

**Armada Way Independent Learning Review Action Plan – Audit and Governance Sub-Committee Schedule of meetings**

| Meeting Date  | Recommendation under review                                                                                                                    | Action Required                                                                                                                                                                                                                                           | Anticipated completion/Implementation date | Lead Officer       |
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| Sub-committee | <b><u>Governance:</u></b>                                                                                                                      | None                                                                                                                                                                                                                                                      | Complete                                   | Statutory Officers |
| October 2025  | I. Enhance the role of the Statutory Officers by ensuring they meet regularly and take shared responsibility to address key governance issues. |                                                                                                                                                                                                                                                           |                                            |                    |
|               | <b><u>Project Management:</u></b>                                                                                                              | 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. | Complete                                   | Chief Executive    |
|               | I. With other local authorities, press the case with Government for more realistic funding models.                                             |                                                                                                                                                                                                                                                           |                                            |                    |

| Meeting Date | Recommendation under review                                                                                                                                                                                                                                                                                                           | Action Required                                                                                                                                                                                                                                                                                                                                                           | Anticipated completion/Implementation date                              | Lead Officer                                                       |
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|              | <ol style="list-style-type: none"> <li>1. Embrace and resource a corporate approach to Project Management, including oversight.</li> <li>2. 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</li> </ol> | <p>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.</p> <p>See Action Plan for full actions</p> | Training to be rolled out August 2025.                                  | Transformation Architecture Manager / Service Director for Finance |
|              | <p><b><u>Consultation and Engagement</u></b></p> <p>Create a compelling and collaborative narrative for the city's vision</p>                                                                                                                                                                                                         | The Council and Homes England are currently working together on a master plan for the city centre. There will be an extensive consultation with residents and stakeholders.                                                                                                                                                                                               | Initial engagement on the new master plan will commence in Autumn 2025. | Service Director for Economic Development                          |

| Meeting Date | Recommendation under review                                                                                                     | Action Required                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Anticipated completion/Implementation date | Lead Officer                              |
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|              | <p><b><u>Environmental Regulations</u></b></p> <p>Heighten expertise and awareness of Environmental regulation and practice</p> | <p>Reviewing our Tree Management Principles policy, which aims to:</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>The new Director of Growth 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> | August 2025                                | Service Director for Economic Development |

| Meeting Date                             | Recommendation under review                                                                                    | Action Required                                                                                                                                                                                                                                                                                                                                                                                                                    | Anticipated completion/Implementation date | Lead Officer                   |
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|                                          | <p><b><u>Employee Wellbeing</u></b></p> <p>Review the corporate provision of wellbeing and healing support</p> | <p><b>Refreshing Our People Strategy</b></p> <p>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> | August 2025                                | Service Director for HR and OD |
| <p>Sub-committee</p> <p>October 2025</p> | <p><b><u>Governance</u></b></p> <p>I. Extend the rolling Forward Plan for Council decision making.</p>         | <p>Review our current forward planning practices and consider best practice, including benchmarking against 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>                                                                                                                                        | October 2025                               | Monitoring Officer             |

| Meeting Date | Recommendation under review                                                                                                                                                                                                                   | Action Required                                                                                                                                                                                                                                                                                                                                                                                                                                     | Anticipated completion/Implementation date | Lead Officer                                                   |
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|              | <p><b><u>Consultation and Engagement</u></b></p> <p>Elevate the importance of engagement and consultation and build in capacity for engagement and consultation professionals with earlier involvement of in-house communications experts</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> <ul style="list-style-type: none"> <li><b>A. New Engagement Framework</b></li> <li><b>B. Improved Community Engagement</b></li> <li><b>C. Resourcing for Delivery</b></li> <li><b>D. Modern Engagement Tools</b></li> <li><b>E. Training and Best Practice</b></li> </ul> | October 2025                               | Director of Public Health/Head of Public and Partner Relations |
|              | <p><b><u>Employee Wellbeing</u></b></p> <p>Review the corporate provision of wellbeing and healing support</p>                                                                                                                                | <p><b>New modules in our Management and Leadership Development Programme</b></p> <p>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>                                                                                                                                                                                                | September 2025                             | Service Director for HR and OD                                 |

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|              |                             | <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: <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> | October 2025                               | Service Director for HR and OD |
|              |                             | <b>Enhancing Safety and Responsiveness</b><br>We are introducing practical tools and systems to improve staff safety and organisational awareness: <ul style="list-style-type: none"> <li>• Personal alert devices for all staff in higher-risk roles</li> <li>• A new Staff Concerns Protocol to provide a clear, rapid route for raising issues and accessing support.</li> </ul>                      | September - October 2025                   | Service Director of HR and OD  |

| Meeting Date                                      | Recommendation under review                                                                                                                    | Action Required                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Anticipated completion/Implementation date | Lead Officer       |
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| Audit and Governance Committee<br><br>18 Nov 2025 | To receive the report from the September and October 2025 Sub-committees                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                            |                    |
| Sub-Committee<br><br>December 2025                | <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 with the project management actions set out below.</p> | November 2025                              | Monitoring Officer |

| Meeting Date | Recommendation under review                                                                       | Action Required                                                                                                                                                                                                                                                                                                                                                                                                                  | Anticipated completion/Implementation date | Lead Officer                 |
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|              | 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"> <li><b>A. Overhauling Project Governance</b></li> <li><b>B. Reviewing the Capital Programme Handbook</b></li> </ul> <p>These actions will provide enhanced clarity and embed a culture of transparency, accountability, and good governance across all capital projects.</p>                                                 | November 2025                              | Service Director for Finance |
|              | Review the Council's approach to Scrutiny and Cabinet.                                            | <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>This will include:</p> <ul style="list-style-type: none"> <li><b>A. Review of Scrutiny Function</b></li> <li><b>B. Cabinet Role and Clarity</b></li> <li><b>C. Project Oversight and Assurance</b></li> </ul> | November 2025                              | Monitoring Officer           |



| Meeting Date | Recommendation under review                    | Action Required                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Anticipated completion/Implementation date | Lead Officer                                       |
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|              | Review the approach to the Pre-Election period | <p>We will 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. 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> | December 2025                              | Monitoring Officer                                 |
|              | Refresh Good Governance training               | Building on the learning from the Armada Way review, we are taking a comprehensive approach to                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | December 2025                              | Monitoring Officer and Head of Democratic Services |

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|              | <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>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><b>A. Refreshed Good Governance Training and Development</b></li> <li><b>B. Strengthening Member–Officer Relationships</b></li> <li><b>C. Oversight of High-Risk Reports</b></li> <li><b>D. Reinforcing Shared Leadership Accountability</b></li> </ul> |                                            |                                |
|              | <p><b><u>Employee Wellbeing</u></b></p> <p>Review the corporate provision of wellbeing and healing support</p>                                                                                                                                                                                                                                                                                                                                                  | <p><b>Enhancing Safety and Responsiveness</b></p> <p>We are introducing practical tools and systems to improve staff safety and organisational awareness:</p> <ul style="list-style-type: none"> <li>• A dangerous Sites Database to enable teams to share intelligence and flag concerns</li> </ul>                                                                                                                                                  | November 2025                              | Service Director for HR and OD |

| Meeting Date                                  | Recommendation under review                                                                                                            | Action Required | Anticipated completion/Implementation date | Lead Officer |
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| Audit and Governance Committee<br>20 Jan 2026 | To receive the final report from the sub-committee confirming completion of the Action Plan actions for a final report to full Council |                 |                                            |              |
| Full Council<br>March 2026                    | To receive final report from Audit and Governance Committee confirming completion of the Action Plan                                   |                 |                                            |              |