

Date:

Monday 20 April 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 9 March 2026
5. **Scrutiny Review of Governance of Capital Projects** (Pages 15 - 44)
To consider and agree the draft final report.
6. **Overview Report: SBC Regeneration and Inclusive Growth** (Pages 45 - 66)
7. **Chair's Update and Work Programme 2026/27** (Pages 67 - 68)

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

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

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain
Sponsorship	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.
Contracts	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.
Land and property	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.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer.
Corporate tenancies	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.
Securities	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 9th March 2026.

Present: Cllr Jim Beall (Chair), Cllr Steve Nelson (Vice-Chair), Cllr John Coulson (sub Cllr Sufi Mubeen), Cllr Stephen Dodds, Cllr David Reynard, Cllr Tony Riordan, Cllr Ted Strike and Cllr Marilyn Surtees

Officers: Andrew Corcoran (Community Services, Environment and Culture), Iain Robinson (Regeneration and Inclusive Growth), Neil Brama (Finance, Transformation and Performance), Ged Morton, Junita Agypong, Michelle Gunn (Corporate Services)

Also in attendance:

Apologies: Cllr Sufi Mubeen and Cllr Sylvia Walmsley

PLA/53/25 Evacuation Procedure

The Committee noted the evacuation and housekeeping procedure.

PLA/54/25 Declarations of Interest

There were no declarations of interest.

PLA/55/25 Minutes

AGREED that minutes of the meeting held on 16 February 2026 be confirmed as a correct record and signed by the Chair.

PLA/56/25 Scrutiny Review of Governance of Capital Projects

The Committee received a presentation from the Monitoring Officer regarding good capital governance which included:

- Risks within capital projects. It was explained that there were common reasons why capital projects encountered risk, e.g. ground conditions, hidden utilities, structural constraints, or changing regulatory requirements, and therefore it was important to manage risk. Good governance made sure that risks were identified as early as possible and recorded properly to enable members and officers to make informed decisions.
- The improvements implemented in the governance of capital projects which had provided a strengthened framework, with structured lifecycle stages, documentation for recording, highlight dashboards, and clear reporting and decision routes. There was a team to bring the information together and provide an early warning of issues with projects therefore these should be escalated to Cabinet much earlier than they historically had been. The decision-making structure provided transparency, and it was important for both officers and members to understand their roles within the structure.
- Member information and oversight, and the importance that members received clear, consistent, and timely information as projects evolved. Ward members

- should be aware of what was happening in their ward, and members needed to know when there were delays and changes to costs, particularly understanding why a project was where it was at, to ensure transparency. It was noted that there were issues with commercial sensitivity that affected the information that could be published, to protect negotiation positions and confidential relationships, however members had rights to access sensitive information they reasonably needed to discharge their functions through the appropriate channels. This did not apply to only Cabinet members but to all members.
- The new arrangements for lessons learned and continuous improvement, with the requirement to complete closure reports to identify successes and challenges which were considered by the Placemaking Mission Board and shared across directorates. The importance of lessons learnt being embedded in enhancing governance resilience, design management and stakeholder engagement was noted.
 - Areas for ongoing governance improvement which included more clarity in relaying risks to members e.g. in Cabinet reports, more consistent member updates on the capital programme, continued development of skills and capacity within the organisation to match the scale of the programme, and embedding the governance arrangements and culture across all services.

Members questioned the routes for raising questions when decisions on capital projects were made. It was noted that members were able to ask questions at Council, Cabinet, and at Select Committees. Scrutiny had the power to summon officers and hold them to account. Members also had the right to call-in Cabinet decisions for Executive Scrutiny Committee to examine before they were implemented. Previous call-ins had resulted in improved Cabinet reports.

A discussion took place regarding communications between members and officers. It was suggested by members that there was a positive bias within Cabinet reports, with risk not fully outlined, and this therefore created concerns when issues arose. Members were able to make legitimate requests for information however it was felt that communications with members could be improved. It was noted that the Council's Concordat for Communication and Consultation had not been reviewed in recent years and strengthen this could improve communications.

Situations where the cost of a project increased was discussed. It was noted that the governance process provided a check and challenge at the Placemaking Mission Board on projects spend. Officer delegation rules were broad, therefore if the cost of the project was still within the agreed capital programme budget for that project it would not go back to Cabinet for a decision. If it was outside of the budget then it would need to go to Cabinet for a decision, or Council if borrowing was required. Consideration was given to whether clarity was needed within the Constitution to bring projects back to Cabinet/Council when costs increased by a set level to ensure that members were fully informed. Officers noted that assumptions were made before carrying out detailed work when applying for external funding and officers were often working from estimates therefore this may not be appropriate.

Decision Records were raised. It was noted that key decisions, those that would incur expenditure of £500,000 or more and seen as significant in terms of its impact on communities, were published. In addition, significant decisions which incurred expenditure of £250,000 or more were also published. Officers working on projects were obliged to record all decisions made, whether these be large sums that required

a decision record to be completed or a smaller sum that did not require publishing, to demonstrate to the Council's external auditors why the decisions had been made.

PLA/57/25 Chair's Update and Select Committee Work Programme 2026 - 2027

Consideration was given to the Work Programme. It was noted that Executive Scrutiny Committee would be agreeing the Scrutiny Work Programme for 2026 – 2027 at its next meeting. The Committee was expecting to receive only one in-depth review topic due it being the year before local elections and the need to complete the work before the election period.

AGREED that the Work Programme be noted.

Chair:

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Scrutiny Review of Governance of Capital Projects

Place Select Committee, April 2026



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Select Committee – Membership

Councillor Jim Beall (Chair)

Councillor Steve Nelson (Vice-Chair)

Councillor Steve Dodds

Councillor Sufi Mubeen

Councillor David Reynard

Councillor Tony Riordan

Councillor Ted Strike

Councillor Marilyn Surtees

Councillor Sylvia Walmsley

The Committee would like to thank the following former members for their contribution to the review:

Councillor Stefan Houghton

Councillor Hilary Vickers

Acknowledgements

The Select Committee thank the following contributors to this review:

Neil Brama – Strategic Finance Manager

Andy Corcoran – Highways, Transport and Design Manager

Iain Robinson – Assistant Director – Town Centre Development

Sharon Caddell – Capital Programme Manager

Tracey Carter – Director of Regeneration and Inclusive Growth

Ged Morton – Monitoring Officer

Contact Officer

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Foreword

[Add in]

Cllr Jim Beall Chair



Councillor Jim Beall
Chair – Place Select Committee



Councillor Steve Nelson
Vice-Chair – Place Select Committee

Original Brief

Which of our strategic corporate objectives does this topic address?

The review will address the following priority of the Stockton-on-Tees Plan:

Priority five - A sustainable Council: We will ensure our council is financially sustainable and manages our assets effectively to enhance their local impact. We will be a well-run council across areas of our business and continue to improve outcomes for communities.

What are the main issues and overall aim of this review?

SBC has a large-scale programme of capital projects within the Borough to ensure that that we are providing quality facilities for residents, attracting investment, and making Stockton-on-Tees a great place to live, work and visit. It is important that when these are developed, they are well thought out, delivered on time, and on budget, to demonstrate that our council is sustainable and well managed.

A strong governance and oversight framework for capital projects gives confidence to both Council members as well as residents that they are value for money and have a social value. This should include robust processes for financial planning, identifying risk, and assessing the impact on services for residents.

The aim of the review is to examine the processes, including governance and decision-making structures, in delivering major capital projects and identify if these can be improved.

The Committee will undertake the following key lines of enquiry:

1. What is the Council's capital programme – number of schemes, capital values, type of projects included
 - Detail of capital programme so context of individual projects and programmes are understood within the broader capital programme

2. How do projects and interventions emerge/evolve to be included on the capital programme - How do capital project opportunities arise?
 - How are capital projects funded?
 - Examining approaches and steps taken with externally funded capital interventions
 - At what point are financial commitments/allocations to individual projects made?
 - What is the decision-making process?
 - At what points are members consulted/involved?
 - How are other stakeholders involved?

3. What are existing Capital Programme and project governance arrangements
 - Risk identification and management – different routes to managing risk across schemes
 - Understanding of resource and expertise – the varying role of the Local Authority in delivery and relationships with external providers

- What risk management and escalation measures are in place?
- How are tolerances of a project determined?
- What is the decision-making process within capital programme?
- At what points are members consulted/involved?
- How have lessons learnt on previous projects been implemented?

Provide an initial view as to how this review could lead to efficiencies, improvements and/or transformation:

The aim of the review is to identify if improvements can be made to the decision making and governance processes of capital projects, thereby ensuring that they provide value for money as well as having a social value and thereby be effective in place shaping of the Borough.

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1.0 Executive Summary

- 1.1. This report outlines the findings and recommendations of the Place Select Committee's scrutiny review of Capital Projects. Capital Projects are defined as those that are carried out via capital expenditure on the creation or improvement of assets such as purchasing land or buildings as well as creating or improving existing assets such as a roads/cycleways/drainage or undertaking works to Council property assets.
- 1.2. A strong governance and oversight framework for capital projects gives confidence to both Council members and residents that they are value for money and deliver the intended benefits. The review therefore aimed to examine the processes, including the governance and decision-making structures, in delivering major capital projects.

The Capital Programme

- 1.3. The Capital Programme reflects the Council's long-term ambition to support regeneration, manage assets, and deliver infrastructure that meets the needs of residents. Investment is targeted to meet the five strategic priorities. There is no definitive definition of what constitutes a major capital project, and while there is monetary value to consider there are also community economic and environmental impacts which may make a capital project a major project.
- 1.4. A programme is a group of linked projects that deliver a long-term objective (e.g. regeneration of an area) whereas a project is a specific action to achieve an outcome (e.g. one scheme within an area).
- 1.5. When presented to the Committee in November 2025, there were 17 programmes and 112 projects delivering place or theme-based outputs and benefits. Community, Environment, Culture, and Leisure had the biggest number of programmes (8) followed by Regeneration (4), however within those programmes Transportation had the biggest number of projects (46) followed by Community Environment and Culture & Leisure (24).
- 1.6. Funding determines what can be achieved within the capital programme, with projects unable to progress without the funding that they need. Work may commence to scope the outcomes, resource and finance requirements ahead of an allocation of capital. In November 2025 there was £245,234m allocated to the Capital Programme within the Council's Medium-Term Financial Plan (MTFP) to 2027. Regeneration had the largest budget for capital projects (59.52%)
- 1.7. The majority of resources come from grants and contributions (64.9%) therefore many projects are dependent on successful bidding opportunities or complex negotiations with developers, and require alignment with external criteria.
- 1.8. Due to the breadth of the Capital Programme, there is a challenge to ensure the knowledge and skills are in place to support and deliver the programme. Staff development is important and there is investment in trainees, graduate trainees and apprenticeships. In areas where specific knowledge is required, external support from other organisations is sought.

