

REPORT TO CABINET

14 MAY 2026

**REPORT OF PLACE SELECT
COMMITTEE**

CABINET DECISION

**Cabinet Member for Resources and Transport - Lead Cabinet Member – Councillor
Paul Rowling**

**Cabinet Member for Regeneration and Housing - Lead Cabinet Member – Councillor
Richard Eglington**

Scrutiny Review of Capital Projects

Summary

The attached report presents the outcomes of the Place Select Committee's review of Capital Projects

Reasons for Recommendation(s)/Decision(s)

The topic was included on the Scrutiny Work Programme for 2025-2026. The review is now complete, and the recommendations have been endorsed by the Place Select Committee for submission to Cabinet.

Recommendations

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

Detail

1. The Council has a large-scale programme of capital projects 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. The current governance arrangements have been in place since November 2024, and the Committee found that these provide a solid foundation for delivering projects that benefit residents, support regeneration, and meet the strategic ambitions of the Borough. The review highlights a strong appetite to strengthen member engagement and the importance of learning from experience. The need to ensure sufficient skills and capacity to deliver the programme was also highlighted and Members were made aware of the development of the Council's workforce "People Plan". Recommendations therefore focus on communication, including strengthening the communication of risk and sharing of lessons learnt, and ensuring workforce capability, to further improve delivery.
3. The Committee has taken evidence 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.

Community Impact and Equality and Poverty Impact Assessment

4. The Committees review and recommendations support Priority Five: A Sustainable Council of the Stockton-on-Tees Plan.

Corporate Parenting Implications

5. There are no direct corporate parenting implications in the report.

Financial Implications

6. There are no direct financial implications for the Council arising from the recommendations.

Legal Implications

7. There are no direct legal implications identified at this stage.

Risk Assessment

8. The review is categorised as low to medium risk. Existing management systems and daily routine activities are sufficient to control and reduce risk.

Wards Affected and Consultation with Ward/ Councillors (refer to Concordat for Communication and Consultation with Members)

9. This review is relevant to all Wards across the Borough.

Background Papers

10. None

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