

Capital Programme Assurance

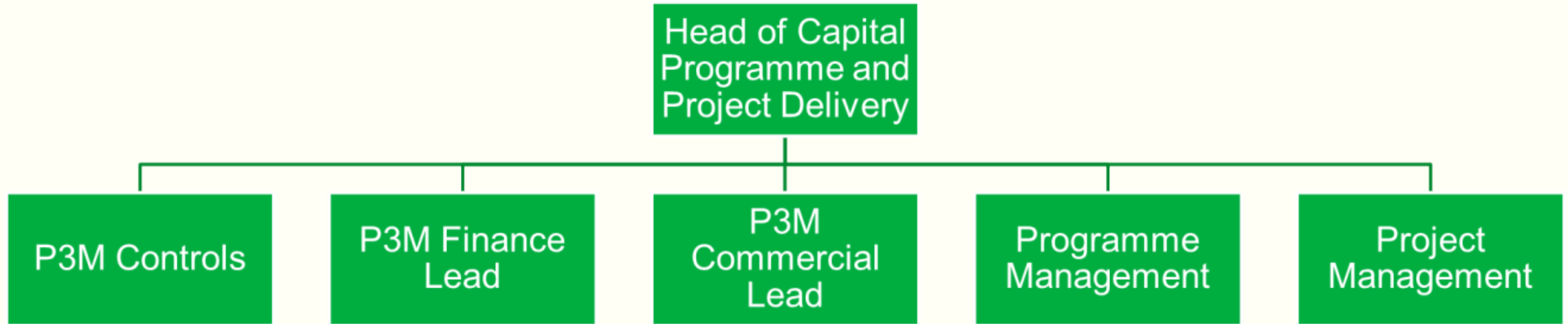
Corporate Scrutiny Panel
25 November 2025

