those who are on the Board and are always quorate. Board Members are entitled to attend Officers, consultants and stakeholders by invitation.  The Delivery Board comprises the Chief Executive, Deputy Chief Executive, Chair of the Board, Head of Asset Management and Development, Procurement and Contracts Officer, Regeneration Manager and at least 1 other officer. Other Officers and consultants in attendance as required.	As there have been no meetings, and no one has been appointed it is not possible to answer this question. other Officers and consultants in attendance.	The Leader, Deputy Leader, Portfolio Holder and three other Members. Other Officers and consultants in attendance – the Economic Development Manager and Project Officer also attend as does a Democratic Services Officer.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund (Proposed)	Shared Prosperity Fund
<p><b>How have Board Members been identified and appointed – is this based upon any particular skillset?</b></p>	<p>Officers from Housing, Finance Services, Planning, Legal Services and Estates.</p>	<p>For the Delivery Board this is based on the key criteria commercial, finance, legal, procurement and construction. There is a need to provide secretariat too.</p> <p>The Executive Board is made up of private, public and third sector members, with a majority from the private sector. The local MP, Darren Henry, is also on the Board.</p> <p>Representativeness of tiers of government and private sector leadership is crucial. The membership is from the local town business owners, Town Council, local voluntary sector as well as the LEP &amp; Nottinghamshire County Council, Stapleford Town Council, Broxtowe MP, and the third sector. New Business Board Members must apply and be voted on board.</p>	<p>Draft Terms of Reference refer to 17 members, one of whom must be an MP. The Chief Executive will be the Chair and Kimberley Town Council will appoint their own representatives</p> <p>It is envisaged that the Executive Board will be made up of private, public and third sector members. The MP will be the Member of Parliament covering Kimberley, Darren Henry, and there will be representatives from local town business owners, Members and senior Officers from this Council, Nottinghamshire County Council, and Kimberley Town Council.</p> <p>To be approved by Cabinet.</p>	<p>The Advisory Panel is elected Members with experience of the communities of Broxtowe.</p>

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund (Proposed)	Shared Prosperity Fund
<b>Have roles been established and has authority and responsibilities been defined?</b>	Roles have been established and responsibilities identified.	A chair/vice-chair have been appointed. Their powers are as agreed by the Board and outlined in the Local Assurance Framework. Otherwise they have no individual decision making authority.	No. Draft Terms of Reference indicate the Chair of the Strategic Board will be the Chief Executive; a Financial Control and Monitoring Group will be led by the Deputy Chief Executive, with at least one member of Kimberley Town Council on this group along with the Monitoring Officer	The Leader chairs the meetings.
<b>Has decision making authority been defined to comply with Financial Regulations/Scheme of Delegation (committee approval or delegated powers)?</b>	All proposals are agreed by the Group and then taken to GMT and Cabinet as required or dealt with under Delegated Powers and Financial Regulations.	Yes. Any expenditure complies with Financial Regulations and work is subject to tendering as required by Financial Regulations. The Deputy Chief Executive attends and has oversight of these meetings.	Yes. Any expenditure complies with Financial Regulations and work is subject to tendering as required by Financial Regulations. The Deputy Chief Executive will Chair the Financial Control and Monitoring Group.	Yes. Any expenditure complies with Financial Regulations and work is subject to tendering as required by Financial Regulations. The Deputy Chief Executive will be the final point of oversight as per Government Rules.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund (Proposed)	Shared Prosperity Fund
<p><b>Have any potential conflicts of interest been identified and duly declared?</b></p>	<p>Yes</p>	<p>Declarations of interest is a regular item on the agenda. Board membership includes developers and an estate agent. If there be a failure to declare any conflict, the Standards regime would be unable to hold private sector Board members to account. However, criminal law would apply if a fraud had occurred.</p>	<p>Not yet applicable, but once the Board meets these will be sought and declared.  Terms of Reference highlight the separation of financial affairs in a separate monitoring group, and project group members would not be able to vote on issues affecting ‘their’ projects.</p>	<p>All interests are declared and minuted.</p>
<p><b>Is an agenda prepared and are meeting minutes taken?</b></p>	<p>Agendas and minutes are prepared for each monthly meeting. A report is presented to Members on a quarterly basis via ‘Members Matters’ which includes a programme update, finance update and covers items for Committee approval.</p>	<p>Yes. Every meeting has an agenda and is minuted. For the Executive Board redacted versions of these are publicly available.</p>	<p>These will be, when meetings begin.</p>	<p>Yes, by Democratic Services.</p>

