



Oversight and Governance

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AUDIT AND GOVERNANCE SUB-COMMITTEE - ARMADA WAY INDEPENDENT LEARNING REVIEW ACTION PLAN

Thursday 30 October 2025

12.00 pm

Council House, Plymouth

Members:

Councillors Allen, Cuddihee, Finn, P.Nicholson, Raynsford and Sproston.

Co-opted Members: A member of the green group.

Members are invited to attend the above meeting to consider the items of business overleaf.
For further information on attending Council meetings and how to engage in the democratic process please follow this link - [Get Involved](#)

Tracey Lee

Chief Executive

Audit and Governance Sub-Committee - Armada Way Independent Learning Review Action Plan

1. Apologies:

2. Appointment of the Chair

To approve the appointment of Councillor Sarah Allen as Chair of the Committee.

3. Co-option of members:

4. Declarations of Interest:

5. Action Plan progress update: (Pages 3 - 10)

5a. Governance (Pages 11 - 16)

5b. Project Management (Pages 17 - 20)

5c. Consultation and Engagement (Pages 21 - 22)

5d. Environmental Regulations (Pages 23 - 26)

5e. Employee Wellbeing (Pages 27 - 30)

5f. Training and Development Plan (Pages 31 - 40)

6. Work Programme (Pages 41 - 52)

To note the date and time of the next meeting at 10.00 am on 11 December 2025.

Audit and Governance Committee



Date of meeting: 30 October 2025
Title of Report: **Armada Independent Learning Review Action Plan**
Lead Strategic Director: Tracey Lee (Chief Executive)
Author: Liz Bryant, Service Director for Legal (Monitoring Officer)
Contact Email: Liz.bryant@plymouth.gov.uk
Your Reference:
Key Decision: No
Confidentiality: Part I - Official

Purpose of Report

To provide the sub-committee with an update of the progress made against the implementation of Armada Independent Learning Review Action Plan (the Action Plan).

Recommendations and Reasons

That the sub-committee:

1. Notes the progress made to date against the matters reported; and
2. Considers whether any recommendations are required in relation to implementation and whether there are any matters which need to be escalated to the Audit & Governance Committee

Alternative options considered and rejected

1. That the sub-committee does not accept the progress to date and makes recommendations to the A&G Committee to improve delivery of the Action Plan.

This option is rejected due to progress made to date in delivery being at a satisfactory level.

Relevance to the Corporate Plan and/or the Plymouth Plan

The sub-committee's oversight of the implementation of the Action Plan supports the Corporate Plan by ensuring that it follows a democratic and co-operative process.

Implications for the Medium Term Financial Plan and Resource Implications:

A number of the items to be delivered require additional capacity and resources and there is therefore an additional financial pressure arising from the need to resource these matters.

Financial Risks

The implementation of the requirements of the action plan requires additional financial resources to ensure that the processes and procedures required are implemented correctly, for example additional staffing resources, alongside training and development for existing and new staff. This risk will be mitigated through deploying existing resources where possible and planning and forecasting for any additional resources required ensuring that correct methods of funding are used.

Legal Implications

(For completion by report author)

The implementation of the actions contained within the Action Plan ensures that the council is compliant with legislative and governance requirements for the delivery of projects and programmes.

Carbon Footprint (Environmental) Implications:

A number of the actions when delivered will ensure the council is considering the environmental impact of capital projects.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

The successful implementation of the Action Plan will ensure risk management is properly considered as part of the implantation of capital projects.

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
5	Briefing report – Action Plan update							
5a	Governance							
5b	Project Management							
5c	Consultation and Engagement							
5d	Environmental Regulations							
5e	Employee Wellbeing							
5f	Training and Development Plan							

Background papers:

**Add rows as required to box below*

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable)						
	If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.						
	1	2	3	4	5	6	7

Sign off:

Fin	ITG.2 5.26.0 74	Leg	LS/00 0036 09/46 /LB/2 2/10/ 25	Mon Off	N/A	HR	N/A	Assets	N/A	Strat Proc	N/A
Originating Senior Leadership Team member: Liz Bryant											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 22/10/2025											

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BRIEFING REPORT

Armada Way Independent Learning Review Action Plan Update Report



I. BACKGROUND

The Armada Way Independent Learning Review (AWILR) report was presented to full Council on 2 June 2025, alongside the council's Action Plan for the delivery of the proposed actions arising from the recommendations contained within the report. These recommendations come under five broad themes as follows:

- i. Governance
- ii. Project Management and the Capital Programme
- iii. Consultation and Engagement
- iv. Environmental Regulations
- v. Employee Wellbeing

Within each theme, there are a number of recommendations, each of which carries an action for the Council to make improvements going forward. Sitting alongside these topics is a Training and Development Plan which aims to embed the learning obtained from the AWILR across the organisation.

The full Action Plan can be found at: [Appendix B - Armada Way Independent Learning Review Action Plan.pdf](#). This sets out each of the recommendations, the details of the Council's response to the AWILR report and recommendations, the actions already undertaken by the Council and the actions to be taken in light of the recommendations. There are also indicative timescales for the delivery of each action.

For each of the themes listed above a separate appendix has been created setting out the recommendations, the actions required and the progress to date, alongside the timescale for completion.

