



Oversight and Governance

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SCRUTINY MANAGEMENT BOARD

Wednesday 11 March 2026
5.00 pm

Members:

Councillor Coker, Chair

Councillor Finn, Vice Chair

Councillors Allison, Blight, Freeman, Gilmour, Holloway, Murphy, Poyser and Steel, and 'The Independents' Vacancy.

Members are invited to attend the above meeting to consider the items of business overleaf. For further information on attending Council meetings and how to engage in the democratic process please follow this link - [Get Involved](#)

Tracey Lee
Chief Executive

Scrutiny Management Board

1. Apologies

To receive apologies for non-attendance submitted by Councillors.

2. Declarations of Interest

Councillors will be asked to make any declarations of interest in respect of items on the agenda.

3. Minutes (Pages 1 - 26)

To confirm the minutes of the previous meeting held on 12 November 2025.

4. Chair's Urgent Business

To receive reports on business which in the opinion of the Chair, should be brought forward for urgent consideration.

5. Plymouth City Council Transformation Plan (Pre-Decision Scrutiny) (Pages 27 - 68)

To consider the draft Cabinet report on the Plymouth City Council Transformation Plan ahead of its consideration by Cabinet.

6. Budget Scrutiny Recommendation Responses: (Pages 69 - 82)

7. Finance Monitoring Report Month 10: (Pages 83 - 100)

8. Risk Update: (Verbal Report)

9. Leader's Forward Plan: (Pages 101 - 122)

10. Update from Committee Chairs and Work Programmes (Pages 123 - 140)

To receive updates from individual Chairs of their respective Scrutiny Committees and associated work programmes.

11. Work Programme (Pages 141 - 146)

For discussion of items on the Scrutiny Management Board's Work Programme.

12. Action Log: (Pages 147 - 150)

Scrutiny Management Board

Wednesday 12 November 2025

PRESENT:

Councillor Coker, in the Chair.

Councillor McLay, Vice Chair.

Councillors Allison, Freeman, Murphy, Raynsford, Ricketts, Steel and Stevens.

Apologies for absence: Councillors Holloway (Raynsford Substituted), Blight (Stevens Substituted) and Poyser (McLay Substituted).

Also in attendance: Paul Barnard (Service Director for Strategic Planning and Infrastructure), Councillor Sue Dann (Cabinet Member for Customer Experience, Sport, Leisure and HR and OD), Elinor Firth (Head of Public and Partner Relations), Thomas Fowler (Programme Manager), Ian Trisk Grove (Service Director for Finance), Ross Jago (Head of Devolution and LGR), Tracey Lee (Chief Executive), Emmanuelle Marshall (Project Manager for Local Government Reform and Devolution), Councillor Chris Penberthy (Cabinet Member for Housing, Cooperative Development and Communities), Chris Squire (Service Director for HR and Organisational Development), Councillor John Stephens (Cabinet Member for Strategic Planning and Transport), Paul Stephens (Head of Corporate Performance), Olliver Woodhams (Head of Finance), and Elliot Wearne-Gould (Democratic Advisor).

The meeting started at 9.30 am and finished at 12.54 pm.

Note: At a future meeting, the Panel will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

27. **Declarations of Interest**

There were no declarations of interest made.

Appointment of a Vice-Chair

The Board agreed to appoint councillor McLay as Vice-Chair for this particular meeting.

28. **Minutes**

The minutes of the meeting held on 24 September 2025 were agreed as a correct record.

29. **Chair's Urgent Business**

There were no items of Chair's urgent business.

30. **Plymouth City Council's Draft Local Government Reorganisation Proposal for Devon**

Councillor John Stephens (Cabinet Member for Strategic Planning and Transport (Deputising for the Leader)) introduced the report and discussed:

- a) Councillor Stephens was attending in place of the Leader of the Council, who was unwell. The Board sent its best wishes to the Leader for a speedy recovery;
- b) The proposal responded to the Government's statutory invitation to bring forward local government reorganisation proposals for the whole of the existing Devon area. The Council was required to submit its proposal by 28 November 2025, with Scrutiny's comments feeding into Cabinet and City Council consideration on 24 November 2025;
- c) This was a period of significant uncertainty and concern for many dedicated local government employees across Devon. Their professionalism and commitment to public service during such a challenging time were deeply respected;
- d) The current two-tier system operated by neighbouring authorities created confusion, duplication and artificial barriers. The Government had given the area a rare opportunity to reduce this fragmentation and improve joined-up public services for residents;
- e) Plymouth, Exeter and Torbay had worked together to propose four unitary authorities across the Devon area:
 - i. an expanded Plymouth;
 - ii. a new and expanded Exeter;
 - iii. an expanded Torbay;
 - iv. a new Devon Coast and Countryside authority;
- f) For Plymouth, the proposal sought a modest boundary extension to include 13 South Hams parishes which already formed part of Plymouth's functional economic area (places where people worked or learned in Plymouth and regularly used facilities that only a city could provide);
- g) The proposed extension would add approximately 30,000 residents to Plymouth's existing population of approximately 270,000, bringing the new authority to approximately 300,000 residents;
- h) The proposal was not an "empire building" exercise or "land grab", but an attempt to correct outdated boundaries which currently cut through growing communities and prevented proper strategic planning for housing, transport and infrastructure;

