

**Date:**

Monday 9 March 2026 at 4.00 pm

**Venue:**

Council Chamber, Dunedin House, Columbia Drive, Thornaby, Stockton-on-Tees TS17 6BJ

**Cllr Jim Beall (Chair)**

**Cllr Steve Nelson (Vice-Chair)**

Cllr Stephen Dodds, Cllr Sufi Mubeen, Cllr David Reynard, Cllr Tony Riordan, Cllr Ted Strike, Cllr Marilyn Surtees and Cllr Sylvia Walmsley

**Agenda**

1. **Evacuation Procedure** (Pages 7 - 10)
2. **Apologies for Absence**
3. **Declarations of Interest**
4. **Minutes** (Pages 11 - 14)  
To approve the minutes of the last meeting held on 16 February 2026
5. **Scrutiny Review of Governance of Capital Projects** (Pages 15 - 26)  
To take evidence from the Council's Monitoring Officer
6. **Chair's Update and Select Committee Work Programme 2026 - 2027** (Pages 27 - 28)

## **Members of the Public - Rights to Attend Meeting**

With the exception of any item identified above as containing exempt or confidential information under the Local Government Act 1972 Section 100A(4), members of the public are entitled to attend this meeting and/or have access to the agenda papers.

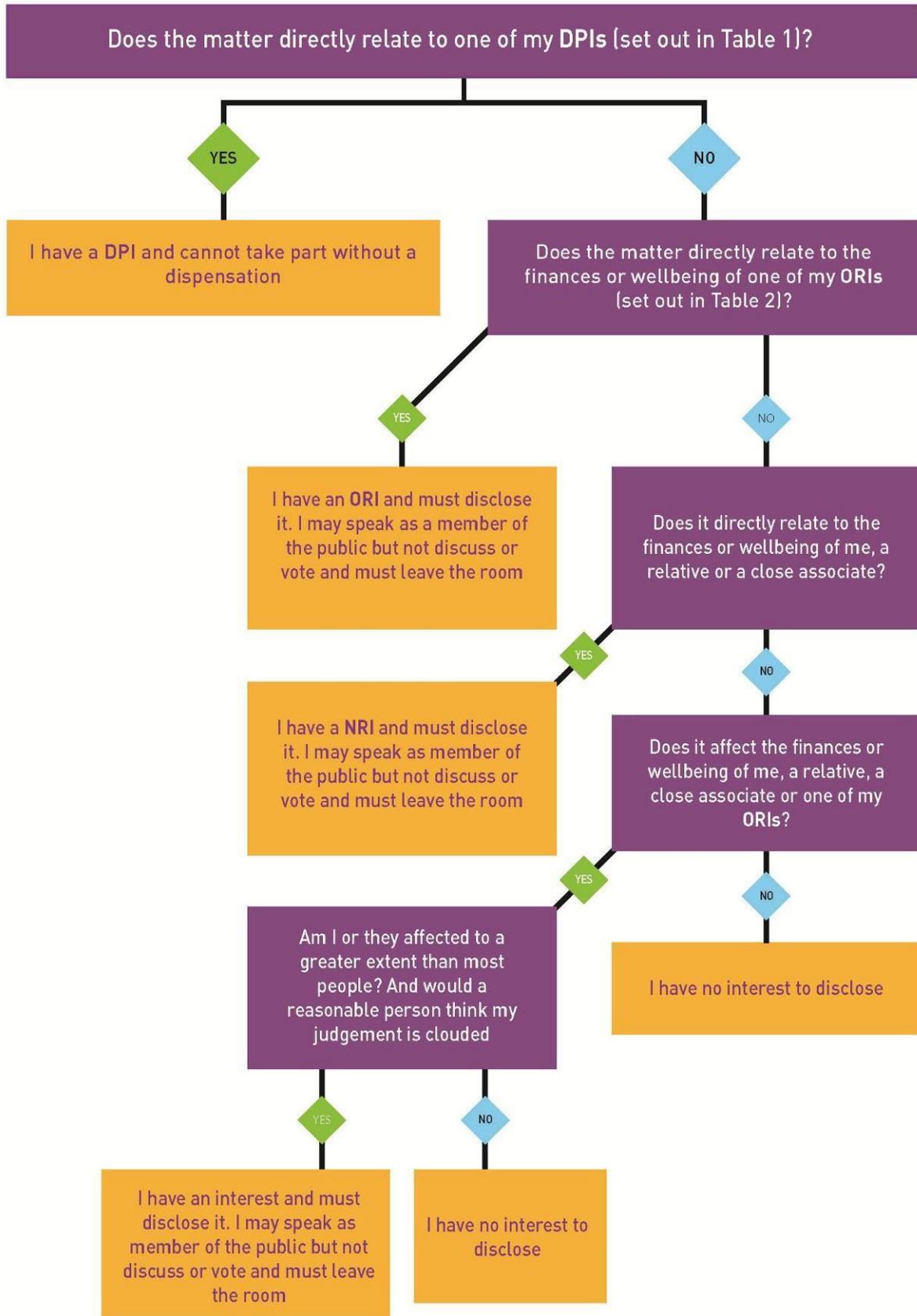
Persons wishing to obtain any further information on this meeting, including the opportunities available for any member of the public to speak at the meeting; or for details of access to the meeting for disabled people, please.

