

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 2023/24. The findings and recommendations arising from the audit were reported to this Committee as part of the regular Internal Audit Progress Report in September 2024.

The audit opinion was that of a 'reasonable' level of assurance with no significant issues identified in the course of the review. Three recommendations relating to the refresh and update of the Housing Delivery Plan, financial appraisal of development proposals and file management were proposed by Internal Audit and agreed with management.

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 Housing Delivery Plan have been noted during this time.

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.

'Kimberley Means Business'

A scheduled audit of the 'Kimberley Means Business' Programme was completed as part of the Internal Audit Plan for 2023/24. The findings and recommendations arising from the audit were reported to this Committee as part of the regular Internal Audit Progress Report in September 2024.

The audit opinion was that of a 'reasonable' level of assurance with no significant issues identified in the course of the review. Two recommendations relating to the communication of procurement requirements and the monitoring of procurement compliance were proposed by Internal Audit and agreed with management.

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 'Kimberley Means Business' Programme have been noted during this time.

Bramcote Leisure Centre

An audit of the governance arrangements for the Bramcote Leisure Centre Project is included within the Internal Audit Plan for 2025/26. This audit has not yet commenced and is scheduled for Autumn 2025. 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.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund	Bramcote Leisure Centre
Project Board:	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 Board instituted, Chaired by the Chief Executive, with no more than 17 members. Broxtowe Borough Council has a majority on the Board. There is a Financial Control and Monitoring Group Chaired by the Deputy Chief Executive to ensure due diligence.	Cabinet, supported by the Chief Executive and Deputy Chief Executive.
Officer Working Group or other Stakeholder Group:	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 programme had an independent advisory panel.	Each of the three projects has a working group that reports to both the Finance Control and Monitoring ('FCM') Group and, ultimately, the Strategic Board. These groups consist of stakeholders with officers as appropriate.	Deputy Chief Executive lead, supported by the Assistant Director Finance Services and Leisure Officer from Broxtowe Borough Council. An external firm and management from Liberty Leisure Limited complete the group.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund	Bramcote Leisure Centre
Project Sponsor and/or Senior Responsible Owner:	Deputy Chief Executive	Chief Executive Deputy Chief Executive	Chief Executive Deputy Chief Executive Head of Economic Development & Regeneration	Deputy Chief Executive lead, supported by the Assistant Director Finance Services and Leisure Officer.
Project Manager:	Interim Housing Delivery Manager	Head of Economic Development & Regeneration Supporting: Regeneration Manager	Head of Economic Development & Regeneration Supporting: KMB Regeneration Manager	Leisure Officer
Business Case/Project Plan: Has the business plan been approved by a Committee(s)?	The Housing Delivery Plan (including the business plan) was approved by Housing Committee in June 2019. A reviewed plan is due to be presented to Cabinet September 2025.	Yes. The six Stapleford Towns Fund final business cases have been fully approved by Government and were previously agreed when the Town Investment Plan ('TIP') was endorsed by the Council.	The bids included comprehensive business project case information approved by government in the Levelling Up Fund ('LUF') bid. Any adjustments to these require both Government and Governance support.	Yes a business case for RIBA Stage 4 and out to tender was approved by Cabinet during 2024.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund	Bramcote Leisure Centre
Has the project vision, objectives, delivery strategy been defined?	Project vision, objectives and delivery/action plan identified in the Housing Delivery Plan.	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 an external assurance process. Then project summary reports were provided to Government. The updated Local Assurance Framework provided detail on delivery, governance and performance monitoring.	Yes. Vision and Objectives for each of the three main projects and a delivery strategy were written as part of the LUF bid.	Yes, they were to deliver the project to RIBA Stage 4, planning and tender. These are currently taking place.
Is there a delivery/action plan?	A delivery/action plan was identified in the Housing Delivery Plan.	Yes. A timeline for delivery of the bid has been agreed. Final business cases for each project outlines individual timelines. The amended programmed has been agreed by Government (May 2024) through the Project Adjustment Request process. Detailed action plans have been developed and projects are running to these.	A timeline for delivery of the bid has been agreed, and amended via a Project Adjustment Request to government, in July 2024. Individual timelines will continue to need refining as they develop.	Within the report there were key milestones, supported by Finance Services as required.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund	Bramcote Leisure Centre
Have outcome targets been set and is performance regularly monitored?	Targets are set by the Housing Business Plan. Targets are identified and monitored through the Housing Delivery Group meetings, the Housing Capital Programme and Cabinet reports.	Yes. Outputs and outcomes targets have been set in each project's business case and performance monitoring is detailed in the Monitoring and Evaluation Plan for each project. Spend is also identified as a target. Progress is submitted twice annually to the MHCLG.	Outputs and outcome targets have been set and performance monitoring is reviewed regularly, both internally and submitted twice annually to MHCLG. Spend is also a target.	Yes, project meetings take place every 2 weeks with the officer working group/project team. Reporting back to the Members with an update takes place each quarter approximately or whenever decision require making with regards any changes necessary to meet the Members expectations for the project.
Is the Business Case subject to regularly review and updated?	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.	As above. The Deputy Chief Executive, Assistant Director Finance Services and Leisure Officer also review and update the finance each month following stage payments.
Project Board: Has a project board been established?	Yes – the Housing Delivery Group	Yes. Executive Board established since 2022, when meeting monthly. Now meeting on a quarterly basis. Delivery Board also in place and meets on a six-weekly basis.	Yes. The Finance Control and Monitoring Group has also been established and is meetings. Terms of Reference exist for the Board, FCM Group and Business Grants Panel.	Yes, as above.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund	Bramcote Leisure Centre
What is its meeting frequency?	The Housing Delivery Group ('HDG') meets every 4 weeks.	The Executive Board meets quarterly; Delivery Board, six-weekly.	Strategic Board meets at least three times a year. So far it has met as recently as 30 April 2025. FCM has meets at least quarterly to coincide with government monitoring deadlines, but additional meetings held when necessary.	Every two weeks for officers and each quarter for Members.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund	Bramcote Leisure Centre
Who attends the meetings?	<p>The Group is chaired by the Deputy Chief Executive, serviced by the Interim Housing Development Manager and their team. HDG comprises of officers from Housing, Finance Services, Planning, Legal Services and Estates.</p>	<p>Meetings are well attended and always quorate. Executive Board Members who are entitled to attend: named private sector representatives from Stapleford, County and Borough Councillors, Council officers, the MP, voluntary sector representative, consultants and stakeholders by invitation, MHCLG representative, Chief Executive, Deputy Chief Executive, and Heads of Service by invitation. The Delivery Board comprises the Chief Executive, Deputy Chief Executive, Chair of the Board, Vice Chair of the Board Head of Regeneration & Economic Development and at least one other officer. Other officers and consultants attend as required.</p>	<p>Strategic Board meetings attended by Chief Executive, MP, Leader, Deputy Leader, Deputy Chief Executive, three members of Kimberley Town Council, one representative from Nottinghamshire County Council (NCC), three Broxtowe Ward Councillors, Deputy Monitoring Officer, Head of Asset Management and Development, a business member and a voluntary sector member. These last two are currently vacant, but the remaining members of the Board attend meetings regularly. The FCM is made up of the Deputy Chief Executive, Monitoring Officer and Responsible Finance Officer from Kimberley. All are regular attenders. Project stakeholders attend as necessary. Other Officers attend both meetings as required.</p>	<p>Cabinet members and Officers as set out above.</p>

