

## Armada Way Independent Learning Review Action Plan

| Rec NO. | Recommendation/s  | Plymouth City Council response   | What are we going to do?  | Anticipated completion date | Lead Officer       |
|---------|---|--|---|-----------------------------|--------------------|
|         | <b>GOVERNANCE</b>   |  |   |                             |                    |
| I       | <b>Review the Constitution, including Urgency provisions.</b> | <p>We acknowledge the panel's recommendation that PCC review its Constitution, particularly in relation to delegated decision-making, the role of key boards, and the urgent decision-making process. While the Constitution is already subject to regular review, we recognise the importance of ensuring that it remains clear, transparent, and aligned with the Council's values — especially in light of recent learning.</p> <p><b>Constitutional Oversight:</b><br/>PCC's Constitution is reviewed in accordance with its own provisions, allowing for both periodic updates and amendments at any time when necessary. The Monitoring Officer is responsible for this ongoing review and brings forward any proposed changes to the Audit and Governance Committee as part of the Council's governance framework.</p> <p><b>Delegated Decision-Making:</b><br/>The Leader's Scheme of Delegation complies with legislative requirements and provides</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. This will include:</p> <p><b>Urgent and Key Decision-Making</b><br/>We will review the current urgency provisions to assess whether additional safeguards or clarifications are needed. This includes considering how PCC's core values — particularly openness and transparency — are reflected in the planning, preparation, and reporting of urgent decisions. We will also explore whether further guidance is needed to support officers and members in applying these provisions consistently.</p> <p><b>Scheme of Delegation</b><br/>The review will examine the clarity and effectiveness of the current delegation arrangements, ensuring that responsibilities are clearly defined and that decision-</p> | November 2025               | Monitoring Officer |

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|         |                  | <p>flexibility in how executive decisions are delegated — whether to Cabinet, individual Cabinet Members, or officers.</p> <p><b>Urgent Decision-Making</b><br/>The Constitution includes provisions for urgent decisions, which meet all legal requirements. These are reserved for exceptional circumstances and are now subject to additional scrutiny by PCC's statutory officers. This ensures that urgency is justified and that alternative options have been fully considered. Where urgent decisions are taken, a post-decision reflection is conducted to identify learning and prevent recurrence.</p> <p><b>Decision-Making Boards:</b><br/>The Terms of Reference for formal decision-making boards are clearly set out in the Constitution. Other boards and sub-committees — including officer-led groups — operate in an advisory or preparatory capacity to support formal decision-making processes.</p> | <p>making pathways are well understood across the organisation.</p> <p><b>Governance of Key Boards</b><br/>We will assess the terms of reference and roles of all key boards to ensure they have a clear purpose, operate within appropriate governance structures, and contribute effectively to decision-making. This includes confirming that the right processes are in place for escalation, oversight, and accountability.</p> <p><b>Benchmarking and Best Practice</b><br/>To inform this work, we will benchmark our approach against a selection of other local authorities. This will help identify best practice in areas such as urgency procedures, delegated authority, and board governance, and ensure our arrangements remain fit for purpose.</p> <p>This review will be carried out as part of our commitment to continuous improvement and will support a more resilient, transparent, and values-led approach to governance.</p> |                             |              |

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| 11      | <b>Enhance the recording of advice and decisions</b> | <p>The learning review rightly identified weaknesses in the consistency and formality of record-keeping, particularly in relation to ‘non-formal’ but key meetings and internal advice — including during periods where litigation was foreseeable. While some of these issues stemmed from project management processes, others reflected a broader cultural informality in how advice and decisions were captured.</p> <p>PCC recognises the importance of accurate, transparent, and proportionate approach to well-documented decision-making. We have already taken steps to strengthen our approach and embed more rigorous standards across the organisation.</p> <p><b>Decision-Making Guidance and Support:</b> A comprehensive Decision-Making Guide has been developed for report authors and decision-makers. This is supported by an intranet resource hub, including Frequently Asked Questions and practical tools to support consistent and compliant decision-making.</p> <p><b>Training for Staff:</b> Training on decision-making processes is available to all staff involved in report writing and management.</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. | November 2025               | Monitoring Officer |