Contact: Scrutiny Officer, Michelle Gunn on email [michelle.gunn@stockton.gov.uk](mailto:michelle.gunn@stockton.gov.uk)

**Key – Declarable interests are :-**

- Disclosable Pecuniary Interests (DPI's)
- Other Registerable Interests (ORI's)
- Non Registerable Interests (NRI's)

**Members – Declaration of Interest Guidance**



**Table 1 - Disclosable Pecuniary Interests**

<b>Subject</b>	<b>Description</b>
<b>Employment, office, trade, profession or vocation</b>	Any employment, office, trade, profession or vocation carried on for profit or gain
<b>Sponsorship</b>	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
<b>Contracts</b>	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council — (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
<b>Land and property</b>	Any beneficial interest in land which is within the area of the council. 'Land' excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners (alone or jointly with another) a right to occupy or to receive income.
<b>Licences</b>	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer.
<b>Corporate tenancies</b>	Any tenancy where (to the councillor's knowledge)— (a) the landlord is the council; and (b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
<b>Securities</b>	Any beneficial interest in securities* of a body where— (a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and (b) either— (i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/ her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners have a beneficial interest exceeds one hundredth of the total issued share capital of that class.

\* 'director' includes a member of the committee of management of an industrial and provident society.

\* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

## Table 2 – Other Registerable Interest

You must register as an Other Registrable Interest:

- a) any unpaid directorships
- b) any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority
- c) any body
  - (i) exercising functions of a public nature
  - (ii) directed to charitable purposes or
  - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management

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## Council Chamber, Dunedin House Evacuation Procedure & Housekeeping

### Entry

Entry to the Council Chamber is via the Council Chamber entrance indicated on the map below.



In the event of an emergency alarm activation, everyone should immediately start to leave their workspace by the nearest available signed Exit route.

The emergency exits are located via the doors on either side of the raised seating area at the front of the Council Chamber.

Fires, explosions, and bomb threats are among the occurrences that may require the emergency evacuation of Dunedin House. Continuous sounding and flashing of the Fire Alarm is the signal to evacuate the building or upon instruction from a Fire Warden or a Manager.

The Emergency Evacuation Assembly Point is in the overflow car park located across the road from Dunedin House.

**The allocated assembly point for the Council Chamber is: D2**

Map of the Emergency Evacuation Assembly Point - the overflow car park:



All occupants must respond to the alarm signal by immediately initiating the evacuation procedure.

