

ARMADA WAY INDEPENDENT LEARNING REVIEW

ACTION PLAN IMPLEMENTATION FINAL REPORT

I. Executive Summary:

The Audit and Governance Sub-Committee has overseen delivery of the Armada Way Independent Learning Review Action Plan since October 2025. All actions arising from the review are now complete, with longer-term implementation underway for constitutional review and CPMO establishment. Governance arrangements are legally compliant, project management standards strengthened, and consultation frameworks embedded. Environmental and wellbeing measures have been implemented, and training programmes launched. The Audit and Governance Committee is being asked to note progress and endorse ongoing work to embed improvements.

2. Background

The AWILR report was presented to Full Council on 2 June 2025, accompanied by an Action Plan detailing improvements required. The Audit and Governance Sub-Committee was tasked with monitoring delivery. Initial progress was reported in October 2025, with a final update provided in January 2026 confirming completion of actions arising from the review, subject to longer-term implementation of agreed changes.

3. Summary of actions completed

1. Governance

- External governance review completed; recommendations will be implemented as part of the full constitutional.
- Full constitutional health check underway by external lawyers (approx. 6-month project) which will be implemented through oversight provided by the Constitution and Civic sub-committee of Audit and Governance Committee.
- Pre-election Period Guidance reviewed and will be brought to Audit and Governance Committee in March with recommendations for change.
- Governance arrangements now compliant with legal requirements; forthcoming changes will focus on best practice and efficiency.

2. Project Management and Capital Programme

- Proposal for a Corporate Programme Management Office (CPMO) developed to strengthen delivery of complex projects.
- Incremental implementation plan in place; full roll-out by May 2026, subject to resources.
- Capital Programme Handbook comprehensively reviewed and redrafted; updated Terms of Reference for CPOG and Capital Programme Board included.

3. Consultation and Engagement

- New Consultation and Engagement Framework launched internally with supporting resources.

- Recruitment of Engagement and Consultation Advisor ongoing; training plan under development.
- External consultant appointed for City Centre Master Planning consultation.

4. Environmental Regulations

- Tree management principles document drafted, reviewed by Steering Group and Scrutiny Panel; final revisions underway.

5. Employee Wellbeing

- Wellbeing survey completed; results analysed and reported to CMT.
- Procurement of safety devices and wellbeing initiatives underway.
- Recommendations complete but subject to ongoing review.

6. Training and Development Plan

- Governance and project management training developed and rolled out.
- E-learning module for governance training to launch shortly.
- Final governance training session for elected members scheduled.