In terms of progress and delivery of the actions, whether or the not action is completed will depend upon whether it is a discreet action that can easily be implemented or whether the action requires detailed planning and integration within the organisation, for example a consistent approach to project management across the organization. In such cases the report to the sub-committee will be centred around the principles that will be embedded within the organisation and the transition plan for the changes required. This will be an evolutionary process which will require additional resource

and staff training. It is not intended that such changes will be considered “complete”, but rather they will be managed through an iterative process that will continually be reviewed to ensure they are fit for purpose.

A progress update for each themed area is set out below.

2. PROGRESS UPDATES

2.1 Governance

The table attached to this report as Appendix 5a provides an update for the governance matters that required completion by the end of October. The majority of the governance actions are due for completion in November and December and therefore will be reported further at the next meeting of the sub-committee, in accordance with the work programme.

A full review of the Council’s governance arrangements focusing on the AWILR recommendations was undertaken in consultation with a governance consultant between June and August. The result of that review was that there were a number of recommendations for improvements in governance arrangements. These recommendations are currently under review, alongside a complete review of the constitution, and the proposals for implementation will be brought to the November and December sub-committee meetings.

2.2 Project Management and Capital Programme

The table attached to this report as Appendix 5b provides an update for the Project Management progress to the end of October.

The Council’s approach to Project Management has also undergone a full-scale review by an external consultant and again this review has given rise to a number of recommendations, many of which are being incorporated into an implementation plan for the establishment of a Corporate Programme Management Office/Project Management Office for Capital and Transformation based projects.

2.3 Consultation and Engagement

Consultation and Engagement Framework

The update for the Consultation and Engagement actions can be found at Appendix 5c to this report, however a brief outline of the progress is as follows:

- 2.3.1 Following approval from Audit and Governance Committee on 16 September 2025, the new Engagement and Consultation Framework has now launched internally,

supported by a dedicated online interactive hub on the staff intranet. The hub features guides outlining best practice, case studies, templates, and key contacts to support colleagues in applying the framework.

- 2.3.2 Recruitment for a new Engagement and Consultation Advisor is underway, with the role profile currently being reviewed by the HR regrading panel.
- 2.3.3 A training plan is in development, which includes the relaunch of the Community of Practice and a new HR e-learning tool - anticipated to go live by the end of the year.

City Centre Master Planning

Consultation in relation to City Centre Master Planning is to be undertaken by an external consultant. The procurement process is underway, and the consultant will be appointed shortly.

2.4 Environmental Regulations

The update for Environmental Regulations actions can be found at Appendix 5d. The tree principles document has been drafted and is now going through a process of internal consultation and revision. Once internal teams are comfortable with the document it will be shared with the Plan for Trees Steering group before it is presented to scrutiny in December.

2.5 Employee Wellbeing

The Employee Wellbeing actions and the Training and Development Plan that sits alongside it is attached as Appendix 5e and 5f. This highlights additional programmes that are running and are relevant to the learning review, including procurement of safety devices and a staff wellbeing survey.

2.6 Training and Development Plan

The table attached to this report as Appendix 5f provides an update for the training and development plan that requires completion by the end of October. Significant progress has been made, and those actions identified to be completed in October have been achieved.

Further planned activity will continue in November and December for roll out in the New Year. These will be reported further at the next meeting of the sub-committee, in accordance with the work programme.

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Appendix 5a

Armada Way Independent Learning Review Action Plan Progress Table – Governance – October 2025

Recommendation under review	Action Required	Progress to Date	SRO	Anticipated completion date
<u>Governance</u> Enhance the role of the Statutory Officers by ensuring they meet regularly and take shared responsibility to address key governance issues.	None	Monthly meetings of statutory officers, leading to agreed actions and followed up with action plan already in place (since March 2024).	Statutory Officers	Complete
<u>Governance</u> Extend the rolling Forward Plan for Council decision making.	Review our current forward planning practices and consider best practice, including benchmarking against other Local Authorities of a similar size and demographic. The review will be undertaken in the context of previous governance reviews undertaken by Grant Thornton.	The extension of the rolling forward plan has been reviewed by the Monitoring Officer, including obtaining external governance advice and consider the Forward Plans of other authorities. PCC currently complies with the statutory requirement of 28 days for publication of decisions on its forward plan however, it is recommended that, where possible, significant decisions which are in the pipeline for	Monitoring Officer	Complete

		a decision to be taken be included on the forward plan as soon as possible for full transparency. Therefore, the Governance team will review with directorates what decisions they have in the pipeline and encourage publication on the forward plan as soon as possible.		
<p><u>Governance</u></p> <p>Review the Constitution, including Urgency provisions and enhance the recording of advice and decisions</p>	<p>To ensure our governance framework remains robust, transparent and aligned with the Council's values, we will undertake a targeted review of key constitutional provisions. To include:</p> <ul style="list-style-type: none"> A. Use of urgent and key decision-making B. Scheme of delegation C. Governance of key boards D. Best Practice <p>Further improvements to the recording of advice and decisions, particularly in relation to key projects will be embedded within the introduction of an enhanced approach to project management. This will tie in</p>	<p>A full review of constitution is currently being undertaken by external Governance Lawyers. The review will include a focus on the areas highlighted by the AWILR as well reviewing key documents including decision making templates.</p> <p>Once the full check of the constitution has been completed and recommendations for changes made the MO will present the recommendations to the constitutional review group – sub-committee of Audit and Governance Committee.</p> <p>The use of urgent decision-making has already been reviewed and measure put in place to ensure that urgent decisions are only taken in exceptional circumstances. Assurance is provided by the statutory officers</p>	<p>Monitoring Officer</p>	<p>November 2025</p> <p>January 2026</p> <p>December 2025</p>