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<b>Project/Delivery Plan:</b> <b>Has a project/delivery plan been prepared?</b>	The project has an approved Housing Delivery Plan which will be updated at key trigger dates.	Yes. There is a project plan which is kept up to the date for each of the 6 projects	Yes. There is a project plan up to the date of submission. A programme of work exists, taking into account the delays in government funding. We are transitioning into the work programme and assigning project managers to each of the projects.	Yes. This corresponds to the YR2 and YR3 Implementation Plans and the Initial Investment Plan.
<b>Are these plans regularly reviewed and updated?</b>	The plans are reviewed by the Housing Delivery Group and Cabinet.	The Delivery Board reviews plans every 6 weeks. Overall Progress is reviewed on a quarterly basis in line with Executive Board meetings.	Moving forward, the current plan will be reviewed on a regular basis in line with Strategic Board meetings.	Not applicable.
<b>Reporting to Key Stakeholders and Members:</b> <b>Is there any scrutiny of strategic decision making by Members?</b>	Yes – at Cabinet	Members are included on the Board (including opposition group members). Progress is reported to Cabinet where scrutiny occurs.	Members will be included on the Board. Progress has been, and will continue to be, reported to Cabinet.	Progress has been, and will continue to be, reported to Cabinet.
<b>What is the lead Committee?</b>	Cabinet	Cabinet	Cabinet	Cabinet

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund (Proposed)	Shared Prosperity Fund
<p><b>Are the outcomes of the Project Board meeting (i.e. minutes, action plans, risk registers) reported to GMT, political leaders and/or the appropriate Committee(s)?</b></p>	<p>An update report on the Housing Delivery Plan has been prepared for every Housing Committee since October 2019. Since the cabinet system has been introduced a report is now taken to Members through 'Members Matters' on a quarterly basis.</p> <p>Main outcomes from the Housing Delivery Group are reported to GMT, Committee Chairs and/or Cabinet. Senior Officers have most of the authority required to approve the mechanics of delivering the programme within the agreed budget.</p>	<p>Yes. Cabinet receive reports on progress. GMT see all papers on their way to Cabinet.</p>	<p>They will be, once meetings commence.</p>	<p>Yes. Cabinet receive reports on progress.</p>
<p><b>What is the frequency of these update reports?</b></p>	<p>As per the appropriate Cabinet and 'Members Matters' cycles.</p>	<p>Quarterly or as and when a major decision is required.</p>	<p>This will be tri-annually or as and when a major decision is required.</p>	<p>At least annually or as and when a major decision is required.</p>

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<p><b>Budget/Financial Management:</b>  <b>Do operations take due regard of the Council Financial Regulations?</b></p>	<p>All operations take regard of the Council's Financial Regulations.</p>	<p>Yes. Expenditure is in accordance with the Council's Financial Regulations. This is overseen by the Deputy Chief Executive who attends Executive Board meetings and works with the Economic Development team. The Council needs to take into consideration the Memorandum of Understanding it has signed with DHLUC.</p>	<p>Yes. A Financial Control and Monitoring Group will exist outside the Strategic Board and will be chaired by the Deputy Chief Executive. The Council needs to take into consideration the Memorandum of Understanding it has signed with DHLUC.</p>	<p>Yes. decisions are signed-off by the Deputy Chief Executive. The Council needs to take into consideration the Memorandum of Understanding it has signed with DHLUC.</p>
<p><b>Has the budget been approved? By whom and when?</b></p>	<p>Budget approved by Finance and Resources Committee on 19 October 2019 and revised in subsequent years' budget process.</p>	<p>Yes, Government awarded £21.1m. The budget for the project is reported regularly to the Towns Fund Board.</p>	<p>Yes, Government awarded £16.4 million, with specified budgets for each sub-project.</p>	<p>Yes, Government awarded £2.6 million, with specified budgets for each sub-project.</p>

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<p><b>What are the arrangements for monitoring and reporting financial performance?</b></p>	<p>Monitoring and reporting of Financial performance is undertaken by the Head of Finance Services and the Project Manager on a quarterly basis for Cabinet.</p>	<p>Reported to every meeting of the Board and progress reported to the Cabinet. There is currently some consideration of a Capital Monitoring Group. The Delivery Board must sign-off DHLUC returns.</p>	<p>A Financial Control and Monitoring Group will exist outside the Strategic Board. This will feed into both Quarterly LUF monitoring and the Strategic Board. There is currently some consideration of a Capital Monitoring Group.</p>	<p>The Chief Executive and Deputy Chief Executive sign off the monitoring reports.</p>
<p><b>Is financial performance considered by Project Board, GMT and/or Committee(s)?</b></p>	<p>Yes, by Cabinet.</p>	<p>Financial performance is a matter covered in progress reports to Cabinet.</p>	<p>Financial performance is a matter covered in progress reports to Cabinet.</p>	<p>Financial performance is a matter covered in progress reports to Cabinet.</p>
<p><b>Procurement/Contracts/Legal How do you ensure compliance with procurement regulations and internal process (Contract Financial Regulations)?</b></p>	<p>The procurement of contracts is carried out in line with procurement regulations and the Council's Financial Regulations.</p>	<p>Tendering in accordance with Financial Regulations. The Local Assurance Framework is a requirement of Government for this project – the Procurement Manager is also a member of the Delivery Board. The Deputy Chief Executive has final oversight.</p>	<p>Tendering in accordance with Financial Regulations. The Memorandum of Understanding provides another level of assurance and compliance to be followed. The Delivery Plan has further details on procurement. Permission from Cabinet has been agreed to use Framework Contracts where necessary.</p>	<p>Tendering in accordance with Financial Regulations. The Memorandum of Understanding provides another level of assurance and compliance to be followed.</p>