Bath & North East
Somerset Council

Improving People's Lives



Capital Programme and Project Management Service structure

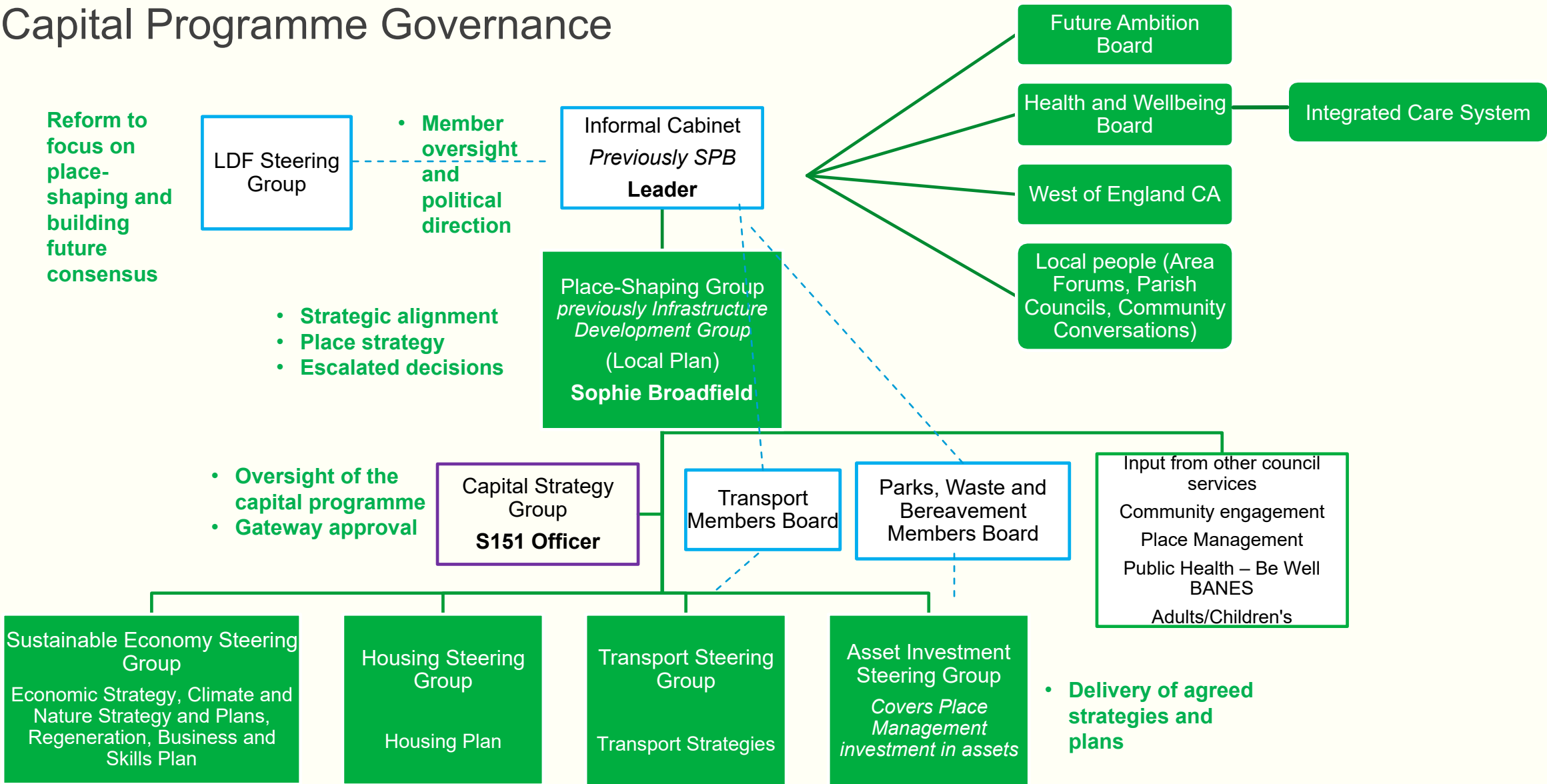


- This structure is based upon the P3M model of 'Portfolio, Programme and Projects' separating project management and delivery away from the 'business as usual' for service areas and providing an intelligent client function to effectively deliver projects.