Emergence of Schemes

- 1.9. Projects are identified through several routes including:
 - As a response to a specific issue

- Through a funding opportunity that has arisen
 - Consultation with members
 - Consultation with the public
- 1.10. The Capital Programme is agreed annually, in February as part of the MTFP Budget report and changes to the programme contained with the quarterly MTFP update. The Council receives funding for investments, e.g. the Basic Needs Grant used for school investments, and aims to use these as flexibly as possible to deliver interventions, submitting annual grant returns to the relevant Government Department where required. Developer Funded Schemes, either Section 106 or Section 278 schemes, are secured as part of planning application to mitigate the effect of a development and negotiated by Council officers with the Developers.
- 1.11. There are also Government funding streams that the Council can bid for. These funding opportunities can arise suddenly e.g. Town Deal and Levelling Up, and the scoping of these projects may need to be determined to enable to apply before detailed design work is completed, creating uncertainty. Officers will include a contingency and allowances for inflationary uplifts to mitigate for this but there is often an unpredictable time lag between application and award then delivery, that creates an inbuilt inflationary pressure.

Project Governance Arrangements

- 1.12. Strong governance is essential to managing risk and complexities within the capital programme. The Council's project lifecycle (micro) governance framework is ensuring that each scheme follows a structured process with clear gateways, financial oversight, risk management, and defined responsibilities. This provides consistency across directorates, the ability to intervene early if issues arise, and reduces the risk of uncontrolled projects.
- 1.13. The five stages each project must go through are:
- Foundation – high-level feasibility of a new capital initiatives, identifying benefits and producing a Project Mandate
 - Discovery – Mandate is developed into Project Brief, giving an outline design or business case/option appraisal. At the completion of this stage the project is noted within the MTFP
 - Design – detailed design and Full Business Case/Project Initiation Document (PID) developed
 - Delivery – delivered against agreed plan, and highlight, exception reports produced along with change requests. Exception issues must be reported to the Placemaking (Regeneration) Mission Board (PMB)
 - Review – project handover and review take place when nearing successful completion and ready for formal handover along with budget reconciliation. A checklist is completed by the Project Management Office on closure of the project, along with an outline of ongoing support and maintenance and contract management
- 1.14. There are gateways at each stage to approve progression to the next stage, reviewing and monitoring the PID.
- 1.15. Scopes can evolve, cost fluctuate due to unpredictable issues (utility delays, market inflation, weather, site investigations, and land acquisition), and timescales span several years, therefore flexibility in delivery is required. While officers make judgements on tolerances to include in the initial project scope, these can create challenges for public communication and managing expectations.
- 1.16. The reporting and decision-making structure includes:

- A Project Group for every project to oversee the delivery, with officers from finance, legal, procurement and any other officers relevant to the project. The group has responsibility and accountability for the maintenance of documentation, project plan and Risks, Actions, Issues, Decisions, and Lesson Learn Log (RAIDL).
- Programme Working Groups chaired by Assistant Directors, who oversee progress of the projects within individual programmes and manage delivery of the projects.
- Placemaking (Regeneration) Mission Board who oversee the capital programme and formally approves projects to move to the next stage. The Board also provide advice to the decision making of the relevant Director who has delegation from Cabinet to deliver projects and programmes. The Board will also escalate decisions to Cabinet where they exceed delegated powers.
- Corporate Management Team (CMT)/ Powering our Futures (PoF) Board authorises capital projects for progression to Cabinet/Council
- Cabinet/Council makes executive decisions and formally approves inclusion of capital projects in budgets and delegates further decision making to the relevant Director in consultation with the Portfolio Holder in line with the Council's Constitution.

- 1.17. Project Groups, Programme Working Groups, and the Placemaking Mission Board (PMB) are providing a layered oversight to the programme, with strong escalation routes and clarity on decision-making at each stage, while frequent reporting to the relevant Cabinet member and Corporate Management Team ensures accountability.
- 1.18. The completion of Closure reports by officers aims to ensure that lessons learnt from completed projects are informing future projects, strengthening the process and improving future delivery of the programme.
- 1.19. As it was only introduced in its current form in November 2024 the governance framework has not yet been tested across enough completed projects to fully evaluate its effectiveness.
- 1.20. In addition to projects being subject to the in-house governance processes, some schemes within the capital programme require compliance with external governance arrangements to either secure funding and/or demonstrate how the funding has been used e.g. Tees Valley Combined Authority assurance frameworks for transport schemes, Homes England validation for the Elton Interchange scheme, Department of Levelling Up, Housing and Communities (DLUHC)/HM Treasury requirements for Town Deal, annual grant returns to the Department of Education (DoE), etc. This gives assurance that these projects meet national standards, strengthening the governance arrangements and credibility.
- 1.21. Member engagement with the capital programme is dependent on the specific project. The capital programme is included in the annual MTFP Budget report members agree in February and there is regular dialogue with Cabinet Members on the projects that fall within their portfolio. In addition, there may be consultation with Ward Members for Ward specific projects or members may be represented on boards associated with a project, e.g. the Town Deal. However, there is an appetite for clearer, more consistent information flows. While there is a Concordat for Communication with Members which outlines how information should be provided to members as well as how officers should consult with members, this has not been reviewed in recent years
- 1.22. Effective communication with residents and stakeholders can be also beneficial to the smooth and agile delivery of a project.

- 1.23. Continued collaboration with the Council's partners, strong governance, and investment in staff capability will be crucial to ensuring the successful delivery of outcomes and benefits across the borough in the years ahead.

Conclusion and recommendations

- 1.24. Overall, the Committee concludes that the Council has made significant progress in building a strong and credible governance framework for its capital programme, the systems now in place provides a solid foundation for delivering projects that benefit residents, support regeneration, and meet the strategic ambition of the Borough. Continued focus on governance, communication, risk management and workforce capability will further improve delivery, ensuring that capital projects achieve their intended outcomes and continue to contribute positively to the Borough's growth and development.
- 1.25. The Committee recommends that:
- 1) The level of financial delegation given to officers in relation to capital projects is reviewed and any potential changes be taken through Cabinet and Council.
 - 2) When making a decision Cabinet receive information that addresses the following:
 - option appraisal
 - public and stakeholder consultation and engagement
 - benefit identification
 - risk management
 - financial delegations
 - lessons learned from previous projects where appropriate
 - 3) Member information for and engagement of the capital programme is strengthened by:
 - Providing regular and consistent updates to members via Cabinet/Member briefings showing progress against approved programme
 - Including training for members on capital programme governance and funding frameworks within the Member Induction
 - Refreshing the Council's Concordat for Communication and Consultation with Councillors to include the flow of information on the progress of capital projects particularly to relevant Ward Members
 - 4) Consideration be given within the ongoing development of the Council's People Plan of the need to ensure sufficient workforce capacity and skills to support the capital programme
 - 5) Officers provide a report on the effectiveness of the governance structure to the Select Committee in January 2027, when further projects have been through the process

2.0 Introduction

- 2.1. This report outlines the findings and recommendations of the Place Select Committee's scrutiny review of Capital Projects.
- 2.2. Stockton-on-Tees Borough Council has a large-scale programme of capital projects within the Borough to ensure that we are providing quality facilities for residents, attracting investment, and making Stockton-on-Tees a great place to live, work, and visit. The review aimed to examine the processes, including governance and decision-making structures, in delivering major capital projects and identify if these can be improved thereby ensuring that they provide value for money as well as having a social value and be effective in place shaping of the Borough.
- 2.3. The Committee undertook the following key lines of enquiry:
- What is the Council's capital programme – number of schemes, capital values, type of projects included?
 - How do projects and interventions emerge/evolve to be included on the capital programme?
 - How do capital project opportunities arise?
 - How are capital projects funded?
 - Examining approaches and steps taken with externally funded capital intervention
 - At what point are financial commitments/allocations to individual projects made?
 - What is the decision-making process?
 - At what points are members consulted/involved?
 - How are other stakeholders involved?
 - What are the existing capital programme and project governance arrangements?
 - Risk identification and management – different routes to managing risk across schemes
 - Understanding of resource and expertise – varying role of the Local Authority in delivery and relationships with external providers
 - What risk management and escalation measures are in place?
 - How are tolerances of a project determined?
 - What is the decision-making process with capital programme?
 - At what points are members consulted/involved?
 - How have lessons learnt on previous project been implemented?
- 2.4. Contributions were sought and subsequently received from the Assistant Director of Town Centre Development, the Highways, Transport and Design Manager, the Strategic Finance Manager, the Capital Programme Manager, the Director of Regeneration and Inclusive Growth, and the Monitoring Officer.

3.0 Background

- 3.1 The Capital Programme is a series of programmes and projects carried out via capital expenditure on the creation or improvement of assets that create benefits lasting more than one year. This includes purchasing new assets such as land or building as well as creating or improving existing assets such as a roads/cycleways/drainage or undertaking works to Council property assets. Maintaining assets in their existing state is not considered capital expenditure. Local Authorities need to ensure that there is a clear separation between capital and revenue expenditure in their financial activities and reporting. Independent Auditors will highlight if expenditure has been misrepresented as capital/revenue.
- 3.2 A strong governance and oversight framework for capital projects gives confidence to both Council members and residents that they are value for money and deliver the intended benefits. This should include robust processes for financial planning, identifying risk, and assessing the impact on services for residents.
- 3.3 The LGA's guidance, Must Know: Capital Expenditure [Must know: Capital expenditure | Local Government Association](#) , provides an outline for effective Capital Expenditure including capital programme management and governance. It states that “good governance is the starting point of effective capital delivery”. It highlights the importance of business cases and project appraisals which are based on robust data, clear accountability for taking decisions and managing projects, and a dedicated contracts and project management unit employing those with specialised project management skills to manage the programme.
- 3.4 The Council's Constitution states that Council is responsible for the adoption of the Medium-Term Financial Plan (MFTP), following recommendations from the Cabinet, which contains the capital programme. While the Constitution states that financial management of the Capital Programme will be taken in accordance with the approved Capital Programme arrangements, Council approval will be required for all new capital schemes or acquisitions or developments which require the use of prudential borrowing that is outside the budget.

