

# Growth and Regeneration Scrutiny Commission 7<sup>th</sup> March 2024



**Report of:** Executive Director: Growth and Regeneration

**Title:** Capital Programme Update including overview of current programme and proposals for a Capital Portfolio Management Office

**Wards:** All

**Officer Presenting Report:** John Smith, Executive Director: Growth and Regeneration

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## **Recommendation:**

To note the report and appendices and the progress being made.

## **The significant issues in the report are:**

The report acknowledges the maturity journey we are committed to around our Capital delivery and highlights progress made to date as well as proposals being developed to improve timely delivery of the Capital Portfolio, namely a Capital Portfolio Management Office function.



## 1. Summary

The report acknowledges the maturity journey we are committed to around our Capital delivery and highlights progress made to date as well as proposals being developed to improve timely delivery of the Capital Portfolio. This primarily includes a proposal to develop and implement a Capital Portfolio Management Office function for the Capital Portfolio from 24/25 onwards.

Building on best practice models and learning from other Core Cities, the proposed Capital PMO will become the "Centre of Excellence" for all standards and approaches relating to Capital Portfolio Delivery. We will work in new ways across the organisation to bring together existing expertise across, Portfolio, Programme and Project Management, Capital Delivery, Finance, Procurement, Health and Safety, Legal and Data and Insight. The PMO will tailor and develop approaches to meet the current and future requirements of Capital Delivery, with internal and external partnership working at the heart of this journey, to improve delivery performance of the Portfolio. Work is currently in progress to develop a funding model to support the delivery of this proposal and progress in 24/25.

## 2. Context

- a. Internal Audit Report Published in May 2021, with a follow-up in March 2022, into Capital Plannings Governance (arrangements pertaining to the Capital Portfolio).  
Outstanding actions included:
  - i. Lack of a documented plan to incorporate the whole capital portfolio in the new governance arrangements.
  - ii. Lack of Independent Assurance over the capital portfolio.
  - iii. Training and development around roles and responsibilities needs further development.
- b. The Capital Portfolio Transformation Project was initiated in May 2023 and whilst progress has been made, there is now a case for the organisation to invest in the management of this Portfolio in a more strategic, long-term way.
- c. Capital delivery forecasts continue to be over-optimistic, with a considerable gap between these and actuals.
- d. The recent Health and Safety incidents and responses mean organisationally we require improved visibility, control and tracking in the Capital Delivery space e.g. CDM compliance.
- e. We are consequently committed to a long-term maturity journey in terms of our management of the Capital Portfolio and acknowledgement we require a step-change in our approach to increasing timely, successful delivery in this space.

## 3. Policy

**Not applicable.**

## 4. Consultation

### a) Internal

Not applicable

### b) External

Not applicable

## 5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
    - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
    - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
    - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
  - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
    - tackle prejudice; and
    - promote understanding.
- 5b) This is an update item, at the point of decision an Equalities Impact Assessment will be presented alongside any proposals.

### Appendices:

*To follow subject to Full Council Budget Approval.*

### LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

#### Background Papers:

*None*