<p>How have Board Members been identified and appointed – is this based upon any particular skillset?</p>	<p>Officers from Housing, Finance Services, Planning, Legal Services and Estates as these are most directly relevant to the project.</p>	<p>Government Towns Fund guidance and the Local Assurance Framework have been followed as required by this funding.</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, also has been offered a seat 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 Nottinghamshire County Council, Stapleford Town Council, the Broxtowe MP, and the third sector. New Business Board Members must apply and be voted on board.</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>Terms of Reference largely identify members by their positions.</p> <p>The 17 members must include an MP. The Chief Executive Chairs and the Board must contain eight other representatives from Broxtowe Borough Council, identified by their positions (Leader, Deputy Leader, Deputy Chief Executive, Head of Asset Management and Development, Deputy Monitoring Officer and three Ward Councillors).</p> <p>Kimberley Town Council nominate four members, (Mayor, Deputy Mayor and Town Clerk, plus one named Member). This Member was nominated for their interest in the project.</p> <p>The Nottinghamshire County Council member represents Nuthall and Kimberley.</p> <p>As a result of Kimberley and Bennerley Viaduct now being in two parliamentary constituencies, and with the change of MP in Broxtowe since the last meeting, it is intended to ask Alex Norris,</p>	<p>As above, as the officers most directly relevant to the project.</p>
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Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund	Bramcote Leisure Centre
			as the MP for Kimberley, to sit on the Board from the next meeting (he is also a Minister of State in MHCLG).	
Have roles been established and has authority and responsibilities been defined?	Roles have been established and responsibilities identified.	Yes. 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. Broxtowe Borough Council is the Accountable Body.	Yes. The Chair of the Strategic Board is the Chief Executive; the Financial Control and Monitoring Group is led by the Deputy Chief Executive, with at least one member of Kimberley Town Council on this group along with the Monitoring Officer	Yes.
Has decision making authority been defined to comply with Financial Regulations/Scheme of Delegation (committee approval or delegated powers)?	All proposals are agreed by the Group and then taken to the General Management Team ('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 Chairs the Financial Control and Monitoring Group.	Yes.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund	Bramcote Leisure Centre
Have any potential conflicts of interest been identified and duly declared?	Yes	Yes. Declarations of Interest is a required and regular item on the agenda of the Executive and Delivery Board meetings. Board membership includes developers and an estate agent. If there is ever 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.	These are sought and declared at each meeting. 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.	None identified at this stage.
Is an agenda prepared and are meeting minutes taken?	Agendas and minutes are prepared for each monthly meeting. A report is presented to Members on a quarterly basis which includes a programme update, finance update and covers items for Committee approval.	Yes. Every meeting has an agenda and is minuted. For the Executive Board redacted versions of the Agenda and Minutes are made publicly available.	Yes. Every meeting of both the Strategic Board and FCM has an agenda and minutes are prepared.	Yes for the officer meetings.