4.0 Evidence

The Council's Capital Programme

- 4.1. The Council's Capital Programme is a rolling programme of separate programmes with differing start and finish dates. A programme is a group of linked projects that deliver a long-term objective (e.g. regeneration of an area) whereas a project is a specific action to achieve an outcome (e.g. one scheme within an area). A programme may be made up of several projects, which also may have differing start and finish dates, to better manage the governance, risk and funding. When presented to the Committee in November 2025, there were 17 programmes and 112 projects delivering place or theme-based outputs and benefits.
- 4.2. Community, Environment, Culture, & Leisure had the biggest number of programmes (8) followed by Regeneration (4) at the time of presenting, however within those programmes Transportation

had the biggest number of projects (46) followed by Community Environment and Culture & Leisure (24). A breakdown of the number of programmes and projects in November 2025 is below:

Directorate	Programmes	Projects
School Investment Programme and Children's Services	1	9
Inclusive Growth	2	4
Regeneration	4	20
Transportation	2	46
Community, Environment, Culture & Leisure	8	24
Adult, Health & Wellbeing	4	9
TOTALS	17	112

4.3. In November 2025 there was £245,234m allocated to the Capital Programme within the Council's Medium-Term Financial Plan (MTFP) to 2027. Regeneration had the largest budget (59.52%). The breakdown of the budget by directorate is below:

CAPITAL PROGRAMME Up to 2027	Revised Programme £'000	%
School Investment Programme & Children's Services	16,089	6.56
Inclusive Growth	11,144	4.54
Regeneration	145,960	59.52
Transportation	24,837	10.13
Community, Environment, Culture & Leisure	21,045	8.58
Adults, Health & Wellbeing	5,261	2.15
Xentrall ICT	900	0.37
Council Wide	20,000	8.16
Total Approved Capital MTFP	245,234	

- 4.4. The budget for the capital programme comes from a number of sources, with the majority being from grants and contribution (64.9%/£159,147m). Borrowing made up 29.87% of the budget (£73,258m) and Council approval is required for all new capital schemes which require the use of prudential borrowing that is outside of the budget. The rest of the budget came from Council Resources 3.15% (£7,724m) and Capital Receipts 2.08% (£5,104m).
- 4.5. A breakdown of the grants and contribution funding source shows that the biggest contribution comes from the Ministry for Housing, Communities, and Local Government (MHCLG) (£77.2m) with Tees Valley Combined Authority (TVCA) making the second biggest contribution (£15.4m). A further contribution (£15.6m) from the Department for Transport – City Region Sustainable Transport Settlements (CRSTS) is allocated via TVCA. The full breakdown is below:

<u>TVCA</u>	
TVCA	29,641,866
Department for Transport - City Region Sustainable Transport Settlements (CRSTS)	15,666,728
Government Departments	
MHCLG	77,281,495
Department for Education	15,442,436
DEFRA	1,441,210
Environment Agency	7,598,710
<u>Developer Agreements</u>	6,178,982
National Lottery Heritage Fund	1,943,672
Other	3,952,346
	159,147,445

Officer capacity

- 4.6. Due to the breadth of the Capital Programme, there is a challenge to ensure the knowledge and skills are in place to support and deliver the programme. Staff development is important and there is investment in trainees, graduate trainees and apprenticeships. In areas where specific knowledge is required, external support from other organisations is sought.

Emergence of Schemes

- 4.7. The Committee were informed that projects are identified through several routes including:
- As a response to a specific issue
 - Through a funding opportunity that has arisen
 - Consultation with members
 - Consultation with the public
- 4.8. The Capital Programme is agreed annually, in February, as part of the MTFP Budget report. Changes to the programme are contained within the quarterly MTFP update circulated to all members to note.
- 4.9. A project can only be placed on the Capital Programme and move through the governance stages (outlined in paragraphs 4.19 – 4.25 below) if the funding for it is identified. Where funding has not been identified or secured, the scheme will remain at the Foundation/Discovery Stages of the process and not be placed on the MTFP until the funding is available.
- 4.10. As outlined in paragraphs 4.4 – 4.5, the majority of funding for the Capital Programme is from grants and contributions and there are different ways that the Council receive these. The Council will receive funding for investments from the Government, such as the Basic Needs Grants (BNG) and High Needs Provision Capital Allocations (HNPCA) which are both used for school investments. The Council aims to use these funding sources as flexibly as possible to deliver interventions and will submit annual grant returns to the relevant Government Department on spend and deliverables where required.

Case Study – Ash Trees at Billingham South

Additional provision at Ash Trees Academy was identified to meet the needs of increasing number of students with Severe Learning Difficulties. The school was unable to expand on the current site, therefore alternatives needed to be considered. A satellite model was explored whereby the school operates both at its main building and on another school site. This model had been used to create Abbey Hill at Northshore Academy. The scheme would create two 10 place classrooms for Ash Trees school at Billingham South Primary School.

Discussions took place with various stakeholders including both Ash Trees and Billingham South Primary schools, the Cabinet Member, and Parent Carer Forum through the Special Educational Needs (SEN) Strategic Governance Board. The School's Investment Strategy report, in which £1m allocated for the scheme following a feasibility report, was approved by Cabinet in October 2022, before design work took place in 2023.

Construction was completed in Summer 2024. The scheme was managed through the Council's governance processes and monitored quarterly from a financial perspective, reporting to the Director of Children's Services. Annual grant returns will be submitted to the Department for Education on spend, the number of places created and need met.

- 4.11. There are also Government funding streams that the Council can bid for, which tend to be ad-hoc one-off bidding opportunities targeted at specific outcomes and can be announced without prior indication. This can create a challenge for Council officers to identify schemes and submit bids for

funding. The funding is often time limited e.g. must be spent by a specific date, request local contributions and tend to come with defined conditions and monitoring requirements. This type of funding therefore suits shovel ready schemes. There is often an unpredictable time lag between application and award then delivery, that creates an inbuilt inflationary pressure. Examples of Government funding bids include the Levelling-Up Fund, Town Deal, Housing Infrastructure Fund, Local Pinch Point Fund, Major Route Network Fund, and Structures Fund. These have been used to carry out schemes such as Wolviston Roundabout, Durham & Thornaby Cycleways, Thornaby Town Deal, and more.

Case Study – Thornaby Town Deal

The Town Fund emerged from the Department of Levelling Up, Housing & Communities (DLUCH) without prior indication, offering grant funding to bid for subject to a minimum of 20% local match funding. Stockton-on-Tees was successful in receiving £23.9m of funding. There were defined boundaries for the funding, with projects developed to fit the following themes:

- **Urban regeneration, planning and land use:** ensuring towns are thriving places for people to live and work
- **Skills and enterprise infrastructure:** driving private sector investment and ensuring towns have the space to support skills and small business development.
- **Connectivity:** developing local transport schemes that complement regional and national networks, as well as supporting the delivery of improved digital connectivity

There was a two-stage bidding process requiring the submission of a Town Investment Plan, establishing priorities and projects within the objectives, and a HM Treasury-complaint business case that was subject to validation through TVCA Quality Assurance mechanisms. The development of a prescribed governance structure for monitoring, evaluation, and communication in line with the DLUHC/HM Treasury requirements was also required.

Extensive engagement underpinned the programme, including 18 months of consultation with the public, education providers, TVCA, Registered Housing Providers, businesses, and the newly established Thornaby Town Deal Board which included representation from MP's and members. Stakeholder workshops and discussions took place as well as regular dialogue with the relevant Cabinet member. This approach proved helpful in having a local voice and guidance on where investment should be focused and activity prioritized. The Board continues to oversee and guide identification of projects and priorities within the programme.

Programme development was challenging due to the requirement to submit the budget and programme prior to carrying out both preliminary and detailed design and costing, surveys, negotiations to secure third party land or property, contractual agreement on partner funding, and market testing. Initial proposals for the Golden Eagle and Phoenix House sites were refined as commercial issues emerged, while ongoing engagement created opportunities to expand the programme—such as supporting NETA's relocation, developing an extensive cycleways network, and securing investment for North Thornaby housing improvements. Extensive lobbying of Government departments where these were not directly aligned with the funding criteria enabled them to be incorporated to meet local need

Given the scale and duration of the programme, changes to scope, costs, and timeframes were unavoidable. Continuous governance was maintained through regular briefings with the Cabinet Member, updates to the Town Deal Board, and formal Cabinet approvals.

- 4.12. TVCA has been given funding from the Government to allocate to projects across the Tees Valley region, including the City Regions Sustainable Transport Settlement (2022 – 2027) (CRSTS), a Capital Programme for improving public transport/active travel, and the Transport for the City Regions (2027 – 2032) (TCR). A Strategic Transport Plan was approved by TVCA's Cabinet in January 2020, and the ambition is to develop a world-class transport system to connect people to opportunity and assist business growth and inward investment.
- 4.13. Schemes funded via the CRSTS in 2022/27 include the improvements to Eaglescliffe, Billingham, Thornaby, Allens West, and Yarm Stations, local highway improvements and maintenance, electric vehicle charging, and enhancing the existing road network A66/A19 interface. The TCR scheme includes the Teesside Park/Marshalling Yard Train Station, A689 Corridor, A19 New Tees Crossing, Thornaby Train Station Transport Hub, Transport Bridge, and sustainable transport links to employment and training.
- 4.14. Developer Funded Schemes are secured as part of planning applications to mitigate the effect of a development. They can be either Section 106 agreement schemes where the developer pays a contribution or Section 278 agreement schemes where the developer fully funds the scheme. Developer contributions tend to be staggered throughout the delivery of a development and are predominately for access to a new development but can also be for offsite improvements for large developments. There may be conditions within the agreements that the scheme begins once a set number of properties have been built, with a contingency included for increasing costs, and will be included on the MTFP capital Programme once this has been reached. These agreements are negotiated by Council officers with the Developer.

Case Study – Elton Interchange

West Stockton was highlighted in the Local Plan as a location for significant housing development and capacity improvements at Elton Interchange were subsequently identified.

In 2017 the Government announced a Housing Infrastructure Fund (HIF) to help unlock new housing sites that had viability issues. Following approval by the Cabinet Member, the Council submitted a bid and awarded £10m on 1 February 2018.

The fund required a lengthy validation process before release therefore the Funding Agreement was not signed until end of 2019. During this time the conditions of the grant were changed, to be utilised to forward fund the scheme prior to any funding being secured from developers. There is no net long-term cost to the Council as repayment and further funding has been secured through development contributions as part of planning permission conditions.

