



Oversight and Governance

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

Wednesday 14 January 2026

12.00 pm

Council House, Plymouth

Members:

Councillor Allen, Chair

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

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

Thursday 30 October 2025

PRESENT:

Councillor Allen, in the Chair.

Councillors Blight (substitute for Councillor Raynsford), Cuddihee, P. Nicholson and Sproston.

Apologies for absence: Councillors Finn and Raynsford.

Also in attendance: Liz Bryant (Service Director for Legal Services), Glenn Caplin-Grey (Strategic Director for Growth), Hannah Chandler-Whiting (Democratic Advisor), Glenda Favor-Ankersen (Head of Electoral Services), Elinor Firth (Head of Public and Partner Relations) (via Microsoft Teams), Peter Honeywell (Transformation Architecture Manager), Alison Mills (Head of HR) and Jamie Sheldon (Senior Governance Advisor).

The meeting started at 12.00 pm and finished at 12.59pm.

Note: At a future meeting, the Panel will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

1. Appointment of the Chair

Councillor Cuddihee proposed Councillor Allen as Chair for the Committee. This was seconded by Councillor Sproston.

The Committee agreed to:

1. Elect Councillor Allen as Chair for the Audit and Governance Sub-Committee – Armada Way Independent Learning Review Action Plan.

2. Co-option of members

The Committee agreed to:

1. Note the co-option of Councillor McLay to the Committee.

3. Declarations of Interest

No declarations of interest were made.

4. Action Plan progress update

Liz Bryant (Service Director for Legal Services) explained that an update would be provided on each of the themes within the action plan, stressing that the focus would be on b, c and d:

- a) Governance;
- b) Project Management;
- c) Consultation and Engagement;
- d) Environmental Regulations;
- e) Employee Wellbeing;
- f) Training and Development Plan.

Complex actions would be marked complete where a delivery plan had been agreed.

4a. Governance

In relation to the governance actions, Liz Bryant (Service Director for Legal Services) highlighted the following points:

- a) Regular meetings had been held since March 2024 on a monthly to six-weekly basis between the three statutory officers: S151 Officer, Monitoring Officer and Chief Executive;
- b) A review had been undertaken with regards to an extension for the forward plan for decision making, including benchmarking, the decision was to remain at 28 days, but encourage decisions to be put onto the forward plan sooner for larger projects;
- c) As a consequence of the review, a full health check of the constitution was being undertaken, but in the interim, focus has been directed on key themes such as urgent decision making and key decisions, including thresholds for key decisions and how urgent decisions were taken, ensuring that urgent decisions are only taken in very extreme circumstances and are limited as far as possible;
- d) A review was being undertaken for all key boards that are within the constitution and non-constitutional boards that are set-up for project management, to ensure consistent and clear terms of reference;
- e) In terms of governance, the Council was reviewing approach to scrutiny and how this fed into Cabinet and to ensure effective pre-decision scrutiny;

- f) A review is being undertaken of the approach to the pre-election period, and was awaiting legal advice on the approach;
- g) Governance training was underway for officers that bring decisions forward, including an extended leadership session with an external expert governance lawyer.

In response to questions, the following was discussed:

- h) A request was made that as part of the review of the constitution, Councillors would be invited to give their comments on potential changes **ACTION**.

4b. Project Management

In relation to the project management actions, Peter Honeywell (Transformation Architecture Manager) introduced the section and highlighted the following points;

- a) Baseline standards would be introduced across all capital projects and transformation work;
- b) This would include ensuring that every project had an oversight board whose composition would include stakeholders and relevant asset audience/staff impacted by change;
- c) The board would communicate through a mechanism of escalation that resulted ultimately with the corporate management team, in terms of officers, and Cabinet, in terms of Councillors;
- d) This standard governance framework would be applied to all projects going forward as a baseline;
- e) Baseline standards were being communicated to all officers within all project and programme management teams within the Council;
- f) The minimum characteristics that must be recorded against any risk had been identified and a process had been created where risks had to be reviewed on a routine basis, and reviews included all stakeholders;
- g) The way project work was commissioned was also being reviewed with specific requirements being implemented into business cases such that the design, change or asset was properly reviewed so that whole-life costings were reflected, for example through a maintenance schedule;

- h) The current focus was on ensuring the new processes and fundamental standards were in place, as well as relevant training;
- i) The introduction of a corporate program management office whose responsibilities would include the review and support of new standards, recognising that teams with smaller scale work, may require more support as they would have less experience in project and programme management;
- j) Assurance would mean that when issues or risks arose on projects, there would be capability around the organisation to explore in detail and report back on these, as well as how the project was being managed;
- k) This worked interlinked with other areas of recommendations;
- l) Formal framework would be introduced to assess maturity moving forward.