When the Alarm sounds:

1. **stop all activities immediately.** Even if you believe it is a false alarm or practice drill, you MUST follow procedures to evacuate the building fully.
2. **follow directional EXIT signs** to evacuate via the nearest safe exit in a calm and orderly manner.
  - do not stop to collect your belongings
  - close all doors as you leave
3. **steer clear of hazards.** If evacuation becomes difficult via a chosen route because of smoke, flames or a blockage, re-enter the Chamber (if safe to do so). Continue the evacuation via the nearest safe exit route.
4. **proceed to the Evacuation Assembly Point.** Move away from the building. Once you have exited the building, proceed to the main Evacuation Assembly Point immediately - located in the **East Overflow Car Park**.
  - do not assemble directly outside the building or on any main roadway, to ensure access for Emergency Services.

**5. await further instructions.**

- **do not re-enter the building under any circumstances without an “all clear”** which should only be given by the Incident Control Officer/Chief Fire Warden, Fire Warden or Manager.
- do not leave the area without permission.
- ensure all colleagues and visitors are accounted for. Notify a Fire Warden or Manager immediately if you have any concerns

**Toilets**

Toilets are located immediately outside the Council Chamber, accessed via the door at the back of the Chamber.

**Water Cooler**

A water cooler is available at the rear of the Council Chamber.

**Microphones**

During the meeting, members of the Committee, and officers in attendance, will have access to a microphone. Please use the microphones, when invited to speak by the Chair, to ensure you can be heard by the Committee and those in attendance at the meeting.

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## Place Select Committee

A meeting of Place Select Committee was held on Monday 16th February 2026.

**Present:** Cllr Jim Beall (Chair), Cllr Steve Nelson (Vice-Chair), Cllr Steve Dodds, Cllr Lynn Hall (sub Cllr David Reynard), Cllr Sufi Mubeen, Cllr Tony Riordan, Cllr Ted Strike, Cllr Marilyn Surtees, and Cllr Sylvia Walmsley

**Officers:** Darren Robinson, Andrew Corcoran (Community Services, Environment and Culture), Iain Robinson, Tracey Carter (Regeneration and Inclusive Growth), Neil Brama (Finance, Transformation and Performance), Ged Morton, Jonathan Nertney, Judy Trainer, Sharon Caddell, Junita Agypong, Michelle Gunn (Corporate Services)

**Also in attendance:**

**Apologies:** Cllr David Reynard

### **PLA/47/25 Evacuation Procedure**

The Committee noted the evacuation and housekeeping procedure.

### **PLA/48/25 Declarations of Interest**

There were no declarations of interest.

### **PLA/49/25 Minutes**

AGREED that minutes of the meeting held on 12 January 2026 be confirmed as a correct record and signed by the Chair.

### **PLA/50/25 Scrutiny Review of Muslim and Faith Burials**

The Service Manager presented an action plan setting out how the agreed recommendations from the Scrutiny Review of Muslim and Faith Burial would be implemented and target dates for completion. There were two actions, the first to extend choice in burial provision by installing burial rings, and the second for officers to carry out a review of extending burial hours.

The deadline for installation was questioned and officers informed that there was long lead in dates from ordering to the burial rings being delivered and installed. The advertising of the rings was also raised, and the Committee were informed that local funeral services had been contacted. There would be a “buy back” option for those who had already purchased a traditional plot, to sell this back to the Council and buy a burial ring plot.

The Committee thanked the officer for the action plan and suggested that an update on progress be brought back after the rings had been installed, which was due to take place in September 2026.

AGREED that the Action Plan be approved and a progress update be provided October 2026

## **PLA/51/25 Scrutiny Review of Governance of Capital Projects**

The Committee received information regarding the project documents used within the capital programme governance process. These included the Project Initiation Document (PID), The Risk, Actions, Issues, Decisions and Lessons learnt log (RAIDL), and the Highlight Report.

The PID followed the project from ideation until the project was completed and included key information on the project lead, finance lead, and other services involved e.g. legal, procurement, security. The named project executive would be a member of CMT. The PID asked whether similar projects had previously taken place and the lessons learnt from them, whether there were links with any other projects taking place, if there was a communication plan, and the risks of the project. It identified the costs and funding for the relevant gateway as well as any ongoing revenue implications that would need to be factored in. The PID recorded the Gateway stages and when the project was discussed at the different groups and boards within the capital programme governance process. It acted as a “single point of truth” and was centrally held in the Programme Management Office. Not all sections of the PID would apply to all projects, and some smaller projects did not need a steering group. When questioned it was noted that the document had only been in place for just over two years and every project had to have a PID and go through the project management governance process.

