

## 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
<b><u>Governance</u></b>  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
<b><u>Governance</u></b>  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><b><u>Governance</u></b></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"> <li>A. Use of urgent and key decision-making</li> <li>B. Scheme of delegation</li> <li>C. Governance of key boards</li> <li>D. Best Practice</li> </ul> <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><b><u>Governance</u></b></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"> <li><b>A.</b> Review of Scrutiny Function</li> <li><b>B.</b> Cabinet Role and Clarity</li> </ul>	<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

	<b>C. Project Oversight and Assurance</b>			
<p><b><u>Governance</u></b></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><b><u>Governance</u></b></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"> <li>A. Refreshed Good Governance Training and Development</li> <li>B. Strengthening Member–Officer Relationships</li> <li>C. Oversight of High-Risk Reports</li> <li>D. Reinforcing Shared Leadership Accountability</li> </ul>	<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>