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Project/Delivery Plan: Has a project/delivery plan been prepared?	The project has an approved Housing Delivery Plan which will be updated at key trigger dates. The September 2025 review will reference the approved Housing Delivery Plan and note performance against the plan.	Yes. There is a project plan which is kept up to date for each of the 6 projects	Yes. There is a project plan which has been updated at the recent Project Adjustment Request, submitted to MHCLG. A programme of work also exists.	Yes, as part of the regular updates. There is also a programme plan which has been completed by ReCreation, which we are all working towards.
Are these plans regularly reviewed and updated?	The plans are reviewed by the Housing Delivery Group and Cabinet. Next Cabinet review September 2025.	Yes. The Delivery Board reviews plans every six weeks. Overall Progress is reviewed on a quarterly basis in line with Executive Board meetings.	Yes, at each quarterly government monitoring report, and in between, as required.	Yes.
Reporting to Key Stakeholders and Members: Is there any scrutiny of strategic decision making by Members?	Yes – at Cabinet	Members are included on the Board (including opposition group members). Progress is reported to Cabinet where scrutiny occurs. Each progress submission to Government requires the signature of the s151 Officer and Chair of the Board.	Members are included on the Board. Progress has been, and will continue to be, reported to Cabinet. As Broxtowe is the accountable any decisions requiring binding legal agreements are reported into Cabinet	Yes, this is led by the Chief Executive and Deputy Chief Executive.
What is the lead Committee?	Cabinet	Cabinet	Cabinet	Cabinet

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund	Bramcote Leisure Centre
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)?	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.	Yes. Cabinet receive reports on progress. GMT see all papers on their way to Cabinet.	These are shared with Chief Executive and Deputy Chief Executive and updates are periodically reported to GMT	Yes, when required.
What is the frequency of these update reports?	As per the appropriate Cabinet cycles.	Quarterly or as and when a major decision is required.	This are tri-annually or as and when a major decision is required.	The Deputy Chief Executive liaises regularly with GMT and the Members.
Budget/Financial Management: Do operations take due regard of the Council Financial Regulations?	All operations take regard of the Council's Financial Regulations.	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 MHCLG and their requirements.	Yes. A Financial Control and Monitoring Group exists outside the Strategic Board and is chaired by the Deputy Chief Executive. The Council needs to take into consideration the Memorandum of Understanding it has signed with MHCLG.	Yes