In response to questions, with support from Glenn Caplin-Grey (Strategic Director for Growth), the following was discussed:

- m) Even when even the Council was contracting out large pieces of work, there was an expectation in the standards that there would be a risk log within the Council that showed PCC's responsibilities and accountabilities to manage those risks;
- n) Approach to scrutiny would be reviewed as part of the governance actions;
- o) Part II discussions were available for meetings to allow Councillors to discuss commercially sensitive, and other sensitive information;
- p) Rather than employing a risk management officer, a community of experts from across the Council were being brought together;
- q) Recognition that the capital program needed to be affordable;
- r) Capacity had not been addressed directly, but the capital program would be reviewed, and when commissioning new work, the affordability of having capacity to deliver, or needing additional capacity to deliver, would be considered;
- s) Where projects were being delivered by existing staff, there would be visibility of that cost, but it would not be included as an outflow for the Council, as those staff were already employed in those roles.

4c. Consultation and Engagement

In relation to consultation and engagement actions, Elinor Firth (Head of Public and Partner Relations) introduced the item and provided the following update:

- a) Significant progress had been made in delivering the consultation and engagement framework, having been launched internally to all staff with an easy-to-read guide and there was a dedicated hub to view the framework;
- b) Within the hub were templates, guides, links to external support, evidence of case studies, examples of different types of good engagement and consultation that had been carried out within the organisation;
- c) The resource would grow in the future;
- d) In relation to training, staff were working with colleagues in HR to design a comprehensive training offer to include an e-learning module which will be launched before the end of 2025;
- e) A dedicated session for senior managers would be at the next extended leadership team meeting;
- f) The community of practice, staff across the organisation involved in engagement and consultation activities (which was referenced within the framework) had been refreshed, in terms of its membership;
- g) The current members of the community of practice were working to design a series of lunch and learn sessions, which covered key aspects of the framework such as: survey design, a session on good stakeholder mapping, a session on trauma informed approaches;
- h) The sessions would showcase best practice from within the organisation but would be led by practitioners with specialist expertise. For example, there will be colleagues from the community empowerment team who were trainers on trauma informed approaches for engagement and consultation;
- i) Many of the actions within the framework required a dedicated and skilled resource which the organisation did not have, so a role profile for that dedicated resource had been developed, and was currently going through the grading process.

Glenn Caplin-Grey (Strategic Director for Growth) added the following regarding creating a compelling and collaborative narrative for the City's vision:

- j) A master plan for the City Centre (City Living Framework);
- k) There were notable challenges concerning viability and markets in the City Centre;
- l) There would be a joint partnership with Homes England;
- m) Public and stakeholder consultation was being built into tender specification.

In response to questions, the following was discussed:

- n) The masterplanning would comply with the consultation and engagement strategy, with consultation points built in with residents and stakeholders, as well as regular Councillor updates.

4d. Environmental Regulations

Glenn Caplin-Grey (Strategic Director for Growth) provided an update with regards to the environmental regulations section and highlighted:

- a) Training surrounding an environmental impact assessment and regulation, particularly for planning officers, had been reviewed;
- b) A new session was carried out with an external training provider, who had expertise in the area and all senior planners and managers had attended the session;
- c) The materials produced from the training, were still available and were being used across the organisation;
- d) The training would be reviewed in due course, at regular intervals, to ensure that it remained appropriate;
- e) Planning officers would be kept up to date with new legislation when it took effect;
- f) In relation to tree management principles, there was an internal process underway to create a document which would be shared with the Plan for Trees steering group before going to the next Natural Infrastructure and Growth Scrutiny Panel in December 2025 and Cabinet in early 2026.