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|         |   | <p>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.</p> <p><b>Improved Governance and Recording Systems:</b> As part of our enhanced governance framework:</p> <ul style="list-style-type: none"> <li>• A new system for recording officer decisions has been introduced to ensure greater transparency and traceability.</li> <li>• A dedicated section has been added to decision reports requiring legal advice to be sought and formally recorded before decisions are made.</li> </ul> <p>These measures are designed to ensure that advice, actions, and decisions — particularly in the context of capital projects and delegated authority — are properly documented and aligned with good governance standards.</p> |   |                             |                    |
| 4       | <b>Extend the rolling Forward Plan for Council decision making.</b> | <p>We acknowledge the recommendation to extend the Forward Plan to provide greater visibility and lead-in time for key decisions. We recognise that a longer planning horizon</p>   | <p>We will review our current forward planning practices and consider best practice, including benchmarking against</p> | October 2025                | Monitoring Officer |

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|         |  | <p>can support improved project and programme management, enhance transparency, and give residents and stakeholders earlier opportunities to engage with the Council's decision-making process. However, the current legal requirement is for a 28-day notice period for key decisions, which Plymouth City Council adheres to as part of its constitutional processes.</p> <p>The current forward plan is published on the <a href="#">Council website</a> along with information on how to make representations in respect of decisions.</p> | <p>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>  |                             |                              |
| 12      | <b>Ensure that internal advisory and decision-making Capital Project Boards have Terms of Reference.</b> | <p>We acknowledge that, in the case of the Armada Way project, the governance arrangements — including the clarity and consistency of Terms of Reference for internal boards — were not as robust as they should have been. This contributed to a lack of clarity around roles, responsibilities, and decision-making authority, which was highlighted in the learning review.</p> <p>In response, we are taking clear steps to strengthen governance across all capital projects to ensure that such issues do not recur.</p>                 | <p>To continue the improvements already implemented, we are:</p> <p><b>Overhauling Project Governance</b><br/>As part of our new Project Management Framework, we will overhaul governance arrangements to ensure that every capital project has appropriate and effective governance in place. This will be tailored to the project's scale, complexity, and potential impact, and will include clear expectations for board structures, reporting lines, and decision-making authority.</p> | November 2025               | Service Director for Finance |

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|         |                  | <p><b>Directorate-Led Review</b><br/>Each Strategic Director is currently reviewing all existing capital project and programme boards within their directorate to ensure that Terms of Reference (ToR) are in place. These ToRs will clearly define:</p> <ul style="list-style-type: none"> <li>• Membership and chairing arrangements</li> <li>• Frequency of meetings</li> <li>• Decision-making authority</li> <li>• Reporting lines and escalation routes</li> </ul> <p><b>Capital Programme Handbook</b><br/>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.</p> <p>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.</p> | <p><b>Review of the Capital Programme Handbook</b><br/>This will be reviewed in light of the learning review and the Panel's recommendations. This review will ensure that the handbook continues to provide a strong foundation for consistent, transparent, and accountable project governance.</p> <p>These actions will provide enhanced clarity and embed a culture of transparency, accountability, and good governance across all capital projects.</p> |                             |              |

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| 2       | <b>Review the Council's approach to Scrutiny and Cabinet.</b> | <p>We recognise the importance of ensuring that both Scrutiny and Cabinet functions are clearly defined, well-coordinated, and effective in supporting robust, transparent decision-making — particularly in relation to capital projects. While the Council has already taken steps to strengthen these functions, we acknowledge the need to continue demonstrating their effectiveness to the wider community and ensuring they remain fit for purpose.</p> <p><b>External Review and Constitutional Update</b><br/>An external review of Scrutiny was undertaken in 2022/23. The findings informed a broader constitutional review in 2023/24, which included clarifying the roles and responsibilities of Scrutiny and Cabinet.</p> <p><b>Strengthened Scrutiny Oversight</b><br/>At the City Council AGM in May 2024, changes were agreed to enhance the role of the Scrutiny Management Board. The Board now:</p> <ul style="list-style-type: none"> <li>• Reviews the Forward Plan of Key Decisions and Private Business.</li> <li>• Oversees Scrutiny Work Programme sessions, where Chairs can identify</li> </ul> | <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><b>Scrutiny Function</b><br/>We will engage with the Scrutiny Management Board to explore how the flexibility and visibility of the scrutiny function can be enhanced. This includes ensuring that Scrutiny has the tools, access, and support needed to carry out its role effectively — and that its work is clearly communicated to the wider community to build public confidence in the process.</p> <p><b>Cabinet Role and Clarity</b><br/>We will also hold discussions with Cabinet to reaffirm the distinction between executive responsibilities and the scrutiny function, particularly in the context of capital programme oversight. This will help ensure that both functions are complementary, not overlapping, and that</p> | November 2025               | Monitoring Officer |