Homes England, who administered the fund, set conditions for the funding, which entailed completing designs, gaining planning permissions, securing additional funding from developers, the tender process and construction by March 2023.

Full public consultation was carried out, along with Member briefings. Planning permission was granted in February 2021. The scheme required numerous Traffic Regulation Orders such as no waiting and speed limits which underwent statutory public consultation and Cabinet Member approval.

Delivery was overseen by a Project Team, reporting monthly to the Highways Infrastructure Steering Group. The scheme followed the Councils standard project management process. It took approximately 18 months on site to complete, with complex traffic management in place during that time. During construction there were delays caused by Statutory Undertakers timeframes, unknown utilities, poor weather, and design changes due to National Highways requirements. During the life of the project, material and construction costs increased by 52%, due to unforeseen factors including Covid and the Ukraine-Russia conflict.

The scheme spanned six years, from first designs in 2017 to site completion in December 2023

Project Governance Arrangements

- 4.15. Good governance makes sure that costs, risks, and impacts are identified as early as possible, recorded properly, and communicated clearly to enable members and officers to make informed decisions.
- 4.16. The Committee received information regarding the governance structure for the capital programme along with the document templates used throughout the process. The current governance structure for the capital programme has been developed in-house and been in place in its current form since November 2024, following approval by Cabinet. There is a Programme Management Office within Corporate Services that supports the structure. Improvements have been made following its implementation, e.g. new forms introduced and procurement of new software system.
- 4.17. There is a minimum set of governance and standards that any project must have in place to ensure it is properly managed. The standard that every project must have is:
- Project Sponsor
 - Project Delivery Manager
 - Finance Lead
 - Project Initiation Document (PID)

A template document has been developed which requires clear indication of the officers responsible for the project, what the outcomes of the project are expected to be, expected costs, key milestones, key risks and a financial breakdown. It also requires the tolerances in timeframe, cost, risk, and deliverables to be outlined along with a communication plan and procurement strategy. The PID includes a structure for recording that each Gateway (noted in paragraph 4.20) has taken place and the approved costs. The document acts as the single point of truth and is centrally held in the Project Management Office.

- Risk, Actions, Issues, Decisions and Lesson learnt log (RAIDL)

A template document has been developed which requires a description of what has happened and its impact on the project, control measures, actions needed, dependencies, log and justifications of

decisions, what would be changed or improved in the future, and who is responsible for ensuring the lesson is shared/applied in future projects.

- 4.18. The documents used throughout the governance process are not publicly available due to containing sensitive information, which may remain even when the project is complete. Sensitivity is assessed as either commercial prejudice, public interest, and legal compliance.

Lifecycle of a Project (Micro Governance Structure)

- 4.19. There is a five-stage process for each project:
- Foundation – high-level feasibility of a new capital initiatives, identifying benefits and producing a Project Mandate
 - Discovery – Mandate is developed into a Project Brief, giving an outline design or business case/option appraisal. At the completion of this stage the project is noted within the MTFP
 - Design – detailed design and Full Business Case/PID developed
 - Delivery – delivered against agreed plan, and highlight, exception reports produced along with change requests. Exception issues must be reported to the Placemaking (Regeneration) Mission Board (PMB)
 - Review – project-handover and review take place when nearing successful completion and ready for formal handover along with budget reconciliation. A checklist is completed by the Project Management Office on closure of the project, along with an outline ongoing support and maintenance and contract management.
- 4.20. There are gateways at each stage to approve progression to the next stage, monitor delivery, and highlight closure/benefits. The benefits of the project are defined at the Foundation/Discovery stage, monitored through Design and Delivery, and the effectiveness of the project is reviewed at the final stage. This will include any Key Performance Indicators (KPI's) or standards from external funders the project is required to adhere to. The PID is reviewed and monitored at each Gateway.
- 4.21. The expected costs, time, and potential risks are identified at the Discovery stage and contingency and allowance for inflationary uplifts will be built in to the project to mitigate for uncertainty. Risks can include inflation, delays within the supply chain, and labour costs. However, other unexpected issues and risks may arise at Delivery stage, e.g. issues being discovered with utility pipes when digging on a site. There may also be occasions when funding opportunities arise where the intention of a project and budget must be set to apply for the funding before the detail can be worked up, which increases the risks. It is therefore important for good governance that risks are anticipated at Discovery, identified as early as possible throughout the stages and Gateways, and there is clear recording of risk to enable members and officers to make informed decisions.
- 4.22. Due to the many different type of projects, there is no set level of contingency to apply to all projects that are carried out by the Council. The extra time/costs to factor in to a project is calculated by officers, who make a judgement on the probability of different issues occurring.
- 4.23. Funding, risks, and capacity are addressed at each of the gateways before a project can progress to the next stage, and every project must be fully funded before progressing. The project will be presented to PMB to approve progression to the next stage. If a project cannot be delivered within the agreed budgets and scopes, including those set by external funders, it is escalated to the appropriate governance level, including Cabinet and Council.

- 4.24. Closure reports at the review stage are shared with PMB. These reports, which use a standard template, include information on performance against the non-negotiable outcomes, project summary, planned and actual end date, planned and actual costs, and planned resources.
- 4.25. Details of the governance roles and responsibilities of the project are also requested, evaluating if they are being applied and working effectively. It is asked if any lessons have been learnt throughout the template, along with follow on actions and recommendations. The reports evaluate the success of a project and are considered and signed off by the PMB. Information on lessons learnt/follow on actions disseminated to the appropriate teams.

Case Study – Hartburn Lane/Hartburn Avenue Road Junction

The Hartburn Lane/Hartburn Avenue Road Junction Closure Report indicates that early and regular stakeholder communication allowed concerns/queries to be resolved. It was noted there was sufficient contingency within the initial budget forecast for the increase in actual cost, and that a Stage 4 Road Safety Audit would take place after 12 months to analyse the safety performance of the new road layout. The report highlights prioritising internal delivery of such schemes.

Case Study – Causeway/Melrose Avenue Signalisation

The Causeway/Melrose Avenue Signalisation closure report demonstrates how it is highlighted that a scheme would not achieve its non-negotiable outcomes and therefore stopped from going ahead. Additional modelling took place to inform decision-making, and the project was closed to avoid future expenditure. The lessons learnt, which included early investment in analysis, early assessment of schemes, and disbenefits and risks identified escalated early in the project life, would be applied to future projects

- 4.26. The micro governance structure is illustrated in **Appendix 1**

Reporting and Decision Making (Macro Governance Structure)

- 4.27. Every project has a Project Group to oversee the delivery. Officers who sit on the Project Group include the project manager, finance, legal, procurement and any other officers relevant to the project. The group has responsibility and accountability for the maintenance of documentation, project plan, and RAIDL.
- 4.28. Project groups report to a Programme Working Group, which are chaired by Assistant Directors and are responsible for developing and making recommendations for all newly proposed projects. They also oversee progress of the projects within individual programmes and managing delivery of the projects. There are six Working Groups:
- Assets
 - Transport and Highways
 - Housing Delivery
 - Local Plan and Spatial Policy
 - Central Stockton
 - Billingham, Thornaby Yarm & Eaglescliffe.

- 4.29. Highlight reports are completed, signed and dated by the project manager, ensuring the data is current, to provide a snapshot of project status using a Red Amber and Green (RAG) rating. It includes milestones, risks, issues, activity taken place in the last period, and activity planned. These are used to create a single dashboard for all projects which includes details of the Working Group it reports to and Chair, Project Manager, Project Name, a RAG rating for the project's status, and the Gateway stage the project is at. The dashboards support the Working Groups and PMB in scrutinising, challenging and monitoring the delivery of the capital programme.
- 4.30. The highlights dashboard and RAIDL is reviewed regularly at governance meetings for checking and challenging, to ensure accountability and transparency within the project.
- 4.31. Working Groups report to the PMB who are responsible for the oversight of the capital programme. PMB seek assurance from Working Groups and formally approves newly proposed projects progression for formal consideration by Powering our Futures (PoF) Board and Corporate Management Team (CMT). PMB also formally approves progression of each project to the next stage. PMB also provide advice to the relevant Director who has delegation from Cabinet to deliver projects and programmes, and escalate decisions to Cabinet where they exceed delegated powers.

Case Study – January 2026 PMB meeting

The PMB were presented with a request and PID to move the Worsall Road Culvert Improvement Scheme to the Design stage. The scheme would remove existing screens and install a CIRIA C786-complaint security and debris screen. The funding allocated to the scheme would support detailed design, site investigations and construction works. Once the design had been completed and tenders returned the scheme would be presented again to request moving to Delivery stage.

The PMB also considered two requests to move projects from Design to Delivery stage:

- Care Homes Solar Scheme to install solar panels on public sector buildings via the Mayoral Renewables Fund, which had to be completed by the end of the year. The funding agreement had been signed by TVCA, and ready to move to Delivery.
- Thornaby Swimming Pool, which had sought Cabinet approval throughout the different stages in the process, including budget for delivery, approval of the existing scheme scope, and approval of moving funds from different projects in the Town Deal programmes to the scheme.

- 4.32. CMT authorises capital projects to progress to Cabinet who make executive decisions (and where appropriate make recommendations to Council) in respect of budget allocations for capital projects and programmes and delegates further decision making to the relevant Director in consultation with the Cabinet member in line with Council's Constitution. There is regular dialogue with the relevant Cabinet members and, where necessary, Leader and Deputy Leader regarding the capital programme to ensure they have the information required when making decisions.
- 4.33. Finance officers highlight any issues with budgets to the relevant group throughout the project to determine if and how to source any extra funding needed.

4.34. The macro governance structure is illustrated in **Appendix 2**.

Member Engagement

4.35. Member engagement throughout the lifecycle of a project varies depending on the project.

4.36. Cabinet members have input and oversight regarding capital projects within their portfolio via regular dialogue with officers and receive the data they need to make informed decisions. Reports are presented to Cabinet when executive decisions on a programme or project are required e.g. the approval of inclusion of schemes on the programme and allocation of budgets.

4.37. In addition, member engagement could also include:

- Consultation with Ward Members for Ward specific projects
- Representation on boards such as the Town Deal Board
- Updates to the Leader/Deputy Leader
- Reports to Cabinet/Council
- Programme updates through the MTFP cycle

4.38. To ensure good governance, it is important when communicating with members they receive clear, consistent, and timely information as the project evolves. This includes explaining how scopes change, risks arise, and costs are affected to give an understanding of why a project is where it is at, e.g. if there are delays or changes to costs. Providing this transparency helps members in their decision making as well as preventing possible misconceptions at later stages of the project.