- It creates a specific resource 'P3M Controls' to standardise processes and governance and reduce duplication.
- A programme-led approach to project delivery is supported by teams providing core expertise in finance and procurement.

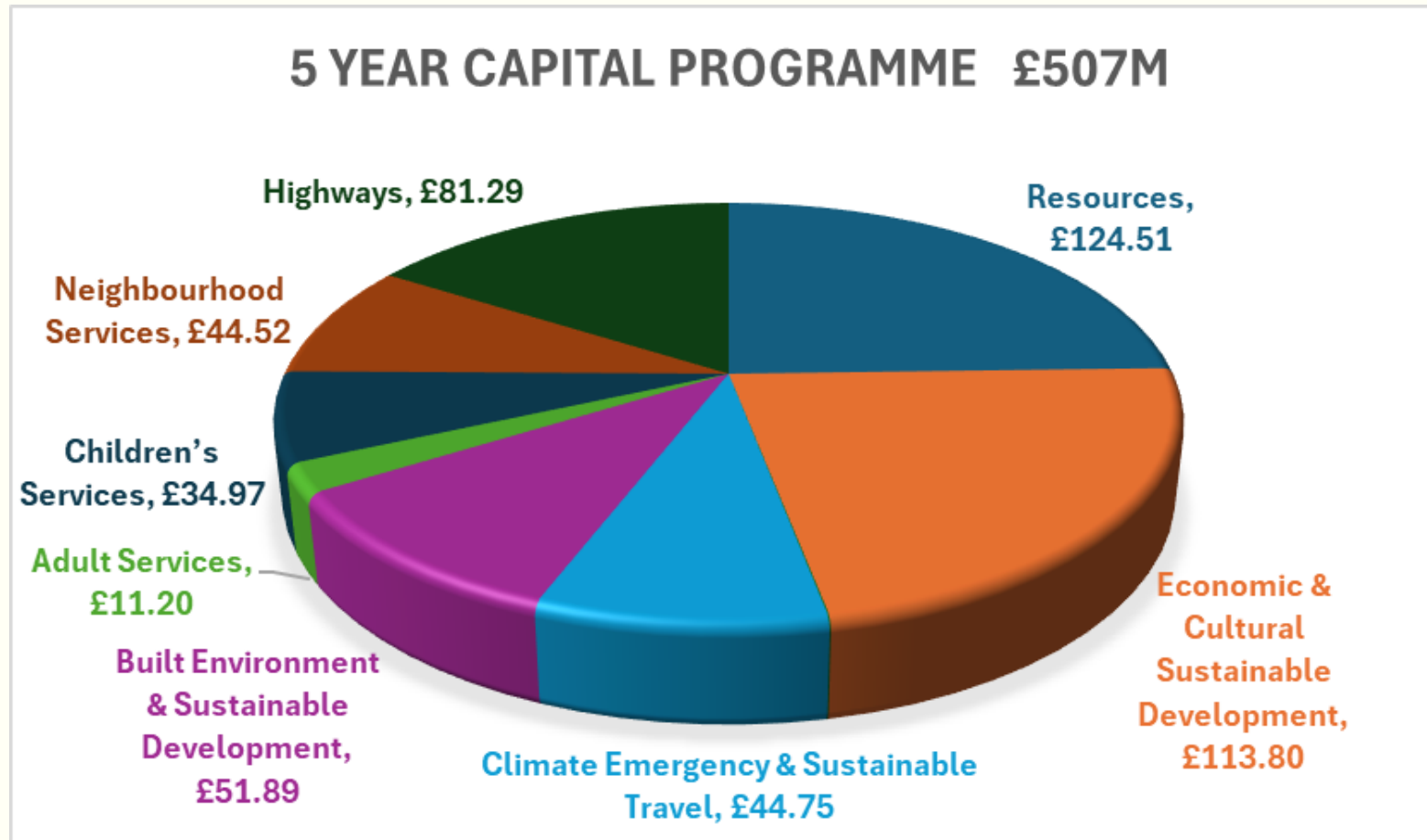
Capital Finance financial summary – existing situation