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|         |  | <p>which key decisions they wish to scrutinise further.</p> <p><b>Ongoing Monitoring of Capital Programmes</b><br/>The Scrutiny Management Board receives quarterly finance updates, including on capital programmes. This enables members to identify and prioritise areas for further scrutiny based on risk, scale, or public interest.</p> <p><b>Cabinet Decision-Making</b><br/>Cabinet operates in line with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, ensuring transparency and accountability in executive decision-making.</p> | <p>governance remains transparent and accountable.</p> <p><b>Project Oversight and Assurance</b><br/>As part of this work, we will review how oversight of capital projects is structured across both executive and scrutiny functions. This includes clarifying who holds responsibility for monitoring delivery, risk, and performance — and ensuring that appropriate reporting mechanisms are in place to support timely and informed decision-making.</p> |                             |                    |
| 3       | <b>Enhance the role of the Statutory Officers by ensuring they meet regularly and take shared responsibility to address key governance issues.</b> | Statutory officers meet on a formal basis every six weeks and have done so since 26 July 2024 when the national guidance was introduced.  |  | Complete                    | Complete           |
| 5       | <b>Review the approach to the Pre-Election period</b>  | We acknowledge the learning review's observations regarding the Council's   | We will undertake a comprehensive review of the Council's approach to the pre-election period, drawing on  | December 2025               | Monitoring Officer |



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|         |                  | <p>approach to the pre-election period during the Armada Way project.</p> <p>We recognise that pre-election guidance is a complex and sensitive area, requiring careful balance between legal compliance, political neutrality, and the need to continue delivering essential Council business. The learning from this experience has reinforced the importance of clarity, proportionality, and flexibility in how we apply this guidance.</p> <p>In advance of each election, the Monitoring Officer prepares a Pre-Election Guidance Document. This is informed by:</p> <ul style="list-style-type: none"> <li>• Relevant legislation on publicity,</li> <li>• Guidance from the Local Government Association (LGA),</li> <li>• The Government's Code of Practice on Local Authority Publicity.</li> <li>• The guidance ensures that the Council does not publish material or make decisions that could be perceived as influencing public support for a political party.</li> </ul> <p>However, it also recognises that 'business as usual' must continue, and that the pre-election period should not unnecessarily</p> | <p>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 essential services and progressing key projects.</p> |                             |              |

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|                                 |   | <p>hinder decision-making or disrupt the delivery of services.</p> <ul style="list-style-type: none"> <li>Each decision is reviewed on a case-by-case basis to assess whether it can be taken during the pre-election period without compromising impartiality or public confidence.</li> </ul>  |  |                             |  |
| 6<br><br>10<br><br>17<br><br>18 | <p><b>Refresh Good Governance training</b></p> <p><b>Ensure greater rigour in decision-making reports so they are accurate, accessible, based on sound evidence.</b></p> <p><b>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</b></p> | <p>We acknowledge that the Armada Way decision-making process exposed weaknesses in how governance principles were applied — particularly in the preparation of reports, the use of urgency powers, and the shared understanding of roles and responsibilities between officers and members.</p> <p>The Council makes over 200 formal decisions a year and we strive to ensure that reports are as comprehensive as possible. Whilst the learning review has highlighted the need for greater rigour, transparency, and accountability in how decisions are developed, scrutinised, and recorded. It also reinforces the importance of a shared commitment to good governance across the Council — from senior leadership to frontline officers.</p> | <p>Building on the learning from the Armada Way review, we are taking a comprehensive approach to improving our governance culture, decision-making rigour, and the working relationship between officers and elected members.</p> <p><b>Refreshed Good Governance Training and Development</b></p> <p>We will deliver a structured programme of governance training tailored to different roles and levels across the organisation:</p> <ul style="list-style-type: none"> <li>New Managers: A new Governance module will be included in the manager induction framework to ensure early understanding of roles, responsibilities, and decision-making standards.</li> <li>All Managers: A refresher Governance module will be</li> </ul> | December 2025               | Monitoring Officer and Head of Democratic Services |

