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| Bath & North East Somerset Council | | | |
| MEETING | Climate Emergency and Sustainability Scrutiny Panel | | |
| MEETING DATE: | 27 November 2025 | EXECUTIVE FORWARD PLAN REFERENCE: | |
| | | | |
| TITLE: | Capital Delivery Assurance | | |
| WARD: | All | | |
| AN OPEN PUBLIC ITEM | | | |
| List of attachments to this report: | | | |
| Presentation slides | | | |

1 THE ISSUE

- 1.1 The Council invests significantly in B&NES through its capital programme. The budget sets out the financial commitments of this within the [Medium Term Financial Strategy](#) adopted at the Council meeting in February 2025.
- 1.2 The Council has more than 260 live capital projects crosscutting all directorates and services. The range and scale are diverse, from play equipment to depots, housing to vehicle fleet, with individual project budgets ranging from £50k to £50M.
- 1.3 Effective monitoring and assurance on cost (value), quality and timely delivery of the programme is important to inform treasury management decisions on the best deployment of 3rd party grant, corporate capital and borrowing.

2 RECOMMENDATION

The Panel is asked to:

2.1 Note

- (1) Capital financing methods and how the Council plans and deploys capital funds
- (2) Development of appropriate service and governance arrangements for the deployment of capital across the capital programme

2.2 Scrutinise

- (1) the revised governance arrangement of the capital programme
- (2) programme reporting and the roll out of Project for the Web (PftW).

3 THE REPORT

3.1 Centralised Service Model: The Council has now restructured its project delivery capability into a centralised service within Sustainable Communities that forms a part of the Housing and Capital Delivery directorate. This ensures a clear delineation between commissioning intention and delivery action, focussing our project delivery capability into one Project Management Office (PMO) service.

3.2 The service is structured into 5 principal functions with a dedicated capital finance lead under a Head of Service.

- Project management: a project management delivery resource to execute the projects within programmes
- Programme management: managers having oversight of a portfolio of projects with similar objectives sitting within a programme
- Commercial management: including procurement, contract management, framework management and supplier engagement and monitoring

3.3 Project Controls: Portfolio, Programme, Project management (P3M) Team will ensure that all information and resources are coordinated and give assurance that approved processes and tools are appropriately and consistently followed meaning the organisation is in the best possible position for effective delivery. All information, communication, monitoring and control functions for the programme will be coordinated through the Programme Controls Office.

3.4 Capital programme governance structure (refer to Slide 4 in attached powerpoint presentation) to ensure robust governance and clear, efficient decision making in delivery has been developed. The structure includes officer steering groups to provide direction of capital delivery, a Capital Strategy Group accountable for delivery of the capital programme and Place Shaping Group setting the strategy direction for the programme. Political oversight to inform and guide Decisions is provided through portfolio holders and Cabinet

3.5 Attendance at these governance groups are as follows:

Portfolio Leads – all Cabinet Members

Place Shaping Group – Executive and Corporate Directors

Capital Strategy Group – Director of Capital & Housing, Director of Place Management, Head of Capital Programme & Project Management, Head of Finance Management

Steering Groups – Chaired by Head of Sponsoring Service

3.6 Capital reporting dashboard and assurance: the Council now uses Microsoft Planner (Project for the Web) as the tool for management and reporting of projects.

3.7 By introducing Microsoft Planner (Project for the Web) the Council is better equipped to effectively manage and report on P3M through deploying project management resource and organise our project portfolio with strategic alignment. This database is a cloud-based project management tool that enables users to create and manage projects, collaborate with team members, and track project progress. It is part of the Microsoft Project family of tools and is designed to provide a simplified and intuitive experience for users whilst providing enhanced visual dashboard reporting through Power BI.

4 STATUTORY CONSIDERATIONS

4.1 None.

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

5.1 A Portfolio, Programme and Project Management (P3M) Controls team is resourced in the service to deliver the capital reporting and governance with financial monitoring now managed by the in-service Finance Lead. This resource is funded by the programmes through a capital recharge mechanism.

5.2 The 2025/26 Budget Report set out the Council's 5-year capital programme. The Capital Programme retains the clear separation of schemes for Full Approval and those which are for Provisional Approval. Items gaining Full Approval are clear to proceed to full scheme implementation and delivery, subject to appropriate project management and governance. Items for Provisional Approval will require either a further Officer decision or in some cases a formal Cabinet member decision for Full Approval. The budget estimates for schemes shown for Provisional Approval are therefore included on an indicative basis, and as an aid to planning. The tables below set out the programme as well as the sources of funding.

| Capital Spend Budgets | Budget 2025/2026 £'m | Budget 2026/2027 £'m | Budget 2027/2028 £'m | Budget 2028/2029 £'m | Budget 2029/2030 £'m | Total £'m |
|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------|
| Full Approval | 76.413 | 34.296 | 16.404 | 3.681 | 1.889 | 132.683 |
| Provisional Approval | 84.545 | 91.703 | 91.875 | 71.298 | 35.032 | 374.453 |
| Total | 160.957 | 125.999 | 108.279 | 74.980 | 36.921 | 507.136 |

| Financing | Budget 2025/2026 £'m | Budget 2026/2027 £'m | Budget 2027/2028 £'m | Budget 2028/2029 £'m | Budget 2029/2030 £'m | Total £'m |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------|
| Grant | 73.309 | 42.809 | 14.500 | 8.836 | 8.786 | 148.241 |
| Capital Receipts/RTB | 2.745 | 8.400 | 0.635 | 0.635 | 0.202 | 12.617 |
| Revenue | 2.292 | 3.570 | 0.050 | 0.050 | 0.050 | 6.012 |
| Borrowing | 73.705 | 66.400 | 92.315 | 65.456 | 27.883 | 325.759 |
| 3rd Party (inc S106 & CIL) | 8.907 | 4.820 | 0.778 | 0.003 | 0 | 14.508 |

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6 RISK MANAGEMENT

6.1 Risk Management is completed at Service, Programme and Project level in line with the P3M project management manual. Examples of project risk analysis will be presented within the meeting.

7 EQUALITIES

7.1 All capital projects and their decisions are subject to Equalities Impact Assessment at key decision gateways.

8 CLIMATE CHANGE

8.1 Net zero by 2030 aspirations underpin all projects in the capital programme.

9 OTHER OPTIONS CONSIDERED

9.1 None.

10 CONSULTATION

10.1 Councillor Mark Elliot, Cabinet Member for Resources

10.2 Simon Martin, Director of Capital & Housing

10.3 Gary Adams, Head of Financial Management

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| Contact person | Tom Foster, Head of Capital Programme & Project Management |
| Background papers | Medium Term Financial Strategy agreed in February 2025 |
| Please contact the report author if you need to access this report in an alternative format | |