

Place Select Committee

Review of Capital Projects

Outline Scope

Scrutiny Chair (Project Director): Cllr Jim Beall	Contact details: Jim.beall@stockton.gov.uk
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PMO Link: TBC?	Contact details:
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?

Who will the Committee be trying to influence as part of its work?

Cabinet, Council

Expected duration of review and key milestones:

6 months, reporting to Cabinet in May 2026

Scope and Project Plan – 10 November 2025

Evidence gathering November 2025 – February 2026

Draft recommendations – 9 March 2026

Final Report – 20 April 2026

Submission to Cabinet – 15 May 2026

What information do we need?

Existing information (background information, existing reports, legislation, central government documents, etc.):

Decision making structures

[LGA Must know: Capital expenditure](#) [Must know: Capital expenditure | Local Government Association](#)

New information:

Case Studies

Who can provide us with further relevant evidence? (Cabinet Member, officer, service user, general public, expert witness, etc.)	What specific areas do we want them to cover when they give evidence?
Regeneration & Growth Capital Projects	Background information and evidence relating to key lines of enquires including: <ul style="list-style-type: none">• Types of capital projects• Life cycle of a project including decision making process and governance tools being used• Case studies
Finance	Funding and grant processes Budgetary governance of projects
Highways, transport & design	Evidence relating to key lines of enquires
Project Teams, Governance boards	How is risk managed?
How will this information be gathered? (e.g. financial baselining and analysis, benchmarking, site visits, face-to-face questioning, telephone survey, survey)	
Committee meetings, reports, case studies	
How will key partners and the public be involved in the review?	
Attendance at meetings, information submissions	

How will the review help the Council meet the Public Sector Equality Duty?

The Equality Act 2010 protects everyone from discrimination on grounds of nine Protected Characteristics (including – but not limited to – age, gender, disability, ethnicity), and advance equality of opportunity for those with Protected Characteristics. Public bodies must have due regard for advancing equality which includes:

- removing or minimising disadvantages suffered by people due to their protected characteristics
- taking steps to meet the needs of people from protected groups where these are different from the needs of other people

A robust and well managed capital project programme, contributing to the financial stability of the Council, ensures SBC continues to deliver the services that communities need.

How will the review contribute towards the Joint Strategic Needs Assessment, or the implementation of the Health and Wellbeing Strategy?

Capital projects aim to enhance the Borough, providing state-of-the-art facilities and attracting investment. It therefore contributes to Focus Area 3: Everyone lives in healthy and sustainable places and communities.

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.

Project Plan

Key Task	Details/Activities	Date	Responsibility
Scoping of Review	Information gathering	October 25	Scrutiny Officer Link Officer
Tri-Partite Meeting	Meeting to discuss aims and objectives of review	20.10.25	Select Committee Chair and Vice Chair, Cabinet Member(s), Director(s), Scrutiny Officer, Link Officer
Agree Project Plan	Scope and Project Plan agreed by Committee	10.11.25	Select Committee
Publicity of Review	Determine whether Communications Plan needed	TBC	Link Officer, Scrutiny Officer
Obtaining Evidence	Definition of a capital project Delivery of capital projects Governance of capital projects & case studies Outcomes and learning	15.12.25 12.01.26 16.02.26	Select Committee
Members decide recommendations and findings	Review summary of findings and formulate draft recommendations	09.03.26	Select Committee
Circulate Draft Report to Stakeholders	Circulation of Report	March/April 26	Scrutiny Officer
Tri-Partite Meeting	Meeting to discuss findings of review and draft recommendations	TBC	Select Committee Chair and Vice Chair, Cabinet Member(s), Director(s), Scrutiny Officer, Link Officer
Final Agreement of Report	Approval of final report by Committee	20.04.26	Select Committee, Cabinet Member, Director
Consideration of Report by Executive Scrutiny Committee	Consideration of report	19.05.26	Executive Scrutiny Committee
Report to Cabinet/Approving Body	Presentation of final report with recommendations for approval to Cabinet	14.05.26	Cabinet / Approving Body