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|         | <p><b>Ensure that Officers take responsibility for the advice that they give, and Councillors take responsibility for the decisions that they make.</b></p> | <p>We have already:</p> <p><b>Improved Oversight of Urgent Decisions</b><br/>A new process has been introduced by the Monitoring Officer to ensure that urgent decisions are only used in truly exceptional circumstances. This includes a formal review by statutory officers before any urgent route is approved.</p> <p><b>Stronger Legal Oversight in Reports</b><br/>All decision-making reports must now include a section on legal implications, based on advice from the Monitoring Officer or a senior legal officer. This ensures that legal risks are properly considered and recorded before decisions are made.</p> <p><b>Training and Development for Members</b><br/>We are strengthening our training offer for both staff and elected members, with a renewed focus on:</p> <ul style="list-style-type: none"> <li>The principles of good governance,</li> </ul> | <p>embedded in the Management and Leadership Development Programme. Completion of this training will be expected of all managers.</p> <ul style="list-style-type: none"> <li>Senior Managers: A dedicated Governance session will be delivered at the Team Plymouth conference in September 2025, focusing on leadership accountability and oversight of complex decisions.</li> <li>Elected Members: A new Governance module will be added to the ongoing Member Development Programme, supporting councillors in understanding their role in decision-making and scrutiny.</li> </ul> <p><b>Strengthening Member–Officer Relationships</b><br/>We will review and update the Protocol for Member and Officer Relations to ensure it reflects the learning review’s recommendations and supports a culture of mutual respect, clarity, and accountability. This will be supported by joint training sessions for officers and</p> |                             |              |

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|         |                           | <ul style="list-style-type: none"> <li>The respective roles and responsibilities of officers and councillors,</li> <li>The importance of accurate, fair, and evidence-based reporting, and</li> <li>The legal and ethical standards that underpin decision-making.</li> <li>This training is being embedded into our Management &amp; Leadership Development Programme and will be available to all report authors, project leads, and senior officers.</li> </ul> | <p>members on how to manage and maintain effective working relationships.</p> <p><b>Oversight of High-Risk Reports</b><br/>We will introduce additional oversight for reports relating to contentious or high-risk decisions, ensuring they are reviewed for accuracy, fairness, and legal robustness before publication.</p> <p><b>Reinforcing Shared Leadership Accountability</b><br/>We will continue to promote a culture where:</p> <ul style="list-style-type: none"> <li>Officers are accountable for the advice they give, and</li> <li>Councillors are accountable for the decisions they make.</li> <li>This includes reinforcing the importance of collaboration between political and officer leadership to maintain a collective grip on governance standards across the organisation.</li> </ul> |                             |              |
|         | <b>PROJECT MANAGEMENT</b> |  |   |                             |              |