Member engagement was raised. Officers informed that there was Cabinet member engagement and, depending on the project, ward member and group engagement throughout the capital projects lifecycle and governance process.

It was questioned how often PIDs were reviewed and monitored, and officers noted that this was done at each gateway, which aligned with the capital projects lifecycle and governance process. It would also be reviewed if a change request was submitted.

Contingencies and risk management was discussed. It was noted that officers made an assessment on the risk and contingencies level. This level would differ depending on the project, and there was no set percentage of contingency to apply to projects within the Council due to the difference between the types of projects being carried out. Key Performance Indicators (KPI's) were described as project benefits on the PID, and external funders may have their own KPI's or standards that a project adhered to which would be included in that section. When questioned whether missing external KPI would affect future funding, officers advised that this would be determined by individual funders. Some funders included claw-back clauses but there was no set rule. If a project could not be delivered within the agreed budgets and scopes it was escalated to the appropriate governance level, including Cabinet and Council to make a decision if required, as officers did not have additional funds beyond agreed allocations.

The RAIDL included descriptions of risks and their impact, control measures, description of any issues and their impact, action needed for risks and issues, descriptions of dependencies, log of decisions made and justification of these, and lessons learnt. It was reviewed regularly at governance meetings, to check and challenge, thereby ensuring accountability and transparency in what was happening with the project.

The Highlight report provided a snapshot of project status including a Red Amber Green (RAG) rating. It included milestones, risks and issues, activity in the last period and activity planned. These were signed and dated by the project manager to ensure the data was current and used to create a single dashboard for all projects. The dashboards supported the working groups and PMB in scrutinising, challenging, and monitoring the delivery of the project/programme.

The accessibility of the documents used in the governance process was discussed. The documents were not publicly available due to containing sensitive information. The sensitivity of the document may remain once the project was completed, and there were no timescales for when information would no longer be sensitive. Sensitivity was assessed similar to the FOI test i.e. commercial prejudice, public interest, and legal compliance. There were over 100 projects on the current approved programme and therefore officers suggested they did not have the capacity to respond to ad hoc requests for information on specific projects from members. Projects were brought to Cabinet when members needed to be aware of issues and make decisions.

Three examples of projects that had been considered at a recent PMB meeting were presented to illustrate the governance process:

- Worsall Road Culvert Improvement Scheme had been presented to request that the project be moved to the Design stage. The scheme would remove existing screens and install a CIRIA C786-complaint security and debris screen serving both culvert inlets. The funding allocated to the scheme would support detailed design, site investigations, and construction works. The PID with key details had been circulated before the PMB meeting. Once the Design stage had been completed and tenders returned the scheme would be presented again to PMB to request moving to Delivery stage.
- Care Homes Solar Scheme Brief had been presented to request that the project be moved to the delivery stage. The Council had been informed by Tees Valley Combined Authority (TVCA) that they were eligible for the funding to install solar panels on public sector buildings via the Mayoral Renewables Fund however the project had to be completed by the end of the current financial year. The Council needed signed agreement for the funding from TVCA, who needed a signed agreement from the funder (Department for Energy Security and Net Zero) therefore the timeframes were tight and back-to-back funding agreements had to be in line.
- Thornaby Swimming Pool, the final proposal set out in the PID was presented to review cost, risk, and programme and approval to Delivery. The risks associated with the project were presented and the principle of proceeding with delivery in the knowledge of the risks was discussed along with the need to manage those risks throughout delivery. The principle of assigning some risk within the contract to the contractor was discussed and how that impacts the contract sum. The fact that there is a contingency sum allocated to the project to mitigate financial risk was also covered. Cabinet approval had been sought for the scheme at different stages in the process including approval of a budget for delivery of the swimming pool, approval of the existing scheme scope, and approval of moving funds from different projects within the Town Deal Programme.