4e. Employee Wellbeing

Alison Mills (Head of HR) introduced the employee wellbeing section and highlighted the following points:

- a) There had been a complete review of the People Strategy, led by Chris Squire (Service Director for HR & OD);
- b) In doing the review and development, there had been a huge amount of employee engagement with forums taking place, listening to the concerns and thoughts of employees;
- c) There would be development of managers;
- d) Wanted employees to be able to raise concerns through various existing policies, as well as through new policies being delivered, such as 'dignity at work';
- e) Within the health and safety performance standards, there were violence and aggression standards, which incorporated the unacceptable behaviour policy;
- f) In terms of the safety of employees, a procurement process for personal alert devices for employees in higher risk areas was underway;
- g) Within the health and safety management system, a dangerous sites database was being incorporated.

In response to questions, the following was discussed:

- h) A Council-wide survey had been undertaken in previous years to understand employee satisfaction, but the new approach was to do shorter, more frequent pulse surveys. One on wellbeing had already been undertaken, another of leadership was being developed;
- i) Policy launches were managed through the staff intranet, and training videos were also being considered for more;
- j) The new HR system would track if employees had seen and understood policies at induction;
- k) Councillors asked that the policy relating to unacceptable behaviour be circulated to Committee members for information.

4f. Training and Development Plan

Moving onto the Training and Development Plan element of the

action plan, Alison Mills (Head of HR) introduced this and highlighted the following points:

- a) An overarching element to training and development was the People Strategy which was due to be approved at Cabinet on 10 November 2025;
- b) The launch of new management and development training level 5 for managers and aspiring managers (100 people had completed this training, with a further 100 spaces available in the next cohort for January 2026);
- c) There was also a Level 3 training program launched, for a team leader/supervisory roles with 65 currently on the program;
- d) Additional modules would be added following identification of training as necessary;
- e) There would be a review of mandatory training for all staff;
- f) Staff with long tenure, would also undergo refresher training;
- g) Governance training took place with the extended leadership team in September 2025, with an external trainer;
- h) The design of e-learning was being reviewed;
- i) LGA (Local Government Association) training would be conducted, which would be joint manager and Councillor training;
- j) Chief officer induction and management induction was being reviewed.

In response to a discussion on the report as a whole the following was discussed:

- k) The Armada Way Independent Learning Review Action Plan was limited in terms of content due to the topics covered within the recommendations of the Armada Way Independent Learning Review;
- l) Local businesses would be consulted on future projects through the engagement and consultation framework.

The Committee agreed to note the progress of the report.

5. **Work Programme**

The Committee noted the next meeting was due to take place on 11 December 2025.

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Audit and Governance Committee



PLYMOUTH
CITY COUNCIL

Date of meeting: 14 January 2026

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 the completion of the actions required as part of the AWILR; 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 being reported that all actions are complete.

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

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)						
		1	2	3	4	5	6	7
A	Briefing report – Action Plan update							
	A.1 Governance							
	A.2 Pre-election period Guidance review							

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)						
	1	2	3	4	5	6	7

Sign off:

Fin	N/A	Leg	LS/00 3609/ 47/LB /06/0 1/26	Mon Off	N/A	HR	N/A	Asset s	N/A	Strat Proc	N/A
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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.

At the first meeting of the sub-committee on 30 October 2025, an update was provided on the actions that were due to be completed by the end of October 2025. The sub-committee considered and discussed the progress of the governance review and was satisfied with the progress made at that point. The sub-committee also considered the implementation of the Council's consultation and engagement strategy, project and capital programme management, including engagement in relation to the City Centre Master Plan, and the Council's training and development plan which would address the issues arising from the AWILR.

This report provides a final update to the sub-committee in terms of delivery of the actions required by AWILR. It should be noted that where reviews have been undertaken and new ways of working agreed, implementation will be required over the longer term. However, the reviews undertaken to date are considered to be the point at which the required action has been completed. For example, a full review of the Council's constitution has been agreed, however, this is a six month project which will require input from the Constitution and Civic sub-group of the Audit and Governance Committee. These meetings will be scheduled to review recommendations for changes to the

constitution which have been identified to date as a result of the AWILR and those which are still to be identified from the full constitutional health check being undertaken by external consultants.