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| 13<br><br>9 | <p><b>Embrace and resource a corporate approach to Project Management, including oversight.</b></p> <p><b>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.</b></p> | <p>We acknowledge that, while the Council has successfully delivered many complex and high-profile projects, the approach taken on the Armada Way scheme revealed weaknesses in how project management, governance, and risk were applied in this instance. The learning review rightly identified that there is a need for a more consistent, corporate approach to project delivery and oversight — particularly for high-impact public realm schemes.</p> <p>Plymouth City Council delivers a wide range of complex projects across directorates — from major capital infrastructure (e.g. Forder Valley Link Road) to service transformation programmes and statutory functions such as elections. Most of these projects are delivered successfully, with effective risk management and governance in place.</p> <p>The Armada Way project was managed under the Transforming Cities Fund (TCF) Programme Board, which had received assurance from the Department for Transport. However, we recognise that in this case, a more granular and proactive approach to governance, escalation, and risk would have been beneficial —</p> | <p>In response to the learning review, we are developing 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. Key features of the new framework will include:</p> <p><b>A Consistent, Council-Wide Methodology</b></p> <p>A standardised approach to project and programme management will be adopted across all directorates. Recognising that different types of project will require different detailed procedures. This will include clear guidance on:</p> <ul style="list-style-type: none"> <li>• Planning and scheduling</li> <li>• Risk and issue management (including reputational and community impact)</li> <li>• Dependencies, assumptions, and change control</li> <li>• Stakeholder engagement and communication</li> </ul> | Training to be rolled out August 2025. | Transformation Architecture Manager / Service Director for Finance |

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|         |                  | <p>particularly given the public-facing nature and sensitivity of the scheme.</p> <p>Through the Capital Programme Board, Strategic Directors have been asked to review all major capital projects currently in delivery to ensure that:</p> <ul style="list-style-type: none"> <li>• Appropriate project management structures are in place,</li> <li>• Governance and escalation routes are clearly defined,</li> <li>• Risk is being assessed and managed consistently — including reputational, legal, and community impact risks.</li> </ul> | <p><b>Enhanced Oversight for Significant Projects</b><br/>Projects identified as high-risk or high-impact will be subject to greater scrutiny and oversight, including regular reporting to Departmental and Corporate Management Teams.</p> <p><b>Strengthened Governance and Assurance</b><br/>All projects will be required to have clearly defined governance structures, with appropriate assurance processes and political oversight where relevant. This will ensure that escalation routes are clear and that decision-making is transparent and accountable.</p> <p><b>Skilled and Dedicated Project Management</b> Projects will be expected to have appropriately skilled and trained project managers, with access to support and development opportunities. This will help build a consistent project management community across the Council.</p> <p><b>Stronger Business Case and Initiation Controls</b></p> |                             |              |

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|         |  |   | <p>New control measures will be introduced for business case approval and project initiation, ensuring that projects are properly scoped, resourced, and aligned with strategic priorities from the outset.</p> <p><b>Focus on Long-Term Outcomes and Lifecycle Costs</b><br/>           The framework will place greater emphasis on benefits realisation, post-project evaluation, and the whole-life cost of projects — ensuring that value and impact are considered beyond delivery.</p> <p>Full framework training will be rolled out to Project and Programme Managers across the organisation.</p> |                             |                 |
| 15      | <b>With other local authorities, press the case with Government for more realistic funding models.</b> | <p>It has been long recognised across Local Government that restrictive timescales for delivering capital projects which are in whole or in part funded by Government limits flexibility with regards to the timing of project delivery and approach.</p> <p>Therefore, we will continue to press this issue at a national level including liaising with organisations such as LGA, Key Cities Group and SIGOMA and Department of</p> | <p>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.</p>   | June 2025                   | Chief Executive |

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|         |  | Transport and will continue to raise the issue with our local MPs.  |   |                             |  |
|         | <b>CONSULTATION AND ENGAGEMENT</b>   |   |   |                             |  |
| 8       | <b>Elevate the importance of engagement and consultation and build in capacity for engagement and consultation professionals with earlier involvement of in-house communications experts</b> | <p>We acknowledge that the consultation and engagement process for the Armada Way project fell short of our standards.</p> <p>We regularly consult and engage with communities and stakeholders on a wide range of projects and council policies. And we have areas of best practice across the organisation. For example, the annual consultation on the Council's budget, school admissions policies, our work to develop our strategy to address violence against women and girls and our co-design work within SEND services.</p> <p>Where we do not have the internal capacity or expertise to engage to the extent we feel necessary, we regularly commission external professional support. For example, for the recent Stoggy Lane Housing development – we worked with an external provider to design and deliver the engagement and consultation required. We also took a similar approach in the second consultation</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> <p><b>New Engagement Framework</b><br/>A revised corporate framework for engagement and consultation will be presented to the Audit and Governance Committee in September 2025. This framework will set out clear standards and expectations for how we engage with the public and stakeholders.</p> <p><b>Improved Community Engagement</b><br/>We will enhance our approach to community engagement by introducing new mechanisms for inclusive and meaningful dialogue. These will help build stronger, more positive relationships between the Council and local communities.</p> | October 2025                | Director of Public Health / Head of Public and Partner Relations |