Discussion took place regarding the principle of assigning risk within contract, and it was explained by officers that it was one way of mitigating risk. The Council could keep the risk which would result in a smaller contract sum, but potentially greater levels of risk. The contingency may not be needed but was there, should the Council have to

deal with any risk or cost that arises. The benefits of including the risk within a contract was a judgement and done with full understanding and knowledge of what the risk was.

The different types of contracts were discussed, with officers noting that the market had changed and preferred a design and build (D&B) model, whereby the contractor was involved in the design of the building at the beginning, rather than bidding for a contract for construction only. Members questioned the risks that were associated with the D&B model. Officers noted that there were different risks for different approaches, and it often came down to the individual projects which model to use.

It was noted that the documentation presented would be circulated to the Committee.

AGREED the information be noted

**PLA/52/25 Chair's Update and Select Committee Work Programme 2025 - 2027**

Consideration was given to the Work Programme

AGREED that the Work Programme be noted.

Chair: .....

# Capital Projects Governance Place Select Committee

Monitoring Officer Evidence

# Evidence Summary

## **Governance Overview**

Consideration of the governance principles guiding capital project oversight within the Council.

## **Roles and Responsibilities**

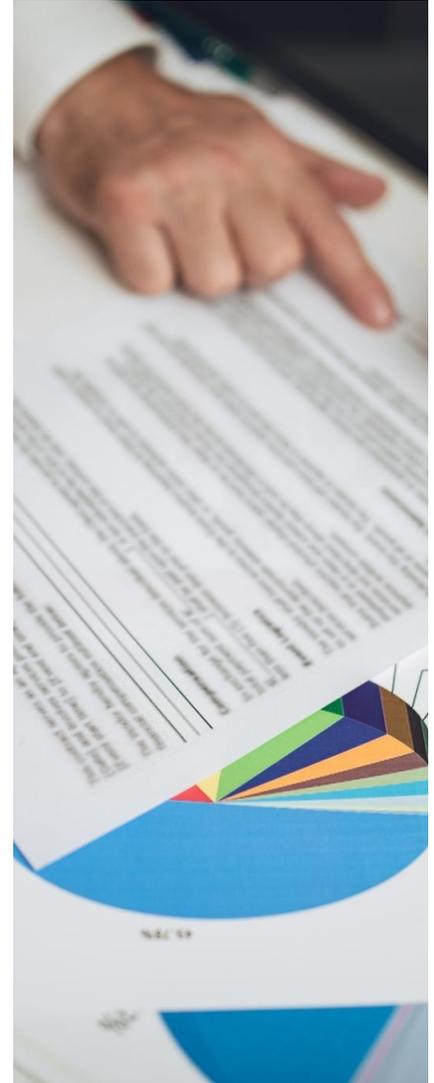
Clarifying legal responsibilities and roles of officers and elected Members in capital project governance.

## **Transparency and Risk Management**

Promoting transparency and clear communication of risks and uncertainties in capital projects.

## **Continuous Improvement**

Supporting democratic oversight and improving governance practices through consistency and strong reporting.



# Core Governance

## Governance Focus

Good governance prioritises clarity, transparency, and accountability over eliminating all project risks.

## Risk and Uncertainty Management

Strong governance identifies, assesses, records, and escalates uncertainties early in projects.

## Member Decision Implications

Good governance ensures members understand costs, risks, and impacts on scope and timelines.

## Governance Principles

The Council's capital project governance should include structured decisions, early risk visibility, and member-led risk balance.





# Why Capital Projects Carry Risk

## Inherent Project Risks

Capital projects often involve sites with hidden issues like utilities or structural weaknesses, causing unavoidable risks.

## Regulatory and Financial Constraints

Tight funding and changing requirements increase financial and compliance risks for council-led capital projects.

## Governance for Risk Management

Robust governance frameworks should anticipate and manage risks through logs, reviews, and transparent change management.

# Governance Improvements Implemented

## Structured Lifecycle Stages

Formal lifecycle stages include Foundation, Discovery, Design, Delivery, and Review with gateway reviews assessing risks and resources.