4.39. Members can make legitimate requests for information that they may need, and Scrutiny members have additional rights to summon officers to meetings and request information to carry out their work. While there are restrictions on commercially sensitive information being published, members are entitled to access sensitive information they reasonably need to discharge their functions through secure confidential channels.

4.40. The Council has a Concordat for Communication and Consultation with Members which outlines how information should be provided to members as well as how officers should consult with members, however, this has not been reviewed in recent years.

5.0 Conclusion

5.1. The Committee's review has examined the current governance arrangements for the Capital Programme which has been in place in its current form since November 2024. In doing so, members have received information on the breadth of activity underway and the types of challenges that different projects pose. This reinforces the need for clear, consistent governance and effective oversight to ensure projects deliver value for money and achieve their intended benefits.

5.2. All projects placed on the Capital Programme must be fully funded and potential risks identified, although it is acknowledged that there may be a level of unforeseeable risk. The early stages of the governance structure ensures that costs and risk are fully considered along with identifying

benefits, giving an outline of the design. Gateways at each stage assures that these are monitored and any issues throughout the lifecycle of a project highlighted to the relevant layer of oversight. The introduction of standardised documentation has strengthened consistency across the programme and improved the ability to monitor progress, manage risk, and record decision making.

- 5.3. The layered system of providing oversight to the programme, via project groups, working groups, PMB, CMT, and Cabinet/Council, illustrates a clear line of decision-making and accountability which the LGA's guidance highlights as being important for good governance. The establishment of the Programme Management Office to support the governance structure reflects the guidance from the LGA that there should be a dedicated unit with specialised project management skills to manage the programme. The Committee are aware of the development of the Council's workforce "People Plan" to ensure that there are sufficient capacity and skills across the organisation, and this should also consider the needs to support the capital programme.
- 5.4. The review highlights the importance of learning from experience, and the requirement to log lessons learnt and complete closure reports demonstrates a commitment to continuous improvement which will become increasingly valuable as more projects move through the full governance cycle.
- 5.5. The review also highlighted a strong appetite to strengthen member engagement to ensure more consistent information flows and earlier involvement where appropriate, as well as to aid the decision-making processes.
- 5.6. Overall, the Committee concludes that the Council has made significant progress in building a strong and credible governance framework for its capital programme. The systems now in place provides a solid foundation for delivering projects that benefit residents, support regeneration, and meet the strategic ambition of the Borough. Continued focus on governance, communication, risk management and workforce capability will further improve delivery, ensuring that capital projects achieve their intended outcomes and continue to contribute positively to the Borough's growth and development.

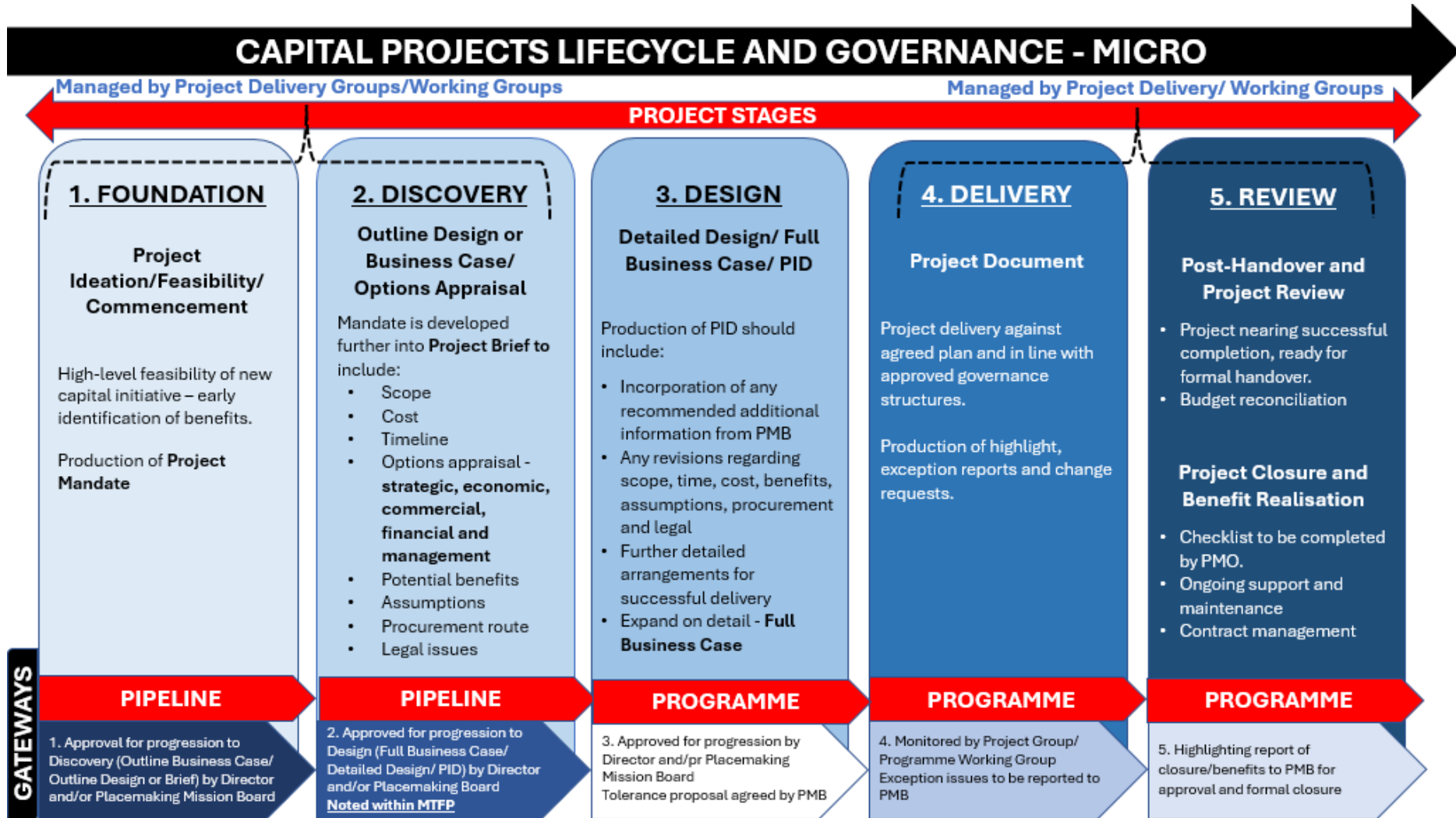
Recommendations

- 5.7. The Committee recommends that:
 - 1) The level of financial delegation given to officers in relation to capital projects is reviewed and any potential changes be taken through Cabinet and Council.
 - 2) When making a decision Cabinet receive information that addresses the following:
 - option appraisal
 - public and stakeholder consultation and engagement
 - benefit identification
 - risk management
 - financial delegations
 - lessons learned from previous projects where appropriate
 - 3) Member information for and engagement of the capital programme is strengthened by:
 - Providing regular and consistent updates to members via Cabinet/Member briefings showing progress against approved programme
 - Including training for members on capital programme governance and funding frameworks within the Member Induction

- Refreshing the Council's Concordat for Communication and Consultation with Councillors to include the flow of information on the progress of capital projects particularly to relevant Ward Members
- 4) Consideration be given within the ongoing development of the Council's People Plan of the need to ensure sufficient workforce capacity and skills to support the capital programme
 - 5) Officers provide a report on the effectiveness of the governance structure to the Select Committee in January 2027, when further projects have been through the process

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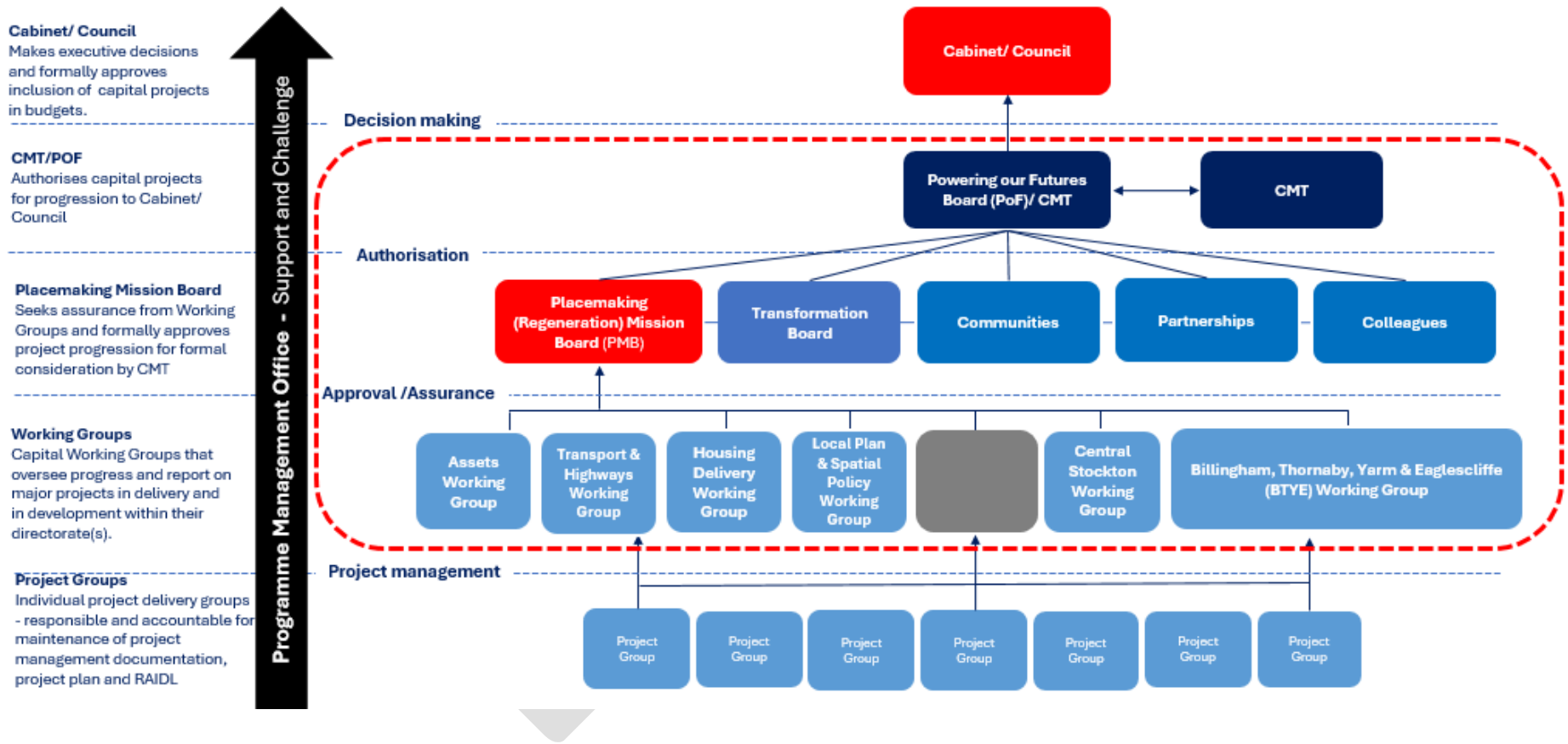
Appendix 1