	with the project management actions set out in A.2.	<p>reviewing requests for urgency decisions before they can proceed.</p> <p>Key-decisions are currently under review including the relevant thresholds and the way in which decisions are treated as key. This work is almost complete.</p> <p>Key boards are being identified and ToRs reviewed. The constitution is being reviewed to identify non-operational boards still referred to which will be moved as an administrative exercise.</p>		
<p><u>Governance</u></p> <p>Review the Council's approach to Scrutiny and Cabinet.</p>	<p>Work with both Scrutiny and Cabinet to ensure that roles, responsibilities, and oversight arrangements are clearly defined and effectively delivered.</p> <p>This will include:</p> <ul style="list-style-type: none"> A. Review of Scrutiny Function B. Cabinet Role and Clarity 	<p>Review of oversight and scrutiny provisions and arrangements is currently being undertaken.</p> <p>Review of Cabinet work programme arrangements and how pre-decision scrutiny takes place is being undertaken, alongside the review of the constitution. This review will include the provision of advice as to how the role of Scrutiny Boards can be strengthened, particularly in the context of pre-decision scrutiny.</p>	Monitoring Officer	November 2025

	C. Project Oversight and Assurance			
<p><u>Governance</u></p> <p>Review the approach to the Pre-Election period</p>	<p>Undertake a comprehensive review of the Council's approach to the pre-election period, drawing on experiences from recent years — including the learning from the Armada Way project. This review will assess how guidance has been applied in practice and identify opportunities to improve clarity, consistency, and proportionality.</p> <p>As part of this work, we will benchmark our pre-election guidance against that of other local authorities, with a particular focus on how they manage 'business as usual' decisions during the pre-election period.</p> <p>This will help ensure that our future guidance supports lawful, transparent decision-making while enabling the Council to continue delivering</p>	<p>Initial advice has been provided to the MO by an external Governance Lawyer. A full review of the Council's approach to the Pre-election period and guidance is currently being undertaken and will be reported to Audit and Governance Committee once complete.</p>	<p>Monitoring Officer</p>	<p>December 2025</p>

	essential services and progressing key projects.			
<p><u>Governance</u></p> <p>Refresh Good Governance training</p> <p>Ensure greater rigour in decision-making reports so they are accurate, accessible, based on sound evidence.</p> <p>Ensure that the political and officer leadership work together to maintain a common understanding and collective grip over the application of good governance across the council.</p> <p>Ensure that Officers take responsibility for the advice that they give, and Councillors take responsibility for the decisions that they make.</p>	<p>Implement a comprehensive approach to improving our governance culture, decision-making rigour, and the working relationship between officers and elected members. This will include:</p> <ul style="list-style-type: none"> A. Refreshed Good Governance Training and Development B. Strengthening Member–Officer Relationships C. Oversight of High-Risk Reports D. Reinforcing Shared Leadership Accountability 	<p>Team Plymouth Governance training event scheduled for 29 September 2025. Draft agenda prepared and guest speaker booked.</p> <p>Initial meeting held between MO/Dem Support and HR to design modules – these will be reviewed following feedback from the Team Plymouth Governance training event</p> <p>See Learning and Development Plan</p>	<p>Monitoring Officer and Head of Democratic Services</p>	<p>December 2025</p>

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Appendix 5b

2) Project Management and Capital Programme actions arising from AWLR Report – October 2025

Recommendation/s (relevant to L&D)	Action required	Progress to date	Anticipated completion date	Lead Officer
GOVERNANCE				
Ensure that internal advisory and decision-making Capital Project Boards have terms of reference	<p>To continue the improvements already implemented, we are:</p> <ul style="list-style-type: none"> A. Overhauling Project Governance including clear and consistent terms of reference for internal boards B. Reviewing the Capital Programme Handbook <p>These actions will provide enhanced clarity and embed a culture of transparency, accountability, and good governance across all capital projects</p>	<ul style="list-style-type: none"> • Capital Programme Handbook has been reviewed by Ron Cook with suggested amendments which need to be embedded of accepted • Capital programme handbook review and amendments made for review by SRO/MO. • Capital project boards to be reviewed, including identifying where projects boards already exist. 	<p>November 2025</p> <p>November 2025</p>	S151 Officer

Recommendation/s (relevant to L&D)	Action required	Progress to date	Anticipated completion date	Lead Officer
		<ul style="list-style-type: none"> Ensure capital project boards have clear and consistent terms of reference 		
PROJECT MANAGEMENT				
<p>1. Embrace and resource a corporate approach to Project Management, including oversight.</p> <p>2. Enhance risk awareness involving works to public places and ensure the risk assessment methodology, timing and</p>	<ul style="list-style-type: none"> Development of a new corporate framework for project management to address the inconsistencies and gaps identified in the Armada Way project. This framework will ensure that all projects — particularly those with significant public impact — are delivered with greater rigour, transparency, and strategic oversight. Framework to include: <ul style="list-style-type: none"> Consistent Council-wide methodology for project management Enhanced oversight for significant projects Strengthened governance and assurance 	<ul style="list-style-type: none"> Project/programme methodology and approach, including a knowledge base with examples and templates developed and shared across Transformation and Capital Project Managers. These materials also include governance frameworks for both Transformation and Capital schemes. They also include a focus on development of 	October 2025	Section 151 Officer and Transformation Architecture Manager