Portfolio Summary	2024/2025 Outturn Position			
	Capital Budget £'m	Outturn £'m	Variance £'m	Rephasing to 2025/26 Requested £'m
Leader	0.224	0.170	(0.054)	0.054
Climate Emergency & Sustainable Travel	3.926	3.079	(0.847)	0.847
Resources	11.178	6.762	(4.416)	4.416
Economic & Cultural Sustainable Development	14.388	10.896	(3.492)	2.388
Children's Services	9.276	5.558	(3.718)	3.582
Adult Services	2.389	2.349	(0.040)	0.039
Highways	17.541	15.312	(2.228)	2.221
Neighbourhood Services	5.318	4.021	(1.297)	1.293
Built Environment & Sustainable Development	6.294	4.894	(1.400)	1.400
Total	70.534	53.041	(17.493)	16.241

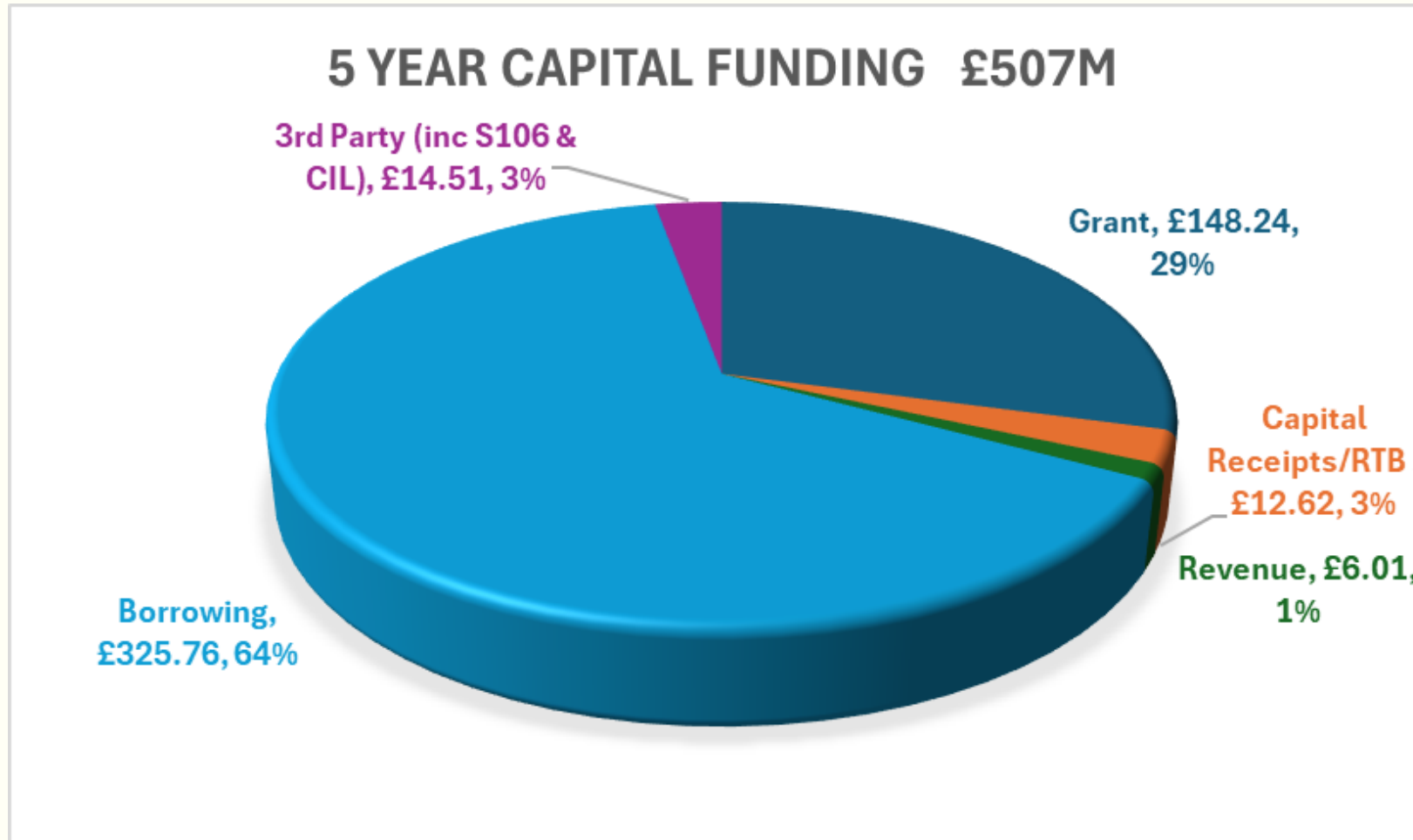
Capital Programme Governance



2025/26 – 2029/30 (5 Year Capital Programme Summary)



2025/26 – 2029/30 (5 Year Capital Funding Summary)



Capital Programme Project Management controls

Context: Atkins Realis conducted a PPM Maturity Assessment of the CRSTS Programme (2023) against industry best practice. BANES was scored at level 2 in maturity with the aim of becoming level 3 once the 5 key recommendations have been implemented. The RAG status are currently :

Recommendation	Action	Status
Outcome & Benefits Led Delivery	New Benefits Management Structure	Rollout & Embedding
Database & Reporting	Introduction of Project for the Web (MS Planner)	Rollout & Embedding
PMO Structure & Process	P3M Manual & Template Suite	Rollout & Embedding
Supporting Project Professions	Career Pathways	Approval
Robust Governance Structure	New Governance Framework	Rollout & Embedding

What is Microsoft Project for the Web (Microsoft Planner)?



Microsoft's latest project management tool using cloud-based technology on Teams 365 platform