Appendix 2

This document was classified as: OFFICIAL

Capital Programme Capital Programme Governance – Macro



Glossary of Terms

BNG	Basic Needs Grants
D&B	Design and Build
CMT	Corporate Management Team
CRSTS	City Region Sustainable Transport Settlements
DoE	Department of Education
DLUCH	Department of Levelling Up, Housing & Communities
HNPCA	High Needs Provision Capital Allocations
KPI	Key Performance Indicators
LGA	Local Government Association
MHCLG	Ministry for Housing, Communities and Local Government
MTFP	Medium Term Financial Plan
PID	Project Initiation Document
PMB	Placemaking (Regeneration) Mission Board
PoF	Powering our Futures
RAG	Red Amber and Green
RAIDL	Risk, Actions, Issues, Decisions and Lesson learnt log
TCR	Transport for City Regions
TVCA	Tees Valley Combined Authority

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REPORT TO PLACE SELECT COMMITTEE

20 APRIL 2026

Overview Report: Regeneration and Inclusive Growth

Summary

The Committee will receive an overview report from the Stockton-on-Tees Borough Council (SBC) Regeneration and Inclusive Growth directorate which provides details of key achievements and challenges in 2025-2026 for the Town Centres Developments and Inclusive Growth and Development departments as well as any emerging issues within these areas of Council activity.

Detail

1. In 2025, to facilitate the important overview function of scrutiny committees and provide the opportunity to hold SBC Cabinet Members and services to account, a decision was made to resume overview and performance reporting to the Council's Select Committees. It was agreed that this should take place twice-yearly.
2. The reporting of performance measures will not commence until September / October 2026, therefore this initial overview-only update will focus on key achievements and challenges for Council services during 2025-2026, along with any emerging issues that relevant scrutiny committees need to be aware of.
3. A report has been provided in advance and is included within these meeting papers. The SBC Cabinet Member for Regeneration and Housing, the SBC Director for Regeneration and Inclusive Growth, the SBC Assistant Director – Town Centre Development, and the SBC Assistant Director – Inclusive Growth and Development are scheduled to be in attendance to provide a summary and address any Member comments / questions.
4. At this meeting, officers from the SBC Strategic Planning Team are also due to provide an update on how the performance information will be presented from the September / October 2026 cycle onward.

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REPORT TO PLACE SELECT COMMITTEE

April 20th 2026

REPORT OF Director of Regeneration & Inclusive Growth

Regeneration & Inclusive Growth Performance Overview Report

Summary

This report gives an overview of the key achievements and challenges in 2025/6 for Regeneration & Inclusive Growth Directorate.

Key Achievements

1. Over the last year, the Regeneration and Inclusive Growth directorate have established a clear strategic approach to the work of the new Directorate, with revised governance arrangements to improve strategic focus, benefits realisation, financial control, corporate oversight and effective risk management.
2. We have made great progress with a wide range of initiatives including:
 - a. Delivery of a large Capital regeneration programme
 - b. A new Inclusive Growth Strategy
 - c. The development and delivery of a nationally recognised innovative skills programme
 - d. Delivery and development of exciting inward investment opportunities and ongoing business support
 - e. Developing and embedding new planning policy.
 - f. Development in implementation of a new Strategic Asset Management Plan which sets out a methodology for making asset decisions, establishes a new model for a Corporate Landlord to manage all SBC property assets and reinforces the drive to deliver effective services from a value for money, fit for purpose asset base.

Placemaking Powering Our Future

3. We have defined the Placemaking Powering Our Future mission. Under this banner we are actively delivering an ambitious capital programme of regeneration activity. A short synopsis of this programme is set out below:
4. Stockton Waterfront – a c£40million package of works to bring about the Transformation of the site formerly occupied by Castlegate Shopping Centre into a waterside urban park, creating direct links from the High Street to an expanded riverside via an amphitheatre that spans a reduced and realigned Riverside Road. Stockton Waterfront will provide a series of interesting and accessible play and recreation spaces for all ages. The park will introduce areas of greenery and planting onto the High Street along with a high spec garden and large oval lawn. The park will accommodate a variety of regular events and activities alongside new public toilets a range of play spaces, art features, heritage and historic references that will provide a visitor attraction for residents and visitors to the Borough that will have national profile whilst creating a backdrop for future investment and development in Stockton town centre area. Having started demolition in autumn 2022, work on site is nearing completion with this exciting landmark attraction due to open to the public in June 2026
5. Stockton Town Centre Assets – work is continuing to explore future uses of key town centre assets including the Town Hall and former Debenhams building. This includes exploring options to further develop health facilities as well as increasing the leisure offer capitalising on the opportunities presented by Stockton Waterfront
6. Preston Park Museum and Grounds – part of a c£22million plus programme of works a wide range of improvements to the Tees Valley's most popular visitor attraction have been undertaken at Preston Park with new car parking, public toilets and enhancements to the cafe supplemented by investment in new play equipment, improved footpaths and the opening up of the Aviary as a space for the public to access and enjoy. The main intervention saw the delivery of a contemporary extension to the museum accommodating an open store, gallery and exhibition space, cafe and education space as a means of increasing public access to different exhibitions and artwork that could not have previously been accommodated in the Borough. The Spence Building opened in September 2025 and continues to be an incredibly popular addition to the Park. Subject to Planning approval, the final element of the programme of works will see the demolition of South Lodge and installation of an entrance art feature that reflects the historic gatehouse building and the historic route of the Stockton Darlington Railway line.
7. Yarm – A wide ranging programme of works on Yarm High Street has seen the refurbishment Yarm Town Hall into a visitor centre, creation of new public toilets alongside improvements to Snaiths Field Play Area and True Lovers Walk. Proposals for use budget allocated to public realm enhancements is subject to a call in process through Executive Scrutiny Committee in April 2026. Works are underway to create a new cycle connection between Elton Interchange and Teeslink
8. Thornaby Town Deal – a c£40million plus programme of works under the Town Deal banner has seen a number of improvements in the North Thornaby area notably;

- a) 937 properties subject to security enhancements
- b) Redevelopment of Victoria Park play area and Community Centre

- c) 192 properties received 456 energy efficiency measures (Solar PV, LED Lighting, new boilers and heating controls) which has provided an average saving of £671.40 per property per year.

- d) vacant properties brought back into use

The wider programme has seen the Council work in partnership with the Education and Training Collective to lever in DfE funding alongside Town Deal funds to enable the enhancement and relocation of the NETA training facility on the Riverside Campus. The new facility is due to open in Autumn 2026

The Council secured control of the Golden Eagle in October 2024, with complex works now underway to remove asbestos spread throughout the building before demolition of the main structure concluding in autumn 2026. on the adjacent site of the former Phoenix House, work is underway to construct a new swimming pool and gym that will connect into the exiting pavilion leisure centre providing modern leisure facilities in the heart of the town centre. works will be complete in May 2027

Works to create an integrated cycle route throughout Thoranby are underway with completion due in early 2027

9. Billingham - following award of £20million Levelling Up funding works are ongoing to secure agreement on ownership and relocation of affected businesses that would enable the demolition of West Precinct. A period of public consultation to help inform priorities for the cleared site and future investment in Billingham will also be undertaken. Additional work is required to refine details for Billingham Sports Hub to ensure the widest range of facilities can be provided within existing budgets along with procurement of suitable contractors to deliver the critical elements of the scheme throughout the summer of 2026

10. Housing Delivery – in June 2025, Cabinet agreed a Hybrid Delivery Model aimed at accelerating affordable housing delivery within the borough. As part of this report, several small sites were identified as suitable for potential affordable housing development. Recently (March 2026) Cabinet agreed to the direct disposal of the Raleigh Road site (utilising its enabling function) to North Star Housing for the development of an affordable rented scheme. This report also noted that a competitive procurement exercise will be undertaken to identify a Registered Housing Provider to bring forward 3 further sites (Londonderry Road, Stirling House and Parkside House), delivering a mix of units that directly addresses the boroughs housing needs.

11. A further report was presented to Cabinet in July 2025 setting out proposals to procure a development partner to progress on delivery of new residential areas across a number of town centre sites in line with the Central Stockton and North Thornaby Blueprint. Following a period of preliminary market engagement in late 2025, a formal procurements process will be undertaken in early summer 2026 to secure development partner for these key sites.

12. Tees Valley Care & Health Innovation Zone –Tees Central is one of the largest and most significant rail-connected, brownfield regeneration opportunities in the country. Through the successful delivery of rail rationalisation and redevelopment of the 70-hectare site, it could bring about the delivery of up to 3000 homes, circa 1m sqft of commercial space, a new rail servicing depot for the Tees Valley, and a new multi-model transport hub to support sustainable modes of transport and unlock a new cross boundary community at the heart of the Tees Valley. The site would also provide a potential platform for a significant investment in new research and development, and clinical facilities linked with the Tees Valley Care and Health Innovation Zone. We are working with a wide range of partners to craft this huge opportunity into a nationally significant, deliverable scheme.
13. In addition to our own Placemaking activity, the Directorate is also responsible for the strategic spatial planning of the Borough and the determination of planning applications to both support and manage development.
14. A summary of the performance of the Planning Service for 2025/26 is shown below:
 - A) Number of applications processed: 1373
 - B) Number of homes permissioned – 473*
 - C) Amount of commercial space permissioned: 99,143.70 sqm (c. 60% is new floorspace, 41,079.40sqm already existed in those developments)
 - D) Planning compliance interventions: 670 requests received, 546 requests determined, 11 enforcement notices served (93% of all cases determined in line with internal performance monitors).