Recommendation/s (relevant to L&D)	Action required	Progress to date	Anticipated completion date	Lead Officer
<p>approach is the most appropriate for the location and community</p>	<ul style="list-style-type: none"> • Skilled and dedicated project management • Stronger business case and initiation controls • Focus on long-term outcomes and lifecycle costs 	<p>rigorous business cases to deliver strategic benefits and capture whole life costs.</p> <ul style="list-style-type: none"> • Adoption of methods and tools starting with pilot projects in Transformation, pilots in Capital to be identified. • Recruitment to roles in Corporate Programme Management Office (CPMO) started. • The CPMO will provide assurance to the organisation over projects and programmes, and support to 		

Recommendation/s (relevant to L&D)	Action required	Progress to date	Anticipated completion date	Lead Officer
		<p>project/programme delivery teams.</p> <ul style="list-style-type: none"> • Piloting and adoption of methods requires the engagement of the PCC community of project and programme managers. 		

Appendix 5c

Armada Way Independent Learning Review Action Plan Progress Table – Consultation and Engagement – October 2025

Recommendation under review	Action Required	Progress to Date	SRO	Anticipated completion date
<u>Consultation and Engagement</u> Create a compelling and collaborative narrative for the city's vision	The Council and Homes England are currently working together on a master plan for the city centre. There will be an extensive consultation with residents and stakeholders.	Currently in the process of commissioning the consultation resource – further update awaited	Strategic Director for Growth	Masterplan work to commence in Autumn 2025
<u>Consultation and Engagement</u> Elevate the importance of engagement and consultation and build in capacity for engagement and consultation professionals with earlier involvement of in-house communications experts	To build on the learning from the Armada Way project and strengthen our relationship with residents, communities, and partners, we are taking the following steps: A. New Engagement Framework B. Improved Community Engagement C. Resourcing for Delivery D. Modern Engagement Tools E. Training and Best Practice	Engagement Framework has been agreed through: <ul style="list-style-type: none"> • CMT on 12 August • Cab Planning on 18 August • A and G: 16 Sept It launched on 7 October with a new online hub. HR are going to develop an eLearning module, which will be complete and launched by the end of the year. The role profile and business case for the new engagement and consultation advisor has been drafted and is with HR for grading etc.	Director of Public Health and Partner Relations	January 2026

		The Community of Practice, offering support and guidance to staff will be relaunched in January.		
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Appendix 5d

Armada Way Independent Learning Review Action Plan Progress Table – Environmental Regulations – October 2025

Recommendation under review	Action Required	Progress to date	SRO	Anticipated complete date
Environmental Regulations				
Heighten expertise and awareness of Environmental regulation and practice	Director of Growth to review this recommendation to establish the Council's capacity and capability for environmental legislation, to include consideration of any further training for relevant officers.	<p>In May 2024 initial training entitled "Practical Approach to Environmental Impact Assessment (EIA) for Planning Officers" and EIA training specialist company. All senior Planners and managers attended the session, as they provide EIA advice and undertake EIA screening of planning applications and/or deal with EIA applications. In addition, senior colleagues from other areas e.g. Transport, Design and Conservation and legal services, also attended.</p> <p>The session is available for others within the Strategic Planning and Infrastructure department to view online.</p> <p>The training offer has been reviewed by the Strategic Director for Growth and is considered to be a suitable for existing and new offers. There is currently sufficient</p>	Strategic Director for Growth	August 2025

	<p>Ensure Tree Management Principles Policy:</p> <ul style="list-style-type: none">• Protects tree assets (management and restocking)• Meets legal obligations around tree risk and safety• Maintains and encourages biodiversity• Responds to risk including climate change and disease• Enhances Plymouth’s tree cover	<p>capacity and capability within the team. This will be kept under review</p> <p>The Tree Management Principles document has been drafted and consultation with internal teams is underway. The document, with any required revisions will be shared with the Plan for Trees Steering group before scrutiny. A final decision will be made before the end of the financial year at the very latest.</p>	<p>Service Director for Street Services</p>	
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Appendix 5e

Armada Way Independent Learning Review Action Plan Progress – Employee Wellbeing – October 2025

Recommendation under review	Action Required	Progress to Date	SRO	Anticipated completion date
<u>Employee Wellbeing</u> Review the corporate provision of wellbeing and healing support	Refreshing Our People Strategy Our new People Strategy will focus on: <ul style="list-style-type: none"> • Building stronger cross-team networks. • Developing inclusive leadership at all levels. • Embedding organisational values. • Providing proactive and reactive support for staff — before, during, and after challenging events or personal difficulties. 	See learning and development plan	Service Director for HR and OD	November 2025
<u>Employee Wellbeing</u> Review the corporate provision of wellbeing and healing support	New modules in our Management and Leadership Development Programme We will add additional modules in our new management programme to help ensure that managers are equipped to lead with empathy, responding to emerging needs	See Learning and Development Plan	Service Director for HR and OD	September 2025

