

## Appendix 5f

### Armada Way Independent Review Action Plan

#### 1) Learning & Development Actions Specific to the AWLR Report

| Recommendation/s<br>(relevant to L&D)                | Plymouth City Council<br>response (relevant to<br>L&D)  | Learning & Development<br>Action   | Anticipated<br>completion<br>date   | Update October<br>2025   | Lead Officer |
|--|---|--|---|--|--------------|
| <b>GOVERNANCE</b>                                    |   |  |   |  |              |
| <b>Enhance the recording of advice and decisions</b> | <b>Training for Staff:</b> Training on decision-making processes is available to all staff involved in report writing and management. 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. | <ul style="list-style-type: none"> <li>Continue current training provision</li> <li>Develop an additional module as part of levels 3 &amp; 5 Management &amp; Leadership Development Programmes</li> <li>Deliver Extended Leadership Team Governance training event – September 2025</li> <li>Extended Leadership Team Governance training to be reviewed</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing</li> <li>October 2025</li> <li>Complete</li> </ul> | <ul style="list-style-type: none"> <li>Level 3 was launched 10 Sept and completes in the New Year. The second cohort of Level 5 commences in the New Year.</li> <li>The Governance Training module will be additional</li> </ul> | Head of OD   |

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|--|--|--|---|---|--|
|  |  | and developed into an e-learning build.  |   | module for roll out in the New Year.<br>• Extended Leadership Team event delivered by Philip McCourt – Governance Consultant Lawyer | SD Legal Services                        |
| <b>Ensure that internal capital advisory and decision-making Boards have Terms of Reference.</b> | <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. | <ul style="list-style-type: none"> <li>• Embed the Capital Programme Handbook in PCC programme &amp; project management training</li> <li>• September Extended Leadership Team training event will cover decision making through key boards &amp; committees and where decisions should be made</li> </ul> | <ul style="list-style-type: none"> <li>• In progress</li> </ul><br>Complete |   | COO/<br>Transformation Architect Manager |

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|---|--|--|--|--|--------------|
|   | 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.  |  |  |  |              |
| <b>Refresh Good Governance training</b> | <b>Training and Development for Officers and Members</b><br>We are strengthening our training offer for both staff and elected members, with a renewed focus on: <ul style="list-style-type: none"> <li>• The principles of good governance,</li> <li>• The respective roles and responsibilities of officers and councillors,</li> <li>• The importance of accurate, fair, and evidence-based reporting, and</li> </ul> | <b>Refreshed Good Governance Training and Development</b><br>A structured programme of governance training tailored to different roles and levels across the organisation: <ul style="list-style-type: none"> <li>• New Managers: A new Governance module will be included in the manager and Chief Officer induction framework to ensure early understanding of roles, responsibilities, and</li> </ul> | <ul style="list-style-type: none"> <li>• Nov 2025</li> </ul> | In progress, launch in New Year. Chief Officer induction framework trialled Oct 2025 | Head of OD   |

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|---------------------------------------|---|---|---|--|---|
|                                       | <ul style="list-style-type: none"> <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> | <ul style="list-style-type: none"> <li>decision-making standards.</li> <li>All Managers: A refresher Governance module will be embedded in the Management and Leadership Development Programme. Completion of this training will be expected of all managers.</li> <li>Senior Managers: A dedicated Governance session will be delivered at the Extended Leadership Team 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</li> </ul> | <ul style="list-style-type: none"> <li>Nov 2025</li> <li>Sep 2025</li> <li>Sept - Dec 2025</li> </ul> | <p>In progress, launch in New Year</p> <p>Extended Leadership Team event completed. Guest speaker, Philip McCourt de the training<br/>An in-person training event will be delivered to members to mirror the Extended Leadership Team Plymouth training by the same guest speaker. The</p> | <p>Head of OD</p> <p>SD Legal Services</p> <p>SD Legal Services</p> |

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|--|---|---|--|---|---|
|  |   | <p>Programme, supporting councillors in understanding their role in decision-making and scrutiny.</p> <ul style="list-style-type: none"> <li>Joint training sessions for officers and members on how to manage and maintain effective working relationships (<i>working with LGA to organise this</i>)</li> </ul> | <ul style="list-style-type: none"> <li>Dec 2025</li> </ul>                                     | <p>event will be recorded, to be delivered as online training module</p> <p>In progress, to be organised with LGA</p> | SD Legal Services & SD HR-OD                        |
| <b>PROJECT MANAGEMENT</b>  |   |   |  |   |   |
| <b>Embrace and resource a corporate approach to Project Management, including oversight.</b> | <ul style="list-style-type: none"> <li>The learning review identified that there is a need for a more consistent, corporate approach to project delivery and oversight</li> </ul> | <ul style="list-style-type: none"> <li>E-learning basic project &amp; programme management<br/>The course page has been built, awaiting the final video to upload and launch</li> <li>Project &amp; Programme Management methodology – written and being reviewed</li> </ul>                                      | <ul style="list-style-type: none"> <li>Aug 2025</li> <li>Sep 2025</li> <li>Nov 2025</li> </ul> | <p>Prepared</p> <p>Prepared</p>   | <p>PH/Head of OD</p> <p>PH</p> <p>PH/Head of OD</p> |