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|         |  | <p>and engagement exercise on the revised proposal for Armada Way and in the current engagement exercise for the Manadon improvement programme.</p> <p>A framework for the Council engaging with our citizens and communities was agreed in 2014, and then in 2021 the Community Empowerment programme, which includes engagement, was agreed.</p> <p>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.</p> <p>This will sit alongside and complement other existing activity/work e.g. Community Empowerment and the Education Co-production and Education Framework, and of course be mindful of our statutory responsibilities with regards to consultation.</p> <p>We updated our Staff Guidance on use of social media in July 2024.</p> | <p><b>Resourcing for Delivery</b><br/>To support this enhanced approach, we will assess the resources and capacity required and ensure that the Council is equipped to deliver high-quality engagement consistently across all services and projects.</p> <p><b>Modern Engagement Tools</b><br/>We will review the tools currently used for consultation and engagement and identify a modern platform that enables us to:</p> <ul style="list-style-type: none"> <li>• Reach a broader range of communities,</li> <li>• Facilitate two-way conversations,</li> <li>• Analyse feedback effectively, and</li> <li>• Collaborate with residents on future ideas.</li> </ul> <p><b>Training and Best Practice</b><br/>We will roll out 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.</p> |                               |                      |
| 7       | <b>Create a compelling and collaborative</b> | Our Corporate Plan is very clear on our vision and narrative for the city. A vision   | The Council and Homes England are currently working together on a master  | Initial engagement on the new | Service Director for |

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|         | <b>narrative for the city's vision</b>                   | <p>that is clearly set out in the Plymouth Plan and Joint Local Plan – plans that have been developed in collaboration with strategic partners across the city, and as a result of significant resident engagement.</p> <p>On 31 March 2025, <a href="#">Cabinet agreed</a> a new vision for Plymouth City Centre. A vision developed in partnership with Homes England, setting out a shared ambition to provide 10,000 new homes in the city centre and the surrounding area.</p> <p>The vision recognises that there will be around £4.4 billion of Government investment in HM Naval Base Devonport over the next 10 years and that this will stimulate the demand for new homes, with Babcock requiring 5,500 new employees and a further 2,000 construction jobs being created in the Dockyard.</p> <p><a href="#">This vision is available here.</a></p> | plan for the city centre. There will be an extensive consultation with residents and stakeholders. | master plan will commence in Autumn 2025. | Economic Development         |
|         | <b>ENVIRONMENTAL REGULATIONS</b>                         |   |  |   |                              |
| 14      | <b>Heighten expertise and awareness of Environmental</b> | We acknowledge that on this issue we didn't get it right. On 1 May 2024 we carried out an initial training session entitled "Practical Approach to Environmental Impact   | We are currently reviewing our Tree Management Principles policy, which aims to:                   | August 2025                               | Strategic Director of Growth |

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|         | <b>regulation and practice</b>   | <p>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> | <ul style="list-style-type: none"> <li>• Protect PCC’s tree asset through appropriate management and re-stocking,</li> <li>• Meet our legal obligations around tree risk and safety in relation to our own tree stock,</li> <li>• Maintain and encourage biodiversity,</li> <li>• Respond to risks including climate change, diseases, etc.</li> <li>• Reduce maintenance cost by replacing tree stock</li> <li>• Enhance Plymouth’s tree cover</li> </ul> <p>In addition, the new Director of Growth will be joining the Council in June 2025 and 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> |                             |                         |
|         | <b>EMPLOYEE WELLBEING</b>  |   |   |                             |                         |
| 16      | <b>Review the corporate provision of wellbeing and healing support</b> | The Council offers comprehensive wellbeing support for staff and elected members. But, the review made it clear that, in the context of the Armada Way project, staff felt we didn’t do enough to support them —  | We are committed to ensuring that our wellbeing services are responsive, inclusive, and adaptable — supporting staff and elected members through all stages of their careers, personal circumstances, and work-   |                             | Service Director for HR |