	Addressing Abuse and Unacceptable Behaviour We are developing an Unacceptable Behaviour Policy that clearly defines the actions we will take to protect staff and members from abuse, including: <ul style="list-style-type: none"> • Clear escalation routes. • Use of single point of contact arrangements. Engagement with the police where appropriate	Unacceptable behaviour Policy complete		Complete
<u>Employee Wellbeing</u>	Enhancing Safety and Responsiveness We are introducing practical tools and systems to improve staff safety and organisational awareness: <ul style="list-style-type: none"> • Personal alert devices for all staff in higher-risk roles • A new Staff Concerns Protocol to provide a clear, rapid route for raising issues and accessing support. 	<ul style="list-style-type: none"> • Procurement in process • Included in the new People Strategy 	Service Director for HR and OD	April 2026
<u>Employee Wellbeing</u>	Enhancing Safety and Responsiveness		Service Director for HR and OD	April 2026

Review the corporate provision of wellbeing and healing support	<p>We are introducing practical tools and systems to improve staff safety and organisational awareness:</p> <ul style="list-style-type: none">• A dangerous Sites Database to enable teams to share intelligence and flag concerns	<ul style="list-style-type: none">• Introduction of personal alert devices• Staff Wellbeing Survey – currently analysing results		November 2025
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Appendix 5f

Armada Way Independent Review Action Plan

1) Learning & Development Actions Specific to the AWLR Report

Recommendation/s (relevant to L&D)	Plymouth City Council response (relevant to L&D)	Learning & Development Action	Anticipated completion date	Update October 2025	Lead Officer
GOVERNANCE					
Enhance the recording of advice and decisions	Training for Staff: Training on decision-making processes is available to all staff involved in report writing and management. Directorate-wide sessions have already been delivered, and ongoing training is coordinated through the Democratic Support Team and Monitoring Officer to ensure continued access and support.	<ul style="list-style-type: none"> Continue current training provision Develop an additional module as part of levels 3 & 5 Management & Leadership Development Programmes Deliver Extended Leadership Team Governance training event – September 2025 Extended Leadership Team Governance training to be reviewed 	<ul style="list-style-type: none"> Ongoing October 2025 Complete 	<ul style="list-style-type: none"> Level 3 was launched 10 Sept and completes in the New Year. The second cohort of Level 5 commences in the New Year. The Governance Training module will be additional 	Head of OD

Recommendation/s (relevant to L&D)	Plymouth City Council response (relevant to L&D)	Learning & Development Action	Anticipated completion date	Update October 2025	Lead Officer
		and developed into an e-learning build.		module for roll out in the New Year. • Extended Leadership Team event delivered by Philip McCourt – Governance Consultant Lawyer	SD Legal Services
Ensure that internal capital advisory and decision-making Boards have Terms of Reference.	Capital Programme Handbook In 2024, PCC introduced a Capital Programme Handbook which formalised governance arrangements for all capital programmes. This includes a corporate ToR template and checklist to ensure consistency and clarity across all boards involved in capital decision-making.	<ul style="list-style-type: none"> • Embed the Capital Programme Handbook in PCC programme & project management training • September Extended Leadership Team training event will cover decision making through key boards & committees and where decisions should be made 	<ul style="list-style-type: none"> • In progress Complete		COO/ Transformation Architect Manager

Recommendation/s (relevant to L&D)	Plymouth City Council response (relevant to L&D)	Learning & Development Action	Anticipated completion date	Update October 2025	Lead Officer
	These actions are designed to embed a more structured, transparent, and accountable approach to project governance, aligned with the Council's wider commitment to continuous improvement and learning.				
Refresh Good Governance training	Training and Development for Officers and Members We are strengthening our training offer for both staff and elected members, with a renewed focus on: <ul style="list-style-type: none"> • The principles of good governance, • The respective roles and responsibilities of officers and councillors, • The importance of accurate, fair, and evidence-based reporting, and 	Refreshed Good Governance Training and Development A structured programme of governance training tailored to different roles and levels across the organisation: <ul style="list-style-type: none"> • New Managers: A new Governance module will be included in the manager and Chief Officer induction framework to ensure early understanding of roles, responsibilities, and 	<ul style="list-style-type: none"> • Nov 2025 	In progress, launch in New Year. Chief Officer induction framework trialled Oct 2025	Head of OD

Recommendation/s (relevant to L&D)	Plymouth City Council response (relevant to L&D)	Learning & Development Action	Anticipated completion date	Update October 2025	Lead Officer
	<ul style="list-style-type: none"> The legal and ethical standards that underpin decision-making. This training is being embedded into our Management & Leadership Development Programme and will be available to all report authors, project leads, and senior officers. 	<ul style="list-style-type: none"> decision-making standards. All Managers: A refresher Governance module will be embedded in the Management and Leadership Development Programme. Completion of this training will be expected of all managers. Senior Managers: A dedicated Governance session will be delivered at the Extended Leadership Team conference in September 2025, focusing on leadership accountability and oversight of complex decisions. Elected Members: A new Governance module will be added to the ongoing Member Development 	<ul style="list-style-type: none"> Nov 2025 Sep 2025 Sept - Dec 2025 	<p>In progress, launch in New Year</p> <p>Extended Leadership Team event completed. Guest speaker, Philip McCourt de the training An in-person training event will be delivered to members to mirror the Extended Leadership Team Plymouth training by the same guest speaker. The</p>	<p>Head of OD</p> <p>SD Legal Services</p> <p>SD Legal Services</p>

