

# 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.