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|         |                  | <p>particularly when the situation became high-profile and emotionally charged. Some colleagues were placed under intense pressure, and in some cases, were subjected to unacceptable abuse from sources external to the Council. That should never happen.</p> <p>PCC does not tolerate abusive or threatening behaviour towards staff or members. When such incidents are reported, appropriate actions are taken — including implementing single point of contact arrangements or involving the police where necessary.</p> <p>We recognise that anonymous abuse on social media is a growing national issue. Addressing this challenge requires a coordinated response across local government.</p> <p><b>Staff Wellbeing:</b> Plymouth City Council (PCC) has a comprehensive wellbeing programme in place for all staff, which includes:</p> <ul style="list-style-type: none"> <li>Employee Assistance Programme (EAP): Offers access to counselling, on-site clinical support, and tailored wellbeing services.</li> <li>Occupational Health Services</li> </ul> | <p>based challenges. Building on the learning from the Armada Way review, we are taking the following additional actions:</p> <p><b>Refreshing Our People Strategy</b><br/>Our new People Strategy will focus on:</p> <ul style="list-style-type: none"> <li>Building stronger cross-team networks.</li> <li>Developing inclusive leadership at all levels.</li> <li>Embedding organisational values.</li> <li>Providing proactive and reactive support for staff — before, during, and after challenging events or personal difficulties.</li> </ul> <p><b>Addressing Abuse and Unacceptable Behaviour</b><br/>We are developing an Unacceptable Behaviour Policy that clearly defines the actions we will take to protect staff and members from abuse, including:</p> <ul style="list-style-type: none"> <li>Clear escalation routes.</li> <li>Use of single point of contact arrangements.</li> <li>Engagement with the police where appropriate.</li> </ul> | <p>August 2025</p> <p>October 2025</p> |              |

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|         |                  | <ul style="list-style-type: none"> <li>A network of Wellbeing Champions across the organisation.</li> </ul> <p>We also maintain a robust Health, Safety &amp; Wellbeing (HSW) management structure, embedded at both directorate and corporate levels through the HSW Steering Group. This includes clear performance standards and procedures for:</p> <ul style="list-style-type: none"> <li>HSPSI4 – Management of Violence &amp; Aggression</li> <li>HSPSI I – Lone Working (including a current project to implement lone working devices in high-risk areas)</li> <li>HSPSI5 – Stress and Resilience</li> </ul> <p>Additional resources include toolkits, guidance documents, and training for managers and staff. Managers are required to conduct stress risk assessments at both team and individual levels, with compliance monitored by the Corporate HSW Steering Group.</p> <p>Wellbeing insights are a key module in our new Management and Leadership Development Programme. We have also initiated a series of staff engagement sessions to inform the development of our next People Strategy, with strong feedback on the</p> | <p><b>Enhancing Safety and Responsiveness</b><br/>We are introducing practical tools and systems to improve staff safety and organisational awareness:</p> <ul style="list-style-type: none"> <li>Personal Alert Devices for staff in higher-risk roles.</li> <li>A Dangerous Sites Database to enable teams to share intelligence and flag concerns.</li> <li>A new Staff Concerns Protocol to provide a clear, rapid route for raising issues and accessing support.</li> </ul> <p><b>New modules in our Management and Leadership Development Programme</b><br/>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> | <p>September 2025</p> <p>November 2025</p> <p>October 2025</p> <p>September 2025</p> |              |

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|         |                  | <p>importance of trauma-informed and healing-centred approaches.</p> <p>PCC benchmarks its wellbeing services and has been recognised with the Wellbeing at Work Gold Award and Disability Confident Leader accreditation by the Department for Work and Pensions.</p> <p><b>Support for Elected Members:</b> PCC has developed a Personal Safety and Lone Working Guidance document for elected members. This includes nationally recommended best practices (e.g. from the LGA) and local measures such as a Single Point of Contact arrangement with the Police, enabling the Monitoring Officer to report concerns directly. This guidance provides practical advice and support for members facing challenging or potentially threatening situations.</p> |                          |                             |              |