## Project Initiation Documents

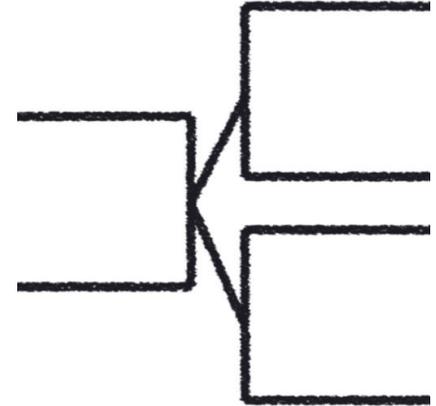
Mandatory PIDs define project scope, objectives, governance roles, constraints, and dependencies at project start.

## RAIDL

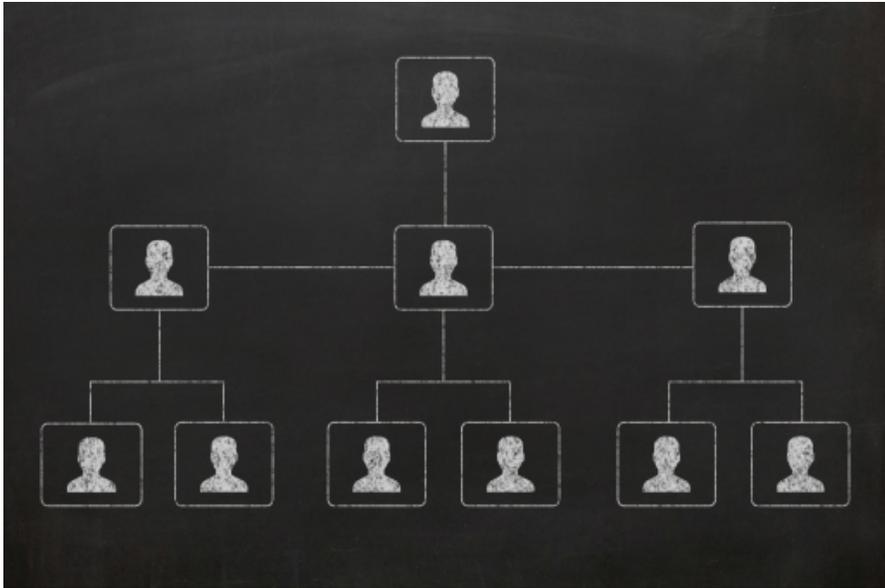
RAIDL logs capture risks, actions, issues, decisions, and lessons consistently across the programme for auditability.

## Highlight Dashboards

Dashboards provide a comprehensive view of status, RAG ratings, milestones, and emerging issues for proactive management.



# Capital Decision-Making Structure



## Project-Level Governance

Projects overseen by a project groups with key functional leads ensuring daily governance and documentation preparation.

## Working Groups

Working Groups at directorate level challenge assumptions, review controls, and ensure projects align with strategic priorities.

## Placemaking Board Oversight

The PMB oversees programme-level prioritisation and assurance, deciding which projects advance to senior approval boards.

## Structured Escalation and Accountability

Governance ensures projects escalate through decision-makers as risks grow, maintaining clear accountability and documented advice.

# Member Information and Oversight

## Structured Project Information

Members receive formal project details via Cabinet reports covering scope, funding, risks, and decisions. (Full Council for borrowing)