2. PROGRESS UPDATES

2.1 Governance

The table attached to this report as Appendix A.1 provides a final update on the Governance review which was undertaken by an external consultant as a result of the AWILR and resulted in a number of recommendations. The constitution will now undergo a full health check by external lawyers to incorporate some of the changes required arising from the recommendations, but also to ensure that the Constitution as a whole is a consistent document reflective of best practice. Any necessary changes to the constitution will need to be considered by the Constitution and Civic sub-group of Audit and Governance Committee so that recommendations can be made for full Council approval. This is likely to take in the region of 6 months to reach completion. As part of that review, and as raised at the last sub-committee, the elected members will be consulted as to the current format of the constitution and how it operates.

The sub-committee will note that, whilst the full review of the constitution has yet to be completed, the review that has already been undertaken in accordance with the attached Appendix provides assurance that the Council's governance arrangements are now operating within legal requirements and any forthcoming changes will focus on best practice and efficiency of processes.

The Pre-election Period Guidance review has been undertaken by an external lawyer and will be reported verbally to the sub-committee, with a full report being presented to Audit and Governance Committee thereafter.

The Governance recommendations are therefore being reported to the sub-committee as being complete subject to the full review of the Constitution.

2.2 Project Management and Capital Programme

a. Project Management

A proposal for the establishment of a new Corporate Programme Management Office (CPMO) designed to strengthen the Council's capability to deliver its growing and complex portfolio of projects and programmes has now been created. Its purpose is to provide

improved management controls, benefits realisation, financial oversight, risk management, stakeholder engagement, governance, and resource planning.

The scale and ambition of the projects and programmes across PCC and the range of services offered by the CPMO mean that an incremental approach to implementation is necessary.

Over the course of the first half of 2026 the CPMO will expand to cover all projects and programmes across Transformation and the Capital Programme. The CPMO will assist with the following:

- Management control of projects and programmes – tracking progress and ensuring alignment against strategic objectives
- Benefits management – identifying, managing and realising the benefits that projects, programmes and portfolios are intended to deliver
- Financial management – budgeting, tracking and controlling the financial resources invested in the delivery of projects, programmes and the portfolio
- Risk management – identifying, assessing and managing risks that could otherwise impact the outcomes to be delivered
- Stakeholder engagement – identifying stakeholders, understanding needs and expectations and managing engagement with them through the project lifecycle
- Governance – ensuring control of projects and decisions are made in line with organisational permissions and responsibilities
- Resource management – planning, recruiting, training and managing the resources required for successful delivery of projects, programmes and portfolios

The introduction of a CPMO is not changing the responsibility and accountability for project delivery within the Council. Project, programme and portfolio SROs will remain accountable for the work they are leading, whilst responsibility for delivery will continue to rest on the project and programme managers. The CPMO will provide support to the project and programme teams with tools, templates and methods, and it will provide assurance to CMT and Members through analysis and the provision of a single version of the truth describing delivery.

An implementation plan has now been developed, with full roll out anticipated by the end of May 2026, however, in terms of the actions required arising from the AWILR the following parts of the implementation plan have already been completed:

- Update of the Capital Programme Handbook (see below)
- Standards for project boards defined and teams using these to manage and oversee projects
- Briefings on all baseline standards required of projects across PCC to each team of project managers in Growth and across the rest of the organisation.
- Teams site set up for all project resources across PCC providing access to the knowledge base, tools and templates, including business cases.
- Risk management standards set out in briefings to all project management staff, with specific discussion around the approach needing to take account of the location of the work and stakeholder communities that might be impacted.
- Cross organisation project resources invited to new Teams site providing access to:
 - Body of Knowledge
 - Tools and Templates
 - Training materials Skills and expertise available across the community

b. Capital Programme

Since the last report to the sub-committee, a comprehensive review and redraft of the Capital Handbook has been completed under the leadership of the former Section 151 Officer. This work was initiated following an independent assessment by the Devon Assurance Partnership Internal Audit team, which provided key recommendations for improvement, taking into account (where possible) points raised previously by the external governance consultant. As the Capital Programme Management Office (CPMO) is still the in the process of being implemented, the focus of this stage was to strengthen the existing framework by introducing clearer requirements for governance, monitoring, and risk management. Further updates will follow once the CPMO is fully established.

