

Appendix 5b

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

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

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

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

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