- i) The existing Joint Local Plan with South Hams demonstrated that these areas already operated as a single functional area and the proposal would make the governance arrangements match the lived reality;
- j) The benefits of the proposed structure went beyond council efficiency and were central to unlocking wider public service reform across health, employment and community safety;
- k) Major programmes, such as the Connect to Work plan and the development of integrated neighbourhood teams for health, could not be delivered by any single agency, but instead required the ability to convene partners such as the NHS, police and skills providers to tackle complex challenges together;
- l) Under the current two-tier structure, there was often no single body capable of exercising that systems leadership effectively across the whole place. The four-unitary model would create authorities with sufficient strategic scale to be credible convening partners, but still local enough to understand and deliver what communities actually needed;
- m) The Council was taking a genuinely developmental approach to community engagement and neighbourhood governance, proposing to establish neighbourhood networks from vesting day, but recognising that empowerment would look different in different places;
- n) The Council was committed to working with communities to co-design neighbourhood arrangements rather than imposing a rigid model. The Government was expected to bring forward detailed regulations about neighbourhood governance, powers and duties, which Plymouth would work with flexibly to support locally appropriate solutions whilst maintaining consistent standards across the expanded area;
- o) The approach would mean continuous dialogue with communities, not just occasional consultation, and would aim to give people real influence over decisions that affected them;
- p) The proposal treated Plymouth as a continuing authority, thereby minimising transition costs and risks compared to creating a wholly new council;
- q) The alternative to the proposed reorganisation risked a path of “managed decline” in which Plymouth, if locked within its existing boundaries, would struggle to grow, plan strategically or fund the services residents deserved. This would not only affect existing residents, workers and students in the city, but also those living in the 13 parishes Plymouth proposed to serve as the governing authority;
- r) The proposal rested on three key arguments:
 - i. that decisions should be taken closer to communities rather than in distant council chambers, and that the model would protect the culture

and identity of all communities in an expanded Plymouth through strong local decision-making;

- ii. that the two-tier system had “failed Devonians”, cost too much, and left many core services in significant difficulty with serious impacts on residents;
 - iii. that Plymouth needed room to grow, to capitalise on Freeport and Langage opportunities, and to secure the full benefits of “Team Plymouth” and the defence dividend;
- s) Councillor Stephens noted his thanks to Council staff who had contributed to the submission, including those who had volunteered to facilitate engagement sessions with the 13 South Hams parishes, six localities across Plymouth, and a wide range of stakeholders and interest groups.

Tracey Lee (Chief Executive) added:

- t) This work was about shaping the structure of local government for the next 50 years, and it was difficult to imagine a more important decision in terms of how councils were organised;
- u) The way councils were organised mattered because of the leadership they provided to communities and the way in which public services were delivered on the ground;
- v) Concerns that if councils over-expanded there were risks of losing grip, pace and quality of delivery, whereas if they were too small there would be challenges with viability. The four-unitary model sought to establish an appropriate balance;
- w) The proposed approach meant four councils within the Devon system. While this would result in one more Director of Children’s Services and Director of Adult Services than at present, it would also significantly reduce the overall number of councils and therefore other statutory senior posts across the area;
- x) The proposal had been developed in partnership with Exeter and Torbay. The proposition was exactly the same as Exeter’s submission and closely aligned with Torbay’s, with the only difference being that Torbay proposed to remain on its existing boundary. This alignment demonstrated a clear sense of unity among the urban areas of Devon regarding the preferred way forward;
- y) Changes to local government boundaries would need to be aligned with evolving place-based arrangements in health and other services rather than treated in isolation;
- z) In her view, the Council was coming to the end of “phase one” of the process (developing the proposal) but there would be many further phases

ahead if Government decided to proceed, and that it was therefore vital to submit the best possible proposal, aligned with partners' submissions.

Ross Jago (Head of Devolution and Local Government Reorganisation) added:

- aa) The Council first received formal notification that Local Government Reorganisation (LGR) was likely in December 2024, when Government released its white paper, and that this had been followed by a statutory invitation requiring proposals for the whole Devon area;
- bb) The Government had been very clear that the abolition of the two-tier system was its stated policy intention, and therefore, change was guaranteed for Devon;
- cc) Plymouth had developed an interim plan which was agreed by Council in March 2025, and had undertaken significant stakeholder engagement including a parish conference and targeted engagement across South Hams and the city, alongside work with all Devon councils via a shared data room and regular officer meetings;
- dd) The Government's criteria for assessment included:
 - i. proposals covering the whole of Devon;
 - ii. authorities of the "right size". Guidance indicated an ideal population around 500,000, but with flexibility to consider local alternatives;
 - iii. prioritisation of high-quality, sustainable public services;
 - iv. evidence of joint working;
 - v. support for future devolution arrangements;
 - vi. strengthened community engagement and local accountability;
- ee) In practice, reaching 500,000 residents in an authority built around Plymouth would have required a very extensive and, in his view, unrealistic boundary extension. Plymouth therefore argued that around 300,000 