The redraft also includes updated Terms of Reference for both the Capital Programme Officer Group (CPOG) and the Capital Programme Board, now incorporated as appendices to the handbook.

The enhanced document was reviewed by the Capital Programme Officer Group on 11 December 2025 which resulted in some further recommended changes. Those changes are currently being drafted and will be considered at the February meeting of CPOG, after which the amended Capital Handbook will be submitted to the Audit & Governance Committee in

for formal endorsement. The timing of this submission will depend on CPMO delivery and any additional revisions required.

The Capital Programme and Project Management recommendations are being reported to the sub-committee as being complete.

2.3 Consultation and Engagement

Consultation and Engagement Framework

As reported at the last committee, the Consultation and Engagement Framework has been launched and is now operational. The recruitment of new Engagement and Consultation Advisor is yet to be completed. The training plan is under development and will be launched shortly.

City Centre Master Planning

An external consultant has now been appointed to undertake the City Centre Master Planning Consultation.

The Consultation and Engagement recommendations are being reported to the sub-committee as complete.

2.4 Environmental Regulations

As reported to the last committee the tree management principles document has been drafted and was shared with the Tree Steering Group, after which it was presented to the Natural Infrastructure and Growth Scrutiny Panel on 3 December 2025. Final comments from scrutiny committee alongside that of the steering group will be incorporated in the final review of the document.

The Environmental Regulation recommendations are being reported to the sub-committee as complete.

2.5 Employee Wellbeing

The Employee Wellbeing actions and the Training and Development Plan was reported to the last committee and this marks the completion of the actions required by the AWILR. The staff wellbeing survey has been completed, and the results have been analysed and reported to the Corporate Management Team to consider actions arising from the result.

The implementation of the employee wellbeing recommendations are complete but subject to continuing review over time to embed them fully within the organisation.

2.6 Training and Development Plan

The Training and Development Plan as reported to the last sub-committee has been developed for roll out in the coming months, including governance training as part of the Leadership Development Programme and a training module providing basic governance training for all employees which will be available shortly as an e-learning module shortly. Project Management training is now being offered to relevant employees across the organisation.

The final session of Governance training for elected members will be scheduled shortly.

The training and development of staff and members is an ongoing process, however, for the purposes of the AWILR recommendations the actions are being reported as complete.

APPENDIX A.I

Internal Governance Review: Recommendations Table

	Recommendation	Comments	Status
1	The constitution is not current in some areas referenced by the Armada Way Learning Review and would benefit from being made current at the next planned refresh.	This is being implemented as part of the full constitutional health check being undertaken at present	In progress – external consultant engaged.
2	Consider introducing stage gate reviews in relation to key Capital Programme decisions, as recommended in the Delivery Management & Governance section further below.	Already included in the Capital Programme Handbook	Complete
3	Consider a single route for chair-of-scrutiny-committee agreement i.e., the Overview & Scrutiny Committee, as per 2012 regulations.	Already correct and in accordance with legislation however constitutional amendment required to make sure correct title is used ie: Chair of Overview Scrutiny and Management Committee	Complete subject constitutional amendment
4	Consider amending the requirements on 'agreement' and 'reasonableness' such that they are taken together in the same forum, rather than each taken separately in different forums.	Relevant provisions reviewed and already correct and in accordance with the wording of the legislation	Complete
5	Consider a mandatory stay period - say 24 hours - before implementing urgent decisions, unless an objectively evidenced emergency condition exists, in which case the stay may be waived, but only with formal justification recorded and published at the point of decision.	Definition of urgent decisions means it requires immediate implementation, therefore recommend that the Chair of OMSC is given 24 hours to review the decision before making a decision as to urgency	Complete subject to minor constitutional amendment
6	The urgency provisions would benefit from clarification and consistent assignment of responsibilities.	Provisions have been reviewed and whilst correct in terms of the legislative	Complete subject to final review by external consultant