Why Microsoft Project for the Web

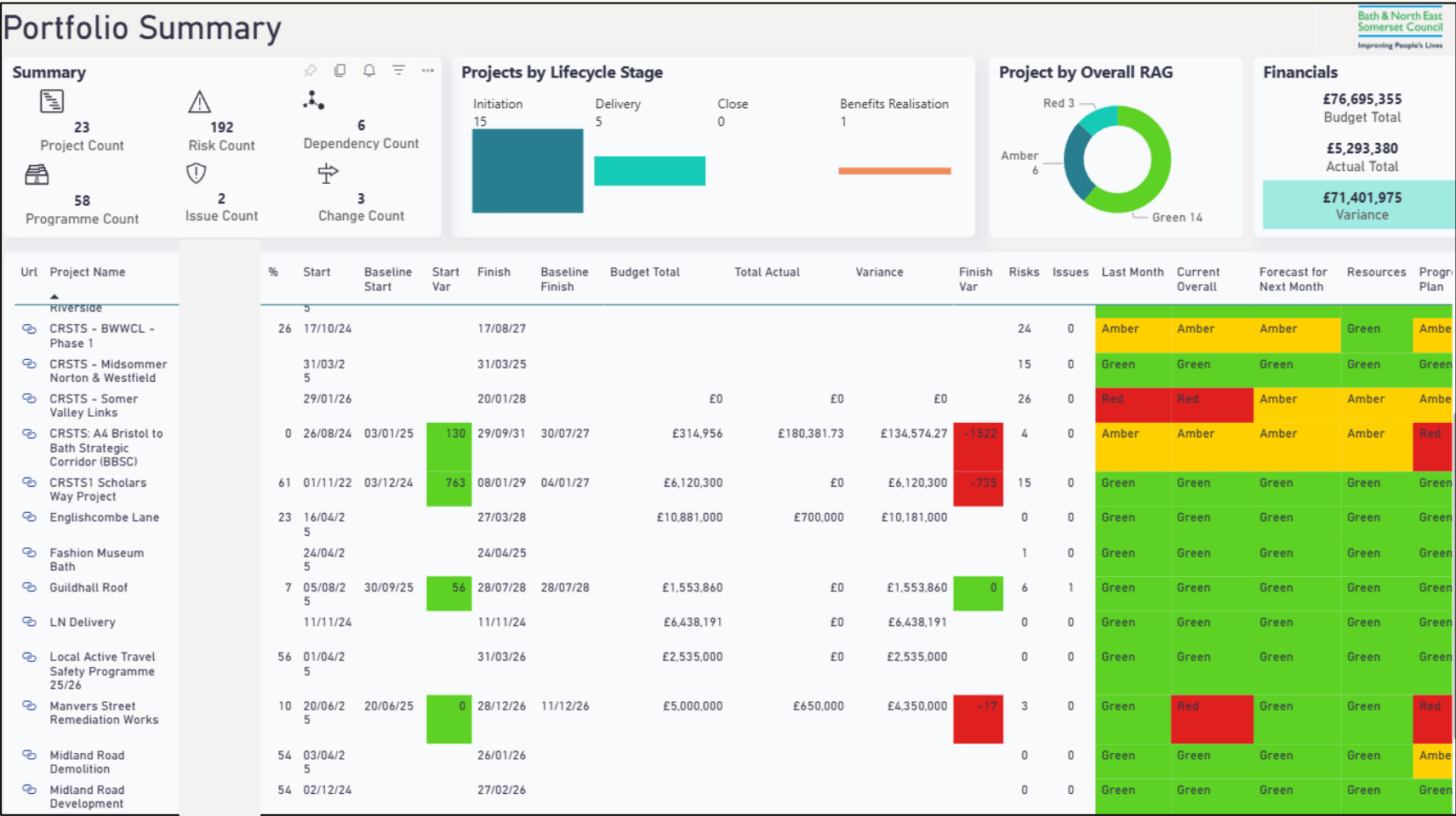
- ☐ Provides simple, powerful work management capabilities and can be used by project managers and team members to plan and manage projects of any size in a collaborative manner
- ☐ Provides a standardised approach to managing projects through:
 - ☐ Integrated planning
 - ☐ Scheduling
 - ☐ Risk management
 - ☐ Reporting & Power Bi Visualisation for Corporate Dashboards
- ☐ Interfaces with external stakeholders
- ☐ Aligns with client partner reporting requirements
- ☐ Affords scale up of processes for uplift from managing small to large projects

Roadmap for Rollout

Involved 3 tranches of demo training between Nov 2024 – April 2025
to cover all directorates across B&NES



Capital Programme – Reporting Dashboard



- Example dashboard demonstrating PFTW reporting, including:
- Lifecycle stage
 - Overall completion percentage
 - Schedule information – versus baseline
 - Financial information – actuals vs budget
 - RAG status for key areas, including resourcing and risk