Inclusive Growth Strategy

15. The Inclusive Growth Strategy was developed to reflect the importance of a long-term approach that encourages both sustained economic growth across the Borough and a more equitable distribution of the wealth that we generate and was agreed by Cabinet on 12th December 2024 [Decision - Inclusive Growth Strategy - Stockton-on-Tees Borough Council](#)
16. The Strategy was centred on ten strategic 'levers'. These were the themes that would govern the Council work on inclusive growth and would ensure that the Council take a comprehensive approach that focused equally on economic growth and inclusivity. The themes were wide-ranging and included developing new economic roles for Stockton-on-Tees and ensuring the Borough becomes a place recognised for good work, fair pay and responsible business ownership.

Inward Investment

17. The Council continues to have a collaborative approach to inward investment enquiries working with partners including TVCA, national Office for Investment, developers and land agents and clients. This joined up approach ensures an excellent showcase of the Borough's strengths and capabilities. An example of this is the numerous visits the Council has hosted over the last year, including a number from international businesses keen to expand into the area.

18. The Council has facilitated £889k of grant funding into Stockton businesses to enable business growth. For example, £50k grant to BA Joinery to unlock £250k investment into production growth and training facilities that resulted in recruitment of 5 additional staff and new client contracts. Also, Power Plastics received £50k grant towards £103k investment into 6 ultrasonic welding machines which resulted in a £1.5million defence contract and 6 new jobs.

Skills Gaps and Training

19. The Employment & Training Hub has supported over 1800 residents into since early 2022 and has over 10,000 residents registered for work or upskilling.
20. Programmes continue to be developed and scaled to address skills shortages across priority sectors. For example, the Care Academy is now in its 18th cohort and has supported over 120 individuals directly into employment. From April 2026, this area of work will expand further through secured TVCA funding of an appointed Care & Health Recruitment Coordinator, supporting businesses and workforce development across the Tees Valley.
21. The Employment and Training Hub continue to work closely with businesses and training providers to identify skills needs and develop training that is fit for purpose. This employer led approach ensures provision is aligned directly to workforce demand. For example, in response to recruitment challenges and training gaps identified by Harlum Services, a bespoke programme was designed with Stockton Riverside College to deliver training, which subsequently resulted in eight residents progressing into employment.

Early Talent

22. A range of targeted programmes are being delivered to support young people and raise aspirations at key transition points. This includes *Skills for Success*, supporting disengaged secondary school students, and *Excellence for All*, designed for post16 learners who are unsure of their next steps. For young people who are NEET, the *Industry Insights* programme bridges opportunity and aspiration by connecting young people to priority sectors and real career pathways through business engagement and sector focused workshops.
23. Early outcomes demonstrate positive impact across both student engagement and educational performance. Students report increased insight into employment and progression opportunities. Schools have reported a significant improvement in attendance, with increases of up to 3.6% in some cases, alongside improved attitudes to learning and levels of engagement. There has also been an increase in the number of students working at or above target in Maths and English.

Hub on Tour

24. The Hub on Tour initiative was launched in summer 2024 to improve access to economic opportunities within local communities. The programme now visits 54 locations across the borough and works in partnership with existing community

provision, including church groups, library sessions, warm spaces, and food banks. By taking the Hub offer directly into neighbourhood settings, the initiative ensures that residents who may not otherwise engage with services can access employment, skills, and progression opportunities.

Virtual Offer

25. The Hub's virtual offer has grown significantly, strengthening access to support beyond physical locations. This includes a comprehensive website of resources [Stockton](#), the use of VR software to provide virtual workexperience opportunities, and an established social media presence. Facebook engagement has averaged a reach of 42,000 per month over the past year. The Hub website has averaged over 4500 hits per month and acts as a key signposting and matching platform, enabling businesses to upload vacancies and connect directly with local talent.

Work & Health Programmes

26. The Employment and Training Hub is delivering nationally funded work and health programmes that support residents back into work, remove barriers to employment, and tackle youth unemployment.
27. *Work Well* is a £377,000 programme funded by the ICB, supporting residents who are absent from work due to health-related barriers to return to employment. The programme provides tailored, early intervention support focused on improving employability, wellbeing, and sustained work outcomes.
28. *Connect to Work* supports residents facing multiple barriers to employment through a supported employment model. The programme focuses on personalised, wraparound support, working closely with businesses to enable access to jobs and in work support for those who need it most.
29. The *Youth Guarantee Trailblazer* is an initiative aimed at tackling youth unemployment. Stockton is leading delivery across the Tees Valley, coordinating partners to ensure young people can access paid work experience, education, training, or support, with a strong focus on early intervention and progression.
30. To date, 72 young people from Stockton have accessed paid work experience opportunities through the Youth Guarantee Trailblazer, with training bursary support provided to help remove financial and practical barriers to participation.
31. In October 2025, a dedicated Recruitment Coordinator to support care experienced young people was recruited. Since launch, the role has supported 57 young people, with 24 progressing directly into employment.

Business Support

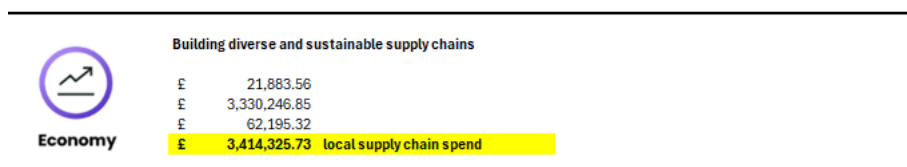
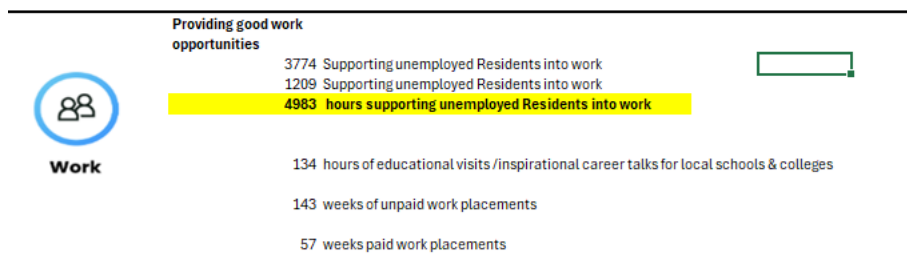
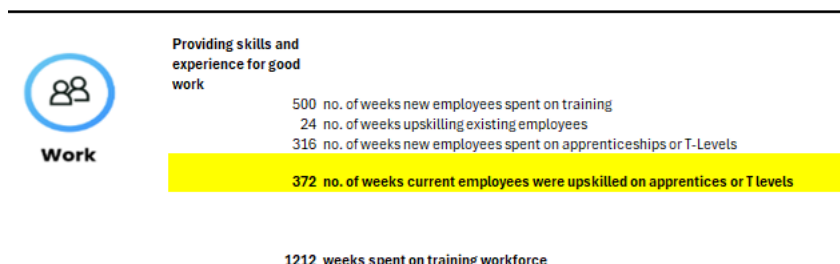
32. The Council continues to implement a proactive business engagement campaign through the *Invest Stockton-on-Tees brand* which has seen an increase in the number

of digital subscribers to 2,791 and a total of 5,281 businesses reached in the last year. April-25 saw the launch of the 'Connect Stockton-on-Tees' breakfast events to provide demand-led briefings and masterclasses for businesses. Last year, the Council hosted 24 events in collaboration with partners, to provide specialist support to 289 businesses. The has provided insight to inform future activities and demonstrates demand for support in specific areas for growth. A business support video launched in March-26 which demonstrates impact of Council programmes on business growth - [Invest Stockton-on-Tees Business Support Team | Videos & Movies on Vimeo](#)

33. The Council's Business Advisory service continues to help organisations to navigate Council services by providing a 'one door' approach for local business. The support offer for start-ups and existing businesses includes help with planning, business expansion, premises searching, contracts and supply chain and signposting to specialist business support and delivery partner interventions. A recent example of support includes the engagement of businesses for the Tees Valley Youth Trailblazer initiative, that onboarded 111 Stockton businesses since Sep-25 that resulted in 77 young people placed into 44 companies to gain meaningful, work experience. The programme has facilitated companies including social marketing company, Petite Agency, call centre, Toob and software development firm, Circle Cloud to onboard young people where it has resulted in permanent positions for all involved.
34. The Council continues to work in partnership with other Local Authorities and TVCA to co-design a robust business support offer. This has included support to the Combined Authority on its implementation of UKSPF contracts for business support. The Council has recently led the implementation of the Tees Valley Masterclass programme, a series of workshops and large events of specialist support for businesses on behalf of TVCA that saw the engagement of 600 regional businesses receiving support and providing intelligence to inform future activities.

Social Impact

35. The Economic Development team is working closely with Procurement to maximise social value outcomes and impact through procured activity. As part of this work, the Social Value Framework has been updated to ensure a stronger focus on meaningful, measurable outcomes that deliver tangible benefits for residents and communities.
36. The team has also established a bank of mentors, with over 200 hours committed to support programme delivery and outcomes.
37. This includes aligning programmes with contractor social value commitments to deliver clear benefits for residents. A key example is the *Excellence for All* post16 programme, which fully utilises Galliford Try's social value commitment to deliver an impactful offer for young people. The programme will deliver a series of targeted masterclasses for young people, focused on developing core employability skills including leadership, time management, organisation, interview preparation, and effective self marketing.
38. *Figure 1: Social Value Impact 2025*



Sustainable Council

39. A sustainable Council is a priority in the Stockton-on-Tees Plan. It sets out the ambition to ensure our council is financially sustainable and manages our assets effectively to enhance their local impact. We will be a well-run council across areas of our business and continue to improve outcomes for communities. SBC has a large-scale programme of capital projects within the Borough to ensure that that we are providing quality facilities for residents, attracting investment, and making Stockton-on-Tees a great place to live, work and visit. It is important that when these are developed, they are well thought out, delivered on time, and on budget, to demonstrate that our council is sustainable and well managed

Strategic Asset Management Plan

40. In December 2024, Cabinet agreed the Strategic Asset Management Plan. An update to this plan will be considered at April Cabinet which will update the principles and develops those into a first phase of actions. Progress has already been made on the with both Ideal House and 18-20 Yarm Road properties being sold. A number of others are sold subject to contract with a further three recently being marketed.

