

**ACTION PLAN: Review of Governance of Capital Projects**

No.	Recommendation	Proposed Actions / Progress	Success Measures	Responsibility	Date
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.	A review will be undertaken of the operation of the Council's existing financial delegations in relation to capital projects. This will include consideration of approval thresholds, consultation requirements, escalation arrangements and decision making responsibilities to ensure that the current framework remains proportionate and appropriate having regard to the scale, complexity and funding profile of the Council's capital programme. Any proposed amendments arising from the review will be reported through the Council's constitutional governance processes for consideration by Cabinet and Council.	Completion of the review and implementation of any approved constitutional amendments.	Monitoring Officer and Section 151 Officer.	October 2026
2	When making a decision Cabinet receive information that addresses the following: <ul style="list-style-type: none"> <li>• option appraisal</li> <li>• public and stakeholder consultation and engagement</li> <li>• benefit identification</li> <li>• risk management</li> <li>• financial delegations</li> <li>• lessons learned from previous projects where appropriate</li> </ul>	Existing Cabinet report guidance and report templates will be reviewed to ensure that reports relating to significant capital projects provide members with proportionate and relevant information regarding option appraisal, stakeholder engagement, intended project outcomes and benefits, key project risks, governance arrangements, proposed onward decision making arrangements and, where appropriate, lessons learned from comparable projects. The revised guidance will be reinforced through officer briefing and existing report quality assurance arrangements.	Revised guidance issued and evidence of consistent consideration of these matters within future Cabinet reports relating to significant capital projects.	Director of Regeneration and Inclusive Growth and Director of Corporate Services.	December 2026
3	Member information for and engagement of the capital programme is strengthened by:	A more structured approach to member engagement in relation to the capital programme will be developed. This will include periodic programme updates for	Regular member briefing arrangements established, capital programme governance incorporated into	Directors, Assistant Directors, Project Leads, Democratic Services and the	Ongoing

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	<ul style="list-style-type: none"> <li>Providing regular and consistent updates to members via Cabinet/Member briefings showing progress against approved programme</li> <li>Including training for members on capital programme governance and funding frameworks within the Member Induction</li> <li>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</li> </ul>	<p>members, targeted briefings on significant projects and the incorporation of capital programme governance and funding arrangements within member development and induction programmes. In addition, the Council's Concordat for Communication and Consultation with Councillors will be reviewed and refreshed to ensure that expectations regarding communication and engagement on significant capital projects remain clear, consistent and up to date, particularly in relation to relevant Ward Members.</p> <p>Ongoing reporting to Cabinet/Portfolio holders and Members on progress and emerging issues across the capital programme.</p>	member development activity and an updated Concordat approved and implemented.	Programme Management Office.	
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	As part of the ongoing development and implementation of the Council's People Plan, consideration will be given to the workforce capacity, professional skills and organisational capability required to support the successful delivery of the capital programme. Particular regard will be had to project management, commercial, procurement, engineering, design, financial and programme assurance disciplines, together with succession planning and organisational resilience. Any identified development actions will be incorporated within existing workforce planning arrangements.	Workforce review completed and identified actions incorporated within People Plan delivery arrangements.	Director of Corporate Services, Assistant Director People & OD and Corporate Management Team.	March 2027
5	Officers provide a report on the effectiveness of the governance	The Programme Management Office will undertake a formal review of the	Review completed and reported to Place Select	Link officers and Programme	January 2027

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	structure to the Select Committee in January 2027, when further projects have been through the process	effectiveness of the capital governance framework following a sufficient period of operation and once an appropriate number of projects have progressed through the full governance lifecycle. The review will consider compliance with governance requirements, the effectiveness of gateway arrangements, programme assurance processes, lessons learned and opportunities for further continuous improvement. The findings will be reported to Place Select Committee.	Committee together with any recommendations for further improvement.	Management Office	