Capital Programme – Example of quantified risk assessment

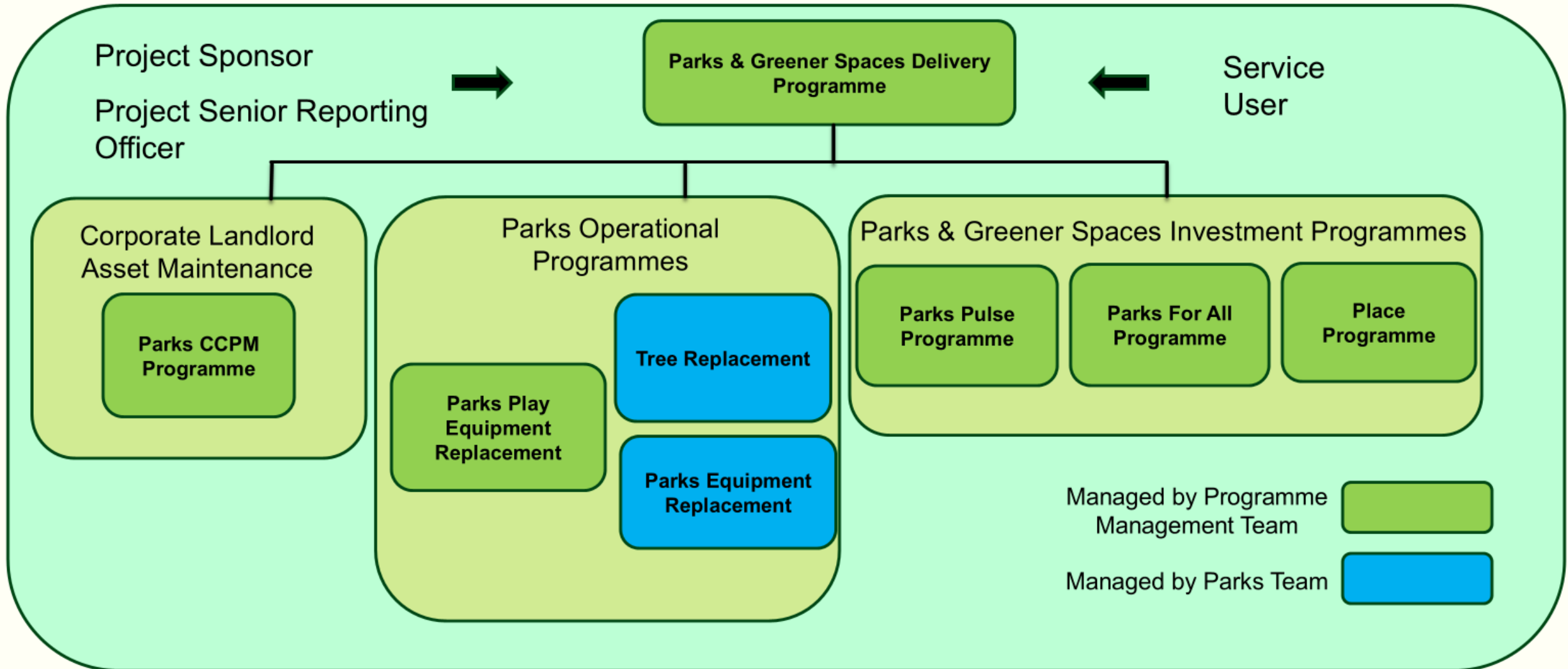
ID	Risk Description	Impact	Likelihood	Risk Score	Mitigation Strategy	Owner	Status
R001	Delay in supplier delivery	3	2	6	Regular follow-ups; include penalties in contract	Procurement Team	Open
R002	Key team member leaves project	3	1	3	Cross-training; maintain updated documentation	HR	Open
R003	Budget overrun due to scope creep	2	3	6	Strict change control process	PMO	Open
R004	Regulatory changes affecting compliance	3	2	6	Monitor regulatory updates; legal consultation	Compliance Lead	Open
R005	Cybersecurity breach	4	1	4	Regular audits; implement security protocols	IT Security	Open