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund	Bramcote Leisure Centre
Has the budget been approved? By whom and when?	Budget approved by Finance and Resources Committee on 19 October 2019 and revised in each subsequent years' budget process.	Yes, Government awarded £21.1m. The budget for the project is reported regularly to the Towns Fund Board. Capital Programme has been updated to include this	Yes, Government awarded £16.4 million, with specified budgets for each sub-project. Capital Programme has been updated to include this	Yes, by Cabinet during 2024.
What are the arrangements for monitoring and reporting financial performance?	Monitoring and reporting of Financial performance is undertaken by the Assistant Director Finance Services and the Project Manager on a quarterly basis for Cabinet.	Reported to every meeting of the Board and progress reported to the Cabinet. We also report into the Council's Capital Monitoring Group. The Delivery Board must sign-off MHCLG monitoring returns.	A Financial Control and Monitoring Group exists outside the Strategic Board. This feeds into both Quarterly LUF monitoring and the Strategic Board.	Undertaking monthly by the Assistant Director Finance Services.
Is financial performance considered by Project Board, GMT and/or Committee(s)?	Yes, by Cabinet.	Financial performance is a matter covered in progress reports to Cabinet and is also considered by the Project Board prior to making monitoring returns to Government	Financial performance is a matter covered in progress reports to Cabinet and is also considered by the Project Board prior to making monitoring returns to Government	Yes.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund	Bramcote Leisure Centre
<p>Procurement/Contracts /Legal</p> <p>How do you ensure compliance with procurement regulations and internal process (Contract Financial Regulations)?</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, as Broxtowe Borough Council is the Accountable Body for this funding. 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>The procurement of contracts is carried out in line with procurement regulations and the Council's Financial Regulations.</p>
<p>How do you ensure compliance with contractual terms and other legal matters?</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 as required for each contract.</p>	<p>Written agreement as to the work that is required is agreed prior to the commencement of work. The Borough's Legal Team and Senior Solicitor always review major contracts. Should anything deviate from this, the agreed reporting procedures are used. For major works, a contract is always put in place and scrutinised before signing.</p>	<p>Written agreement as to the work that is required is agreed prior to the commencement of work. The Borough's Legal Team and Senior Solicitor always review major contracts. Should anything deviate from this, the agreed reporting procedures are used. For major works, a contract is always put in place and scrutinised before signing.</p>	<p>This has been undertaken using the procurement arrangement Broxtowe has with Nottinghamshire County Council.</p>

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund	Bramcote Leisure Centre
Risk Management: 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?	Risk is discussed at length at the Housing Delivery Group on a scheme by scheme basis. Also by GMT prior to submission to Cabinet.	Yes, this is in line with the Council's 'risk appetite'.	Yes, this is in line with the Council's 'risk appetite'.	Yes.
How are risks managed at project level? Do these feed into the Council's strategic risks?	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.	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 and extended MHCLG M&E reporting. We have a risk register for each project which is reviewed, updated and managed regularly. This is a feature of our regular MHCLG reporting.	Risk management is 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 MHCLG reporting.	Managed by the officer project group and fed into the Council and GMT by the Deputy Chief Executive.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund	Bramcote Leisure Centre
<p>Is a risk register prepared and is this regularly maintained and reviewed by the Project Board?</p>	<p>Yes.</p>	<p>Each business case and project 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. Major risks are always flagged at the Delivery Board.</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. Major risks are always flagged with the Deputy Chief Executive and Monitoring Officer.</p>	<p>Yes.</p>

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund	Bramcote Leisure Centre
Is the risk register more widely reported and reviewed?	Not currently, but there are plans to report and review the risks more widely.	<p>The risk register is reported to the Delivery and Executive Boards more often as each of the projects move into their varying delivery phases at different times.</p> <p>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>	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.	By the Deputy Chief Executive.

Major Project:	Housing Delivery Plan	Stapleford Towns Fund	Kimberley Levelling Up Fund	Bramcote Leisure Centre
<p>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.</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>Yes. Project risks for each of the projects have been outlined with corresponding risk management plans that have been created in line with government requirements. Contingencies have been included to account for current market instability. This is a regularly reviewed and managed item within the register. The basic principle is that the Council will not fund above the grant ceiling. Currently there are options for Project Adjustment Requests if funding needs to be moved between projects. These will tighten as the project spend accelerates.</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. Currently there are options for Project Adjustment Requests if funding needs to be moved between projects. These will tighten as the project spend accelerates.</p>	<p>Yes, discussion is taken with Cabinet as part of the quarterly updates.</p>
<p>Other Considerations Any other considerations for inclusion in the dashboard report.</p>	<p>None</p>	<p>Funding is both finite and deadline driven by MHCLG enforced deadlines. A significant risk is that projects do not have enough time to be completed in physical or financial terms</p>	<p>Funding is both finite and deadline driven by MHCLG enforced deadlines. A significant risk is that projects do not have enough time to be completed in physical or financial terms.</p>	<p>None at this stage.</p>