Recommendation/s (relevant to L&D)	Plymouth City Council response (relevant to L&D)	Learning & Development Action	Anticipated completion date	Update October 2025	Lead Officer
		<p>Programme, supporting councillors in understanding their role in decision-making and scrutiny.</p> <ul style="list-style-type: none"> Joint training sessions for officers and members on how to manage and maintain effective working relationships (<i>working with LGA to organise this</i>) 	<ul style="list-style-type: none"> Dec 2025 	<p>event will be recorded, to be delivered as online training module</p> <p>In progress, to be organised with LGA</p>	SD Legal Services & SD HR-OD
PROJECT MANAGEMENT					
Embrace and resource a corporate approach to Project Management, including oversight.	<ul style="list-style-type: none"> The learning review identified that there is a need for a more consistent, corporate approach to project delivery and oversight 	<ul style="list-style-type: none"> E-learning basic project & programme management The course page has been built, awaiting the final video to upload and launch Project & Programme Management methodology – written and being reviewed 	<ul style="list-style-type: none"> Aug 2025 Sep 2025 Nov 2025 	<p>Prepared</p> <p>Prepared</p>	<p>PH/Head of OD</p> <p>PH</p> <p>PH/Head of OD</p>

Recommendation/s (relevant to L&D)	Plymouth City Council response (relevant to L&D)	Learning & Development Action	Anticipated completion date	Update October 2025	Lead Officer
		<ul style="list-style-type: none"> Project & Programme Management training – delivery SRO training 	<ul style="list-style-type: none"> Oct 2025 		PH
Elevate the importance of engagement and consultation and build in capacity for engagement and consultation professionals with earlier involvement of in-house communications experts	<ul style="list-style-type: none"> We have been planning to update the policy in order to improve and standardise engagement and consultation activity across the organisation and have developed a draft framework that sets out the expected standards and principles for all engagement and consultation undertaken by the Council. 	<ul style="list-style-type: none"> Training across the organisation to ensure that all staff involved in engagement and consultation are working in line with best practice and the new corporate standards. E-learning in progress to support this training element (Nov-Dec 2025) 	<ul style="list-style-type: none"> Sep 2025 	Complete	DPH
Review the corporate provision of wellbeing and healing support	<ul style="list-style-type: none"> In the context of the Armada Way project, we didn't do enough to support staff — particularly when the situation became high-profile and emotionally charged. Some colleagues were placed under 	<ul style="list-style-type: none"> Additional modules in our new management programme to help ensure that managers are equipped to lead with empathy, responding to emerging needs New e-learning courses on empathy, imposter 	<ul style="list-style-type: none"> Oct 2025 	In progress	Head of OD

Recommendation/s (relevant to L&D)	Plymouth City Council response (relevant to L&D)	Learning & Development Action	Anticipated completion date	Update October 2025	Lead Officer
	intense pressure, and in some cases, were subjected to unacceptable abuse from sources external to the Council.	<p>syndrome, emotional intelligence etc being added to Learning Zone as further support for learning needs.</p> <ul style="list-style-type: none"> Additional module on Change Management is being developed as pilot for roll out in the New Year. this is with a focus on the interpersonal relationships and communication of change management to ensure managers are equipped to deal with and respond accordingly. 			

2) Learning & Development Actions to Support the Armada Way Learning Review

Whilst not specifically referred to in the Armada Way Learning Review, there are programmes of work in development that will support the outcomes of the review, as well as culture and governance within the council.

Activity	What it is	Timeline	Update October 2025	Lead Officer
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Corporate Induction	<ul style="list-style-type: none"> All corporate induction/onboarding materials to be reviewed 	October 2025	In progress November welcome event to be observed and adjusted. Onboarding being reviewed along with the introduction of the new Itrent recruitment system	Head of OD
Manager Induction	<ul style="list-style-type: none"> New Manager welcome and induction offer to be developed and implemented 	November 2025	In progress	Head of OD
Chief Officer Induction	<ul style="list-style-type: none"> Review of current induction processes for chief officers Implementation of new processes and programme 	November 2025	Chief Officer Induction developed and launched	SD HR-OD
Mandatory Training	<ul style="list-style-type: none"> All mandatory L&D is being reviewed. Paper to CMT in September with proposals and implementation plan. This will be built into the performance management framework 	September 2025	The paper to CMT was delayed being heard – awaiting new date to be tabled.	Head of OD
Management & Leadership Development (6 modules)	<ul style="list-style-type: none"> Level 5 cohort 	April – October 2025	Launched and underway	Head of OD