Capital Programme Schedule Integration-the current programmes

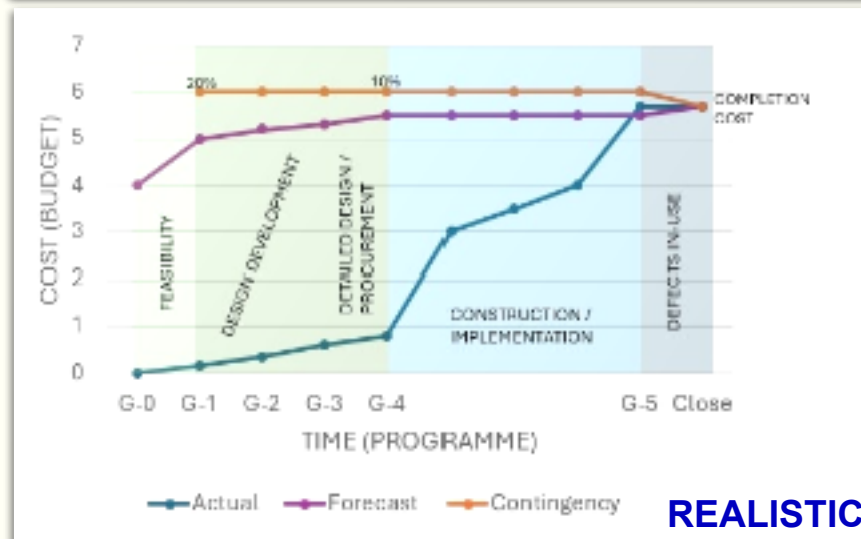
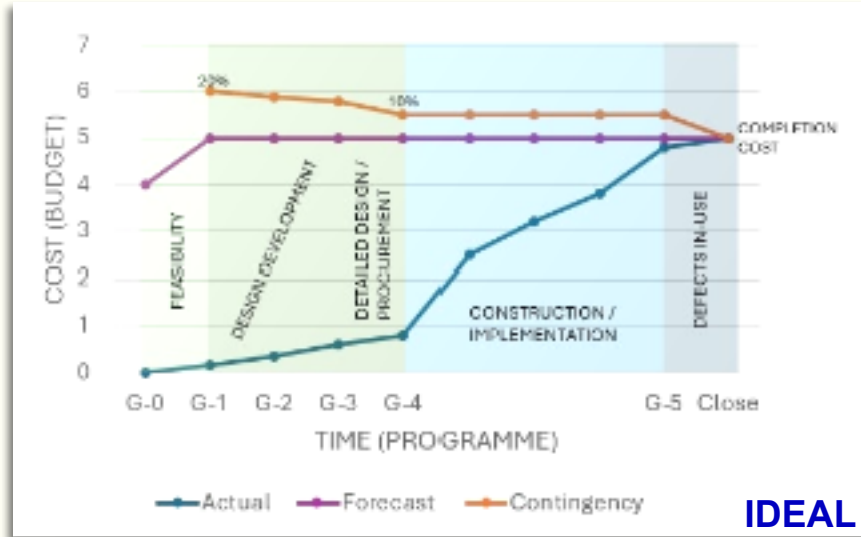
Each of the current programmes bring together a group of projects that have a combined objective and result in defined outcomes:

- **Liveable Neighbourhoods and Residents Parking Zones programme**, incorporating School Streets
- **City Regional Sustainable Transport Settlement programme** delivering active travel projects across B&NES
- **Parks and Greener Spaces Delivery programme** including corporate landlord asset maintenance, parks operational replacement and greener spaces investment (*see example on slide12*)
- **Corporate Estate and Commercial Estate Capital Programme** including maintenance of our corporate estate and refurbishment of our corporate assets
- **Decarbonisation Programme** is delivering Net Zero Council projects, removing gas as a heating fuel from the Corporate Estate, optimising buildings and energy use to reduce consumption, generating renewable energy where possible, and electrifying the Council's fleet.
- **Housing Programme including** the sub-programmes of Specialist and Affordable Housing, Strategic Housing, and Service-Led Housing.
- **Waste and Crematorium Programme** delivering new recycling centres and investing in Haycombe Crematorium
- **Development and Regeneration Programme** including economic development opportunities such as Milsom Quarter
- **SEND Education Programme** assessing specific needs, exploring opportunities and delivering new SEND schools.

Parks & Greener Spaces Programme Structure



Next Steps – Capital Project Delivery



- Gateway 0: Project Initiation – Need established with creation of brief and objectives. *Nominal expenditure for feasibility planning.*
- Gateway 1: Project Formally Established with Business Case and Execution Plan. Project Delivery Budget Cost forecast presented with suitable contingency. *(Determination if project is to proceed)*
- Project Contingency is set higher (typically 15-20%) to align to project risk profile, with the contingency gap reducing over the course of the project delivery programme, aligned to risk mitigation.
- Change Management is integral to project budget and delivery outcome, where budget forecast will likely increase closing contingency gap.
- Noting that the commitment to actual project cost and budget drawdown is typically just 10-20% of forecast budget, up until construction / implementation commencement.
- Budget expenditure during construction is not fluid and typically follows an 'S-Curve' pattern of drawdown.
- The project contingency is NOT a given project cost, but a risk mitigation safety net to enabling fluid project delivery against the perceived delivery programme.
- *Ref. P3M Project Gateway Delivery Model*

Next Steps – Capital Project Delivery

PROJECT DELIVERY STAGES & APPROVAL 'GATEWAYS'