41. Establishment of a Corporate landlord function that will drive efficiency savings that have been incorporated into the MTFP for 2026-2029 The SAMP reinforces the Council’s move to a fully centralised Corporate Landlord Model to ensure assets are managed consistently, risks are controlled, and opportunities for rationalisation, regeneration and income generation are maximised. It ensures:

- Ownership and strategic management of all assets is held corporately

- Service areas act as corporate tenants
 - Decisions on investment, maintenance, acquisition and disposal are taken in the corporate interest
42. Establishment of a Corporate landlord function will drive efficiency savings that have been incorporated into the MTFP for 2026-2029

Challenges

43. The local economy is unusually exposed to global economic conditions due to the relatively high levels of energy intensive sectors such as chemical and process, advanced manufacturing and clean energy. While this creates competitive advantages, it also increases vulnerability to international shocks. Some of the key challenges faced recently are:
- a) Volatile Global Energy Markets (aftermath of the war in Ukraine, tensions in the Middle East, slow rebalancing of global energy markets)
 - b) Global Inflation & Challenging Financial Conditions (high borrowing costs, reduced investments) Fragility in
 - c) Global Supply Chains (shipping and logistics uncertainties, increased risks/costs for export oriented businesses)
44. In particular the high level of inflation with regard to construction costs continues to have a significant impact on the capital programme. Levels of contingency set previously (especially for grant funded schemes which were scoped a number of years ago). This issue was considered recently as part of the Scrutiny review of the Capital programme but as evidenced by recent events in the middle east, supply chain and material costs remain some what susceptible to external factors.

Emerging Issues

45. Significant changes to Planning legislation are in train which will have a big impact on both spatial planning and development management.
- a) A revised procedure for Local Plans and the reinstatement of local housing targets mean that we will be required to update our Local Plan. A report will be brought to Cabinet in the coming weeks to initiate that review.
 - b) As part of the development of regional Local Growth Plans each Combined Authority will need to develop a regional Spatial Development Strategy
46. The new National Planning Policy Framework is expected to come into force in 2026. It aims to:
- Strengthen the role of national policy in decision-making.

- Ensure more consistent planning outcomes across England.
- Streamline plan-making and development approvals.

These changes represent a fundamental reset of the NPPF rather than a minor update, signalling a shift toward a more structured, outcome-focused planning system

47. In addition reforms to Planning Committees currently being consulted on which proposes to:
- a. Introduce a national scheme of delegation for planning functions
 - b. control the size of planning committees
 - c. require members of planning committees to be trained and certified, in key elements of planning
48. Also, as from 11th May 2026 any housing scheme which is over 150 units where the Local Planning Authority is minded to refuse the application, has to be referred to the Secretary of State to determine if they will call in the application
49. In the summer of 2025 **Stockton Central and Portrack** was announced as a Phase 2 Pride in Place (PiP) Trailblazer Neighbourhood, with funding of up to £19.6m into the PiP area over the next 10 years. Government guidance on the management and governance of the PiP programme was issued in November 2025. An update on establishing the PiP programme (including the requirement to establish a Neighbourhood Board, who will be responsible for producing a 10-year vision for their place) is to be reviewed at Cabinet on the 23rd April 2026. Although the PiP programme will be led from the Regeneration and Inclusive Growth Directorate, it will be a corporate, cross-council programme of work.
50. Funding of future aspirations – The extensive capital programme that is currently under way is largely funded by external grant with some matching capital support from Council capital budgets. A major element of these schemes have been funded by the MHCLG Local Regeneration Fund and all remaining funds must be spent by April 2028. The 2026/7 MTFP sets out the current financial position of the council and has limited capacity for new capital investment. It is therefore important that remaining grant funding is spent judiciously and that SBC continue to bid for new sources of funding as they are announced.
51. Devolution – The government agenda for further devolution of functions continues to impact on the economic development and regeneration arena. As a result of the English Devolution and Community Empowerment Bill 2025 further changes are imminent which will establish an increased role for the Combined Authority in spatial planning, land and housing issues.

Performance Reporting

52. Unlike many departments that directly deliver services to customers, it is difficult to measure or reflect the outcomes of the functions in the Regeneration and Inclusive Growth Directorate. An approach to performance management that concentrates in output metrics doesn't reflect the link between activity and outcome. Trying to articulate

the effectiveness of regeneration activity by counting the Square metres of public realm is unlikely to be helpful to the Place Select Committee. Measuring the average wage across Stockton will not meaningfully evidence the impact of a skills programme for young people

53. Previously economic scrutiny committees have received a narrative report explaining the global national and regional trends and setting out activity and outcome in that context. Members are asked to consider whether this is a suitable route to scrutinise the Inclusive Growth element of the work of the Directorate
54. Performance metrics across the council will also be provided going forward. The Key performance metrics are tiered. The Select Committee will receive Tier 2 metrics and wish to identify some tier 3 metrics which help to understand the work of the teams or the impact upon our residents. These are listed at Annex 1.
 - a. KPIs at Tier 2
 - b. Overview of KPIs tier 3
55. The performance monitoring of our regeneration activities is also difficult to empirically measure. The recent scrutiny on the capital programme makes recommendations that if accepted by Cabinet will lead to regular reporting of progress on the delivery of the capital programme. This could be a way to scrutinise that aspect of the department's performance.

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Overview and Scrutiny



Overview Role

- In contrast to deep dive in-depth scrutiny reviews, Scrutiny Select Committees needs an element of oversight or overview
- Proposal to introduce regular performance reporting to Scrutiny Select Committees, aligned to Council & Service priorities linked to the Stockton-on-Tees Plan
- This will support Statutory Guidance on the types of information that might be shared to enable overview and Scrutiny Select Committees to discharge their roles effectively

Stockton-on-Tees Plan

Measuring Progress

**STOCKTON
ON
TEES**



POWERING OUR FUTURE
**THE STOCKTON-
ON-TEES PLAN**
2024-2028



OUR VISION

Stockton-on-Tees is home. It's a warm and friendly place where we welcome others and come together as a single community. We are a diverse and inspiring Borough, culturally rich and with confidence in a future that we can all share and be proud of. At the economic heart of the Tees Valley, we are a dynamic, safe and healthy place where everyone can grow and succeed. We will continue to work together to reduce inequalities and barriers to opportunity. We are Team Stockton-on-Tees.

Read the
full plan



1

THE BEST START IN LIFE TO ACHIEVE BIG AMBITIONS

A safe and inclusive community where everyone can thrive. Working hard to prevent the impact of poverty, creating a bright and healthy future with a shared sense of belonging. Supporting children in our care and creating equality of opportunity

2

HEALTHY AND RESILIENT COMMUNITIES

Building happy and healthy lives, supporting those who are experiencing poverty. Ensuring that our residents are resilient, independent

3

A GREAT PLACE TO LIVE, WORK AND VISIT

A vibrant and diverse place with an environment that is well looked after and outdoor spaces to enjoy that residents can be proud of



4

AN INCLUSIVE ECONOMY

Growing the local economy and cementing our role as the well-connected, economic heart of Tees Valley. Ensuring that all residents can benefit from secure and sustainable jobs

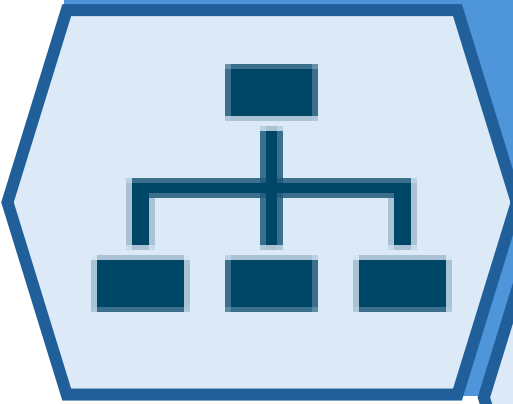
5

SUSTAINABLE COUNCIL

A well-run financially sustainable Council that improves outcomes for communities



Bi-Annually



Cabinet

- Tier 1 (Council outcomes)



Select Committees

- Tier 2 (service outcomes & progress update)

Annually



Exec Scrutiny

- Tier 1 (Council outcomes)



Full Council

- Tier 1 (Council outcomes)

PRIORITIES

- List of priorities that the specific service is currently working on:
- *Priority 1*
- *Priority 2*
- *Etc.*

- List of indicators (outcomes) that measures the progress of all the PRIORITIES:
- *Indicator 1*
- *Indicator 2*
- *Etc.*

INDICATORS

**WHATS BEEN
DONE**

- List of actions that have been undertaken to try and improve the INDICATORS
- *Action 1*
- *Action 2*
- *Etc.*

- List of actions that have been proposed to try and improve the INDICATORS. These will be moved into WHATS BEEN DONE once complete.
- *Planned 1*
- *Planned 2*
- *Etc.*

**PLANNED
ACTIVITY**

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Place Select Committee Work Programme 2026-2027

Date (4pm unless stated)	Topic	Attendance
Monday 20 April 2026	Scrutiny Review of Governance of Capital Projects – Final Report Overview <ul style="list-style-type: none"> • Town Centres Development • Inclusive growth & Development 	Iain Robinson, Neil Bramma & Andy Corcoran Cllr Richard Eglington, Tracey Carter, Iain Robinson, & Chris Renahan
Monday 18 May 2026	Monitoring: Progress Update - Scrutiny Review of Affordable Housing Scrutiny Review of Animal Welfare – Scope and Project Plan	Jane Edmends Marc Stephenson
Monday 15 June 2026		
Monday 13 July 2026	Monitoring: Progress Update - Scrutiny Review of Domestic Waste Collections, Kerbside Recycling and Green Waste Collections	Dale Rowbotham
Monday 14 September 2026		
Monday 12 October 2026	Monitoring: Progress Update – Muslim and Faith Burials	Dale Rowbotham & Darren Robinson
Monday 9 November 2026	Overview & Performance <ul style="list-style-type: none"> • Community Services • Environment, Leisure & green Infrastructure • Housing and A Fairer Stockton-on-Tees 	Cllr Nigel Cooke, Cllr Paul Rowling, Cllr Richard Eglington, Reuben Kench, Craig Willows, Neil Mitchell, Carolyn Nice, & Jane Edmends
Monday 14 December 2026	Monitoring: Progress Update - Scrutiny Review of Burial Provision	Chris Renahan
Monday 11 January 2027		

Place Select Committee Work Programme 2026-2027

Date (<u>4pm unless stated</u>)	Topic	Attendance
Monday 15 February 2027		
Monday 15 March 2027		

To Schedule:

Scrutiny Review of Animal Welfare