	<ul style="list-style-type: none"> Level 3 cohort 	January-May 2026 September 2025 onwards		
Senior Leadership Team Development	<ul style="list-style-type: none"> Procurement & implementation of SLT Development programme 	October 2025	In progress	SD HR-OD
Project Management	<ul style="list-style-type: none"> 'Basic, Foundation & Advanced' Levels SRO Training <p><i>(Basic module is primarily about terminology within project management. Slide delivery recorded and to be published on Learning Zone. The foundation and advanced version to be developed for e-learning.)</i></p>	September 2025 onwards	Prepared	Transformation Architecture Manager
Nolan Principles	E learning module to be developed and part of mandatory learning <ul style="list-style-type: none"> Virtual Teams delivery training pack in final sign off ready to be delivered Oct-Nov e-Learning package in progress to launch aim – Nov 2025 	December 2025	In progress	Head of OD
Artificial Intelligence Leadership Sessions	<ul style="list-style-type: none"> Series designed to support middle and senior managers in framing, 	October 2025	In progress	SD HROD & Head of OD

	navigating and embedding AI at PCC. • This will include governance and ethical use of AI		3 workshops scheduled for 16 October, 23 October and 3 November	
Political Awareness/Working with Politicians	• Head of Service Level, delivered by LGA	November 2025	In progress	SD HR-OD & Head of OD
Performance Management Framework (changes to)	To include: • New 1-2-1 format • APR process – aligned to ITrent	April 2026		Head of OD

Armada Way Independent Learning Review Action Plan – Audit and Governance Sub-Committee Schedule of meetings

Meeting Date	Recommendation under review	Action Required	Anticipated completion/Implementation date	Lead Officer
Sub-committee	<u>Governance:</u>	None	Complete	Statutory Officers
October 2025	I. Enhance the role of the Statutory Officers by ensuring they meet regularly and take shared responsibility to address key governance issues.			
	<u>Project Management:</u>	A letter will be sent on behalf of PCC to LGA, Key Cities Group, SIGOMA and the Department of Transport highlight the need for a national approach to resolving the issues that Local Authorities in receipt of Government funding experience nationally.	Complete	Chief Executive
	I. With other local authorities, press the case with Government for more realistic funding models.			

Meeting Date	Recommendation under review	Action Required	Anticipated completion/Implementation date	Lead Officer
	<ol style="list-style-type: none"> 1. Embrace and resource a corporate approach to Project Management, including oversight. 2. Enhance risk awareness involving works to public places and ensure the risk assessment methodology, timing and approach is the most appropriate for the location and community 	<p>Development of a new corporate framework for project management to address the inconsistencies and gaps identified in the Armada Way project. This framework will ensure that all projects — particularly those with significant public impact — are delivered with greater rigour, transparency, and strategic oversight.</p> <p>See Action Plan for full actions</p>	Training to be rolled out August 2025.	Transformation Architecture Manager / Service Director for Finance
	<p><u>Consultation and Engagement</u></p> <p>Create a compelling and collaborative narrative for the city's vision</p>	The Council and Homes England are currently working together on a master plan for the city centre. There will be an extensive consultation with residents and stakeholders.	Initial engagement on the new master plan will commence in Autumn 2025.	Service Director for Economic Development

Meeting Date	Recommendation under review	Action Required	Anticipated completion/Implementation date	Lead Officer
	<p><u>Environmental Regulations</u></p> <p>Heighten expertise and awareness of Environmental regulation and practice</p>	<p>Reviewing our Tree Management Principles policy, which aims to:</p> <ul style="list-style-type: none"> • Protect PCC's tree asset through appropriate management and re-stocking, • Meet our legal obligations around tree risk and safety in relation to our own tree stock, • Maintain and encourage biodiversity, • Respond to risks including climate change, diseases, etc. • Reduce maintenance cost by replacing tree stock • Enhance Plymouth's tree cover <p>The new Director of Growth will review this recommendation, and our capacity and capability for environmental legislation to ensure we have sufficient moving forward. This includes consideration of any further training for all relevant officers.</p>	August 2025	Service Director for Economic Development

Meeting Date	Recommendation under review	Action Required	Anticipated completion/Implementation date	Lead Officer
	<p><u>Employee Wellbeing</u></p> <p>Review the corporate provision of wellbeing and healing support</p>	<p>Refreshing Our People Strategy</p> <p>Our new People Strategy will focus on:</p> <ul style="list-style-type: none"> • Building stronger cross-team networks. • Developing inclusive leadership at all levels. • Embedding organisational values. • Providing proactive and reactive support for staff — before, during, and after challenging events or personal difficulties. 	August 2025	Service Director for HR and OD
<p>Sub-committee</p> <p>October 2025</p>	<p><u>Governance</u></p> <p>I. Extend the rolling Forward Plan for Council decision making.</p>	<p>Review our current forward planning practices and consider best practice, including benchmarking against other Local Authorities of a similar size and demographic.</p> <p>The review will be undertaken in the context of previous governance reviews undertaken by Grant Thornton.</p>	October 2025	Monitoring Officer

Meeting Date	Recommendation under review	Action Required	Anticipated completion/Implementation date	Lead Officer
	<p><u>Consultation and Engagement</u></p> <p>Elevate the importance of engagement and consultation and build in capacity for engagement and consultation professionals with earlier involvement of in-house communications experts</p>	<p>To build on the learning from the Armada Way project and strengthen our relationship with residents, communities, and partners, we are taking the following steps:</p> <ul style="list-style-type: none"> A. New Engagement Framework B. Improved Community Engagement C. Resourcing for Delivery D. Modern Engagement Tools E. Training and Best Practice 	October 2025	Director of Public Health/Head of Public and Partner Relations
	<p><u>Employee Wellbeing</u></p> <p>Review the corporate provision of wellbeing and healing support</p>	<p>New modules in our Management and Leadership Development Programme</p> <p>We will add additional modules in our new management programme to help ensure that managers are equipped to lead with empathy, responding to emerging needs.</p>	September 2025	Service Director for HR and OD