## Programme wide Financial Updates

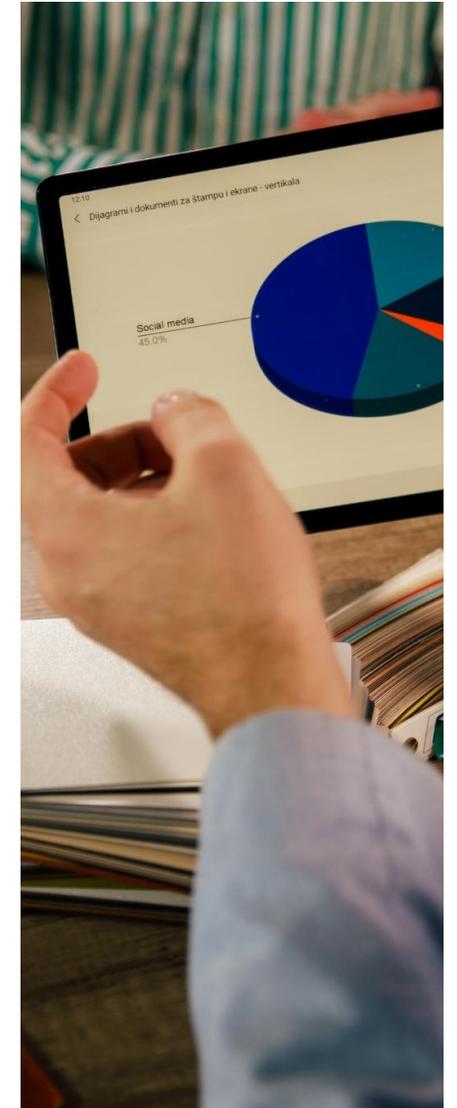
The Medium Term Financial Plan process provides updates linking projects to corporate finances and priorities.

## Member Engagement and Visibility

Dashboards, member briefings, cabinet, council and scrutiny plus direct ward member involvement should enhance transparency and local engagement.

## Information Access and Development

Members can request more details as needed; ongoing efforts focus on consistent, predictable reporting. Scrutiny members additional rights of access.



# Risk Communication and Transparency

## Clear Risk Communication

Effective risk communication ensures stakeholders understand evolving project uncertainties and their impact on decision-making.

## Importance of Transparency

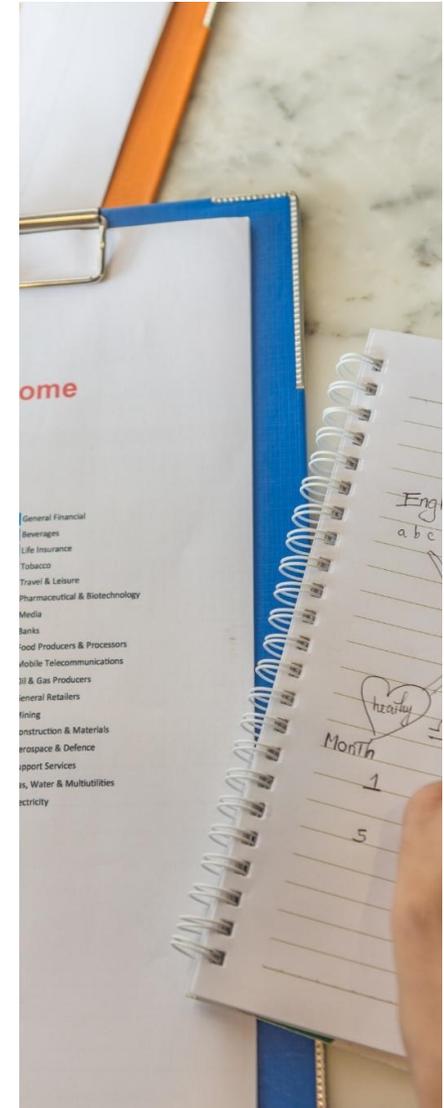
Transparency prevents misconceptions by explaining gradual risk developments and design changes openly to members.

## Governance and Reporting Tools

Utilising RAIDL reports, clear risk statements, and gateways helps reassess risks and supports informed governance decisions.

## Managing Uncertainty

Governance focuses on honest communication and proportionate escalation rather than perfect prediction amid construction uncertainties.





# Commercial Sensitivity and Member Access

## Commercial Sensitivity Defined

Commercial sensitivity limits public disclosure to protect negotiating positions and confidential relationships.

## Member Access Rights

Elected Members have rights to access necessary sensitive information through secure, confidential channels.

## Balancing Transparency and Confidentiality

Transparency ensures accurate decision-making information while respecting legal and commercial confidentiality.