		requirements would benefit from a refresh and greater clarity	and constitutional clarification
7	Consider adding agreement to the reasonableness of [urgent] decisions to Part B, para 10.6.	Legislation requires that the decision cannot be reasonably deferred. The wording in the constitution includes reasonableness considerations but is not consistent throughout. This will require minor amendment	Complete subject final review by external consultant and constitutional clarification
8	Part G, para 5.6: consider replacing the words “you are encouraged to”, to “you should always”.	Reviewed and this suggestion is not agreed	Complete – no further action
9	Consider setting out the ‘recording of advice requirements’ in the next constitution refresh, as recommended elsewhere in this review.	Formal decisions already enhanced with legal and financial implications. Other templates being reviewed for addition of the same standard advice sections. Consider requirements for recording of informal decisions, for example a decision taken by the Leader to take a decision himself rather than by cabinet.	Partially complete. Review of the recording of informal decisions required
10	No changes to the Leader’s Scheme of Delegation recommended.	No action required	Complete – no further action
11	Consider clarifying the downward limits of Tier 1 delegation.	Agreed requires amendment to definitions of Chief Officers, Strategic Directors and Services Directors to include removals of references to Tiers 1 and 2	Review complete – constitutional update required
12	Consider publishing officer delegations more widely.	A fully review of the Officer Scheme of	Ongoing – to be completed as part of

		Delegation is required and will be undertaken as part of the constitutional review	the full review of the constitution
13	@ Part G, section 2.5 of the constitution, consider replacing 'anything necessary' with 'anything necessary and lawful'.	Agreed – constitution to be amended	Complete subject to amendment to constitution
14	It is for the Council to determine the balance of Pros & Cons that is right for it, but the case for change does not seem strong. In considering whether to extend the forward plan, and duration of any extension, also consider:	The Council's use of the forward plan has been reviewed. The Council currently complies with the 28-day minimum requirement and there is no proposal to set a time limit above this, however, officers are encouraged to ensure that large projects/decisions are placed on the forward plan as early as possible.	Complete – requests of officers are made on a regular basis for matters which could be placed on the forward plan as soon as it is established that a decision is likely to be taken within the next 3 – 6 months
15	Consider re-drafting Capital Programme Officer Group (CPOG) terms of reference to better reflect its contribution to the Capital Programme.	The terms of reference have been reviewed as suggested and updated by the s151 Officer. They now require annual consideration by CPOG.	Complete subject to approval by CPOG
16	Consider re-drafting the Capital Programme Board (CPB) terms of reference to improve the assessment of delivery challenges and risks.	The TOR have been amended and are subject to an annual review by CPB	Complete subject to final approval by CPOG
17	Consider re-drafting the Capital Handbook – see Capital Handbook Review - to address factual inaccuracies and omissions.	A review of the Capital Programme Handbook has been undertaken by the s151 Officer and amendments made which require sign off at the CPOG	Complete subject to formal approvals

18	Portfolio holders should not hold memberships of Officer led capital project delivery boards.	Each directorate to review its own internal project delivery boards to ensure that only officers are members of such boards.	Ongoing – Strategic Directors to review and report back to CMT.
19	Consider requiring the Scrutiny Management Board to review Capital scheme decisions that are Key decisions.	Scrutiny Management board reviews all key decisions on the forward plan. They review the Leader's forward plan at every meeting to decide which decisions will be on forthcoming agendas. Agenda setting sessions take place regularly to decide which matters will be considered by the Scrutiny Committees.	Complete but subject to ongoing review with the relevant decision-making processes as to which matters are placed before Scrutiny Management Board

Audit and Governance Sub-Committee Armada Way Independent Learning Review Action Plan – Action Log 2025/26

Key:	
Green	Complete
Yellow	In Progress
Red	Not Started
Grey	On Hold

Minute No.	Resolution	Target Date, Officer Responsible and Progress
Minute 5a h Governance 30 October 2025	A request was made that as part of the review of the review of the constitution, Councillors would be invited to give their comments.	Date Due: 31 December 2025 Officer: Liz Bryant Progress: Formal request made 31 October 2025.
Minute 5e k Employee Wellbeing 30 October 2025	Councillors asked that the policy relating to unacceptable behaviour be circulated to Committee members for information.	Date Due: 06 November 2025 Officer: Alison Mills Progress: COMPLETE. Information circulated via email on 04 November 2025.

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