Meeting Date	Recommendation under review	Action Required	Anticipated completion/Implementation date	Lead Officer
		Addressing Abuse and Unacceptable Behaviour We are developing an Unacceptable Behaviour Policy that clearly defines the actions we will take to protect staff and members from abuse, including: <ul style="list-style-type: none"> • Clear escalation routes. • Use of single point of contact arrangements. • Engagement with the police where appropriate. 	October 2025	Service Director for HR and OD
		Enhancing Safety and Responsiveness We are introducing practical tools and systems to improve staff safety and organisational awareness: <ul style="list-style-type: none"> • Personal alert devices for all staff in higher-risk roles • A new Staff Concerns Protocol to provide a clear, rapid route for raising issues and accessing support. 	September - October 2025	Service Director of HR and OD

Meeting Date	Recommendation under review	Action Required	Anticipated completion/Implementation date	Lead Officer
Audit and Governance Committee 18 Nov 2025	To receive the report from the September and October 2025 Sub-committees			
Sub-Committee December 2025	<p><u>Governance</u></p> <p>Review the Constitution, including Urgency provisions and enhance the recording of advice and decisions</p>	<p>To ensure our governance framework remains robust, transparent and aligned with the Council's values, we will undertake a targeted review of key constitutional provisions. To include:</p> <ul style="list-style-type: none"> A. Use of urgent and key decision-making B. Scheme of delegation C. Governance of key boards D. Best Practice <p>Further improvements to the recording of advice and decisions, particularly in relation to key projects will be embedded within the introduction of an enhanced approach to project management. This will tie in with the project management actions set out below.</p>	November 2025	Monitoring Officer

Meeting Date	Recommendation under review	Action Required	Anticipated completion/Implementation date	Lead Officer
	Ensure that internal advisory and decision-making Capital Project Boards have Terms of Reference.	<p>To continue the improvements already implemented, we are:</p> <ul style="list-style-type: none"> A. Overhauling Project Governance B. Reviewing the Capital Programme Handbook <p>These actions will provide enhanced clarity and embed a culture of transparency, accountability, and good governance across all capital projects.</p>	November 2025	Service Director for Finance
	Review the Council's approach to Scrutiny and Cabinet.	<p>In response to the Panel's recommendation, we will work with both Scrutiny and Cabinet to ensure that roles, responsibilities, and oversight arrangements are clearly defined and effectively delivered.</p> <p>This will include:</p> <ul style="list-style-type: none"> A. Review of Scrutiny Function B. Cabinet Role and Clarity C. Project Oversight and Assurance 	November 2025	Monitoring Officer

Meeting Date	Recommendation under review	Action Required	Anticipated completion/Implementation date	Lead Officer
	Review the approach to the Pre-Election period	<p>We will undertake a comprehensive review of the Council's approach to the pre-election period, drawing on experiences from recent years — including the learning from the Armada Way project. This review will assess how guidance has been applied in practice and identify opportunities to improve clarity, consistency, and proportionality. As part of this work, we will benchmark our pre-election guidance against that of other local authorities, with a particular focus on how they manage 'business as usual' decisions during the pre-election period.</p> <p>This will help ensure that our future guidance supports lawful, transparent decision-making while enabling the Council to continue delivering essential services and progressing key projects.</p>	December 2025	Monitoring Officer
	Refresh Good Governance training	Building on the learning from the Armada Way review, we are taking a comprehensive approach to	December 2025	Monitoring Officer and Head of Democratic Services

Meeting Date	Recommendation under review	Action Required	Anticipated completion/Implementation date	Lead Officer
	<p>Ensure greater rigour in decision-making reports so they are accurate, accessible, based on sound evidence.</p> <p>Ensure that the political and officer leadership work together to maintain a common understanding and collective grip over the application of good governance across the council</p> <p>Ensure that Officers take responsibility for the advice that they give, and Councillors take responsibility for the decisions that they make.</p>	<p>improving our governance culture, decision-making rigour, and the working relationship between officers and elected members. This will include:</p> <ul style="list-style-type: none"> A. Refreshed Good Governance Training and Development B. Strengthening Member–Officer Relationships C. Oversight of High-Risk Reports D. Reinforcing Shared Leadership Accountability 		
	<p><u>Employee Wellbeing</u></p> <p>Review the corporate provision of wellbeing and healing support</p>	<p>Enhancing Safety and Responsiveness</p> <p>We are introducing practical tools and systems to improve staff safety and organisational awareness:</p> <ul style="list-style-type: none"> • A dangerous Sites Database to enable teams to share intelligence and flag concerns 	November 2025	Service Director for HR and OD

Meeting Date	Recommendation under review	Action Required	Anticipated completion/Implementation date	Lead Officer
Audit and Governance Committee 20 Jan 2026	To receive the final report from the sub-committee confirming completion of the Action Plan actions for a final report to full Council			
Full Council March 2026	To receive final report from Audit and Governance Committee confirming completion of the Action Plan			

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