# Lessons Learned and Continuous Improvement

## Capturing Lessons Learned

The Council documents successes, challenges, and risks through closure reports, RAIDL logs, and gateway reviews.

## Sharing Organisational Learning

Lessons are shared across directorates via the Placemaking Mission Board to prevent knowledge loss.

## Continuous Governance Improvement

Institutionalising lessons learned enhances governance resilience, design management, and stakeholder engagement.

## Role of Scrutiny

Effective scrutiny and member oversight drives the improvement cycle in capital projects.



# Areas for Ongoing Governance Improvement

## **Risk Communication Enhancement**

Improve clarity and accessibility of risk communication to effectively convey uncertainty to Members.

## **Consistent Information Flow**

Ensure predictable and consistent information sharing across all directorates to support informed decision-making.

## **Organisational Capacity Building**

Invest in specialist project management and commercial expertise to deepen organisational capabilities.

## **Governance Culture Maturation**

Improve governance culture through regular training, reviews, process improvements, and disciplined scope management.



# Summing Up

## **Principles of Good Governance**

Good governance ensures transparency, proportionality, and accountability in uncertain environments.

## **Managing Uncertainty**

Uncertainty is normal, but unmanaged uncertainty must be communicated and addressed effectively.

## **Strong Governance Structures**

Robust governance structures, clear audit trails, and member engagement support successful outcomes.

## **Commitment to Improvement**

Ongoing improvement and confidence in governance frameworks promote public value and democracy.



**Place Select Committee Work Programme 2025-2026**

<b>Date (<u>4pm unless stated</u>)</b>	<b>Topic</b>	<b>Attendance</b>
<b>Monday 9 March 2026</b>	Scrutiny Review of Governance of Capital Projects <ul style="list-style-type: none"> <li>• Evidence Gathering</li> </ul>	Iain Robinson, Neil Bamma & Andrew Corcoran Ged Morton
<b>Monday 9 March 2026</b> (Informal)	Scrutiny Review of Governance of Capital Projects <ul style="list-style-type: none"> <li>• Summary of evidence</li> </ul>	Iain Robinson, Neil Bamma & Andrew Corcoran

**Place Select Committee Work Programme 2026-2027**

<b>Date (<u>4pm unless stated</u>)</b>	<b>Topic</b>	<b>Attendance</b>
<b>Monday 20 April 2026</b>	Scrutiny Review of Governance of Capital Projects – Final Report  Overview & Performance <ul style="list-style-type: none"> <li>• Town Centres Development</li> <li>• Inclusive growth &amp; Development</li> </ul>	Iain Robinson, Neil Bamma & Andy Corcoran  Cllr Richard Eglington, Tracey Carter, Iain Robinson, & Chris Renahan
<b>Monday 18 May 2026</b>	Monitoring: Progress Update - Scrutiny Review of Affordable Housing	Jane Edmends
<b>Monday 15 June 2026</b>		
<b>Monday 13 July 2026</b>	Monitoring: Progress Update - Scrutiny Review of Domestic Waste Collections, Kerbside Recycling and Green Waste Collections	Dale Rowbotham
<b>Monday 14 September 2026</b>		
<b>Monday 12 October 2026</b>		
<b>Monday 9 November 2026</b>	Overview & Performance <ul style="list-style-type: none"> <li>• Community Services</li> </ul>	Cllr Nigel Cooke, Cllr Paul Rowling, Cllr Richard Eglington, Reuben Kench,

<b>Date (4pm unless stated)</b>	<b>Topic</b>	<b>Attendance</b>
	<ul style="list-style-type: none"> <li>• Environment, Leisure &amp; Green Infrastructure</li> <li>• Housing and A Fairer Stockton-on-Tees</li> </ul>	Craig Willows, Neil Mitchell, Carolyn Nice, & Jane Edmends
<b>Monday 14 December 2026</b>	Monitoring: Progress Update - Scrutiny Review of Burial Provision	Chris Renahan
<b>Monday 11 January 2027</b>		
<b>Monday 15 February 2027</b>		
<b>Monday 15 March 2027</b>		