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|--|---|---|--|------------------------|--------------|
|  |   | <ul style="list-style-type: none"> <li>Project &amp; Programme Management training – delivery</li> <li>SRO training</li> </ul>  | <ul style="list-style-type: none"> <li>Oct 2025</li> </ul> |                        | PH           |
| <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> | <ul style="list-style-type: none"> <li>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.</li> </ul> | <ul style="list-style-type: none"> <li>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.</li> <li>E-learning in progress to support this training element (Nov-Dec 2025)</li> </ul> | <ul style="list-style-type: none"> <li>Sep 2025</li> </ul> | Complete               | DPH          |
| <b>Review the corporate provision of wellbeing and healing support</b>   | <ul style="list-style-type: none"> <li>In the context of the Armada Way project, we didn't do enough to support staff — particularly when the situation became high-profile and emotionally charged. Some colleagues were placed under</li> </ul>   | <ul style="list-style-type: none"> <li>Additional modules in our new management programme to help ensure that managers are equipped to lead with empathy, responding to emerging needs</li> <li>New e-learning courses on empathy, imposter</li> </ul>  | <ul style="list-style-type: none"> <li>Oct 2025</li> </ul> | In progress            | Head of OD   |

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|---------------------------------------|---|---|-----------------------------------|------------------------|--------------|
|                                       | intense pressure, and in some cases, were subjected to unacceptable abuse from sources external to the Council. | <p>syndrome, emotional intelligence etc being added to Learning Zone as further support for learning needs.</p> <ul style="list-style-type: none"> <li>Additional module on Change Management is being developed as pilot for roll out in the New Year. this is with a focus on the interpersonal relationships and communication of change management to ensure managers are equipped to deal with and respond accordingly.</li> </ul> |                                   |                        |              |

## 2) Learning & Development Actions to Support the Armada Way Learning Review

Whilst not specifically referred to in the Armada Way Learning Review, there are programmes of work in development that will support the outcomes of the review, as well as culture and governance within the council.

| Activity | What it is | Timeline | Update<br>October 2025 | Lead Officer |
|----------|------------|----------|------------------------|--------------|
|----------|------------|----------|------------------------|--------------|

|   |  |                      |   |            |
|---|--|----------------------|---|------------|
| Corporate Induction                             | <ul style="list-style-type: none"> <li>All corporate induction/onboarding materials to be reviewed</li> </ul>  | October 2025         | In progress<br>November welcome event to be observed and adjusted. Onboarding being reviewed along with the introduction of the new Itrent recruitment system | Head of OD |
| Manager Induction                               | <ul style="list-style-type: none"> <li>New Manager welcome and induction offer to be developed and implemented</li> </ul>  | November 2025        | In progress   | Head of OD |
| Chief Officer Induction                         | <ul style="list-style-type: none"> <li>Review of current induction processes for chief officers</li> <li>Implementation of new processes and programme</li> </ul>  | November 2025        | Chief Officer Induction developed and launched  | SD HR-OD   |
| Mandatory Training                              | <ul style="list-style-type: none"> <li>All mandatory L&amp;D is being reviewed.</li> <li>Paper to CMT in September with proposals and implementation plan. This will be built into the performance management framework</li> </ul> | September 2025       | The paper to CMT was delayed being heard – awaiting new date to be tabled.  | Head of OD |
| Management & Leadership Development (6 modules) | <ul style="list-style-type: none"> <li>Level 5 cohort</li> </ul>   | April – October 2025 | Launched and underway   | Head of OD |



|   |  |  |             |                                     |
|---|--|--|-------------|-------------------------------------|
|   | <ul style="list-style-type: none"> <li>Level 3 cohort</li> </ul>   | January-May 2026<br><br>September 2025 onwards |             |                                     |
| Senior Leadership Team Development          | <ul style="list-style-type: none"> <li>Procurement &amp; implementation of SLT Development programme</li> </ul>  | October 2025                                   | In progress | SD HR-OD                            |
| Project Management                          | <ul style="list-style-type: none"> <li>'Basic, Foundation &amp; Advanced' Levels</li> <li>SRO Training</li> </ul> <p><i>(Basic module is primarily about terminology within project management. Slide delivery recorded and to be published on Learning Zone. The foundation and advanced version to be developed for e-learning.)</i></p> | September 2025 onwards                         | Prepared    | Transformation Architecture Manager |
| Nolan Principles                            | E learning module to be developed and part of mandatory learning <ul style="list-style-type: none"> <li>Virtual Teams delivery training pack in final sign off ready to be delivered Oct-Nov</li> <li>e-Learning package in progress to launch aim – Nov 2025</li> </ul>   | December 2025                                  | In progress | Head of OD                          |
| Artificial Intelligence Leadership Sessions | <ul style="list-style-type: none"> <li>Series designed to support middle and senior managers in framing,</li> </ul>  | October 2025                                   | In progress | SD HROD & Head of OD                |

|   |   |               |   |                       |
|---|---|---------------|---|-----------------------|
|   | navigating and embedding AI at PCC.<br><ul style="list-style-type: none"> <li>This will include governance and ethical use of AI</li> </ul> |               | 3 workshops scheduled for 16 October, 23 October and 3 November |                       |
| Political Awareness/Working with Politicians  | <ul style="list-style-type: none"> <li>Head of Service Level, delivered by LGA</li> </ul>   | November 2025 | In progress   | SD HR-OD & Head of OD |
| Performance Management Framework (changes to) | To include:<br><ul style="list-style-type: none"> <li>New 1-2-1 format</li> <li>APR process – aligned to ITrent</li> </ul>                  | April 2026    |   | Head of OD            |