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund (Proposed)	Shared Prosperity Fund
<p><b>How do you ensure compliance with contractual terms and other legal matters?</b></p>	<p>All contracts are signed by the appropriate officer under delegated powers. The Legal department are consulted on significant contracts. Cabinet approval is also sought if required for the contracts.</p>	<p>Written agreement as to the work that is required is agreed prior to the commencement of work. Should anything deviate from this, the agreed reporting procedures are used. For major works, a contract will be put in place.</p>	<p>Written agreement as to the work that is required is agreed prior to the commencement of work. For major works, a contract will be put in place.</p>	<p>Written agreement as to the work that is required is agreed prior to the commencement of work. For major works, a contract will be put in place.</p>
<p><b>Risk Management:</b>  <b>Has the project 'risk appetite' been defined considering the acceptable levels of risk in strategic, financial, operational, regulatory and reputational terms, and is this used to inform risk management?</b></p>	<p>Risk is discussed at length at the Housing Delivery Group on a scheme by scheme basis.</p>	<p>Yes, this is in line with the Council's 'risk appetite'.</p>	<p>Yes, this is in line with the Council's 'risk appetite'.</p>	<p>Yes, this is in line with the Council's 'risk appetite'.</p>

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund (Proposed)	Shared Prosperity Fund
<p><b>How are risks managed at project level? Do these feed into the Council's strategic risks?</b></p>	<p>Risk is discussed at length by the Group. Schemes have to work within the constraints of the HRA Business Plan and the Housing Capital Programme. Work is being undertaken to agree a financial appraisal for housing delivery programme. Risk for new opportunities is carefully considered by the Project Manager on a scheme by scheme basis.</p>	<p>Risk management will be in line with established techniques using a pre and post mitigation framework similar to those in the PRINCE2 risk management Framework. We have a risk register for each project which is reviewed and re-scanned regularly. This is a feature of our regular DHLUC reporting.</p>	<p>Risk management will be in line with established techniques using a pre and post mitigation framework similar to those in the PRINCE2 risk management Framework. We have a risk register for each project which is reviewed and re-scanned regularly. This is a feature of our regular DHLUC reporting.</p>	<p>This is a feature of our regular DHLUC reporting and we review delivery at regular schedules of intervention, depending on the scale of individually funded projects.</p>

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund (Proposed)	Shared Prosperity Fund
<p><b>Is a risk register prepared and is this regularly maintained and reviewed by the Project Board?</b></p>	<p>Yes. The next discussion of this is scheduled to be September 2023.</p>	<p>Each business case has a risk register. This continues to be updated and reported throughout delivery. This risk register will be maintained by the Project Manager and is reported to the Delivery Board and by exception to the Executive Board. It will then go through the normal internal reporting channels as outlined previously.</p>	<p>Each project has a risk register. This will continue to be updated and reported throughout delivery. This risk register will be maintained by the Project Managers and reported to the Financial Monitoring and Control Group and escalated to the Strategic Board as necessary and, where needed, other internal reporting channels.</p>	<p>Only for the whole programme - there are too many sub projects and grant funds to do this overall (most of the funds are allocated to revenue). The biggest risk is claw-back through underspends.</p>
<p><b>Is the risk register more widely reported and reviewed?</b></p>	<p>Not currently</p>	<p>Each business case has a risk register. This is reported on now each of the projects moves towards in different stages of delivery. This risk register is maintained by the Project Manager and reported to the Delivery Board and by exception to the Executive Board. It will then go through the normal internal reporting channels as outlined previously.</p>	<p>Each risk register will be updated and reported each quarter for LUF monitoring, and therefore have been agreed previously with the Project Groups and Strategic Board.</p>	<p>Reviewed three times per year by the Chief Executive and Deputy Chief Executive.</p>

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund (Proposed)	Shared Prosperity Fund
<p><b>Have risk tolerances been agreed in terms of cost, time and quality and are there clear escalation levels should the level of risk be outside these limits.</b></p>	<p>Schemes are not progressed where the likelihood of securing planning permission is not viable. The nature of residential development is that abortive costs will be accrued for development opportunities that are initially worked up but which are not ultimately developed. The level of acceptable abortive costs for sites (both Council owned and privately owned) needs to be agreed.</p>	<p>Project risks for the Business Cases have been outlined with corresponding risk management plans have been created in line with government requirements. Contingency have been included to account for current market instability. This is a regular reviewed item within the register. The basic principle is that the Council will not fund above the grant ceiling.</p>	<p>Project risks have been outlined with corresponding risk management plans created in line with requirements. The basic principle is that the Council will not fund above the grant ceiling</p>	<p>Yes. The basic principle is that the Council will not fund above the grant ceiling.</p>
<p><b>Other Considerations</b> Any other considerations for inclusion in the dashboard report.</p>	<p>None</p>	<p>None</p>	<p>None</p>	<p>This is predominantly a revenue-based programme administered by Broxtowe in line with an agreed series of activities prescribed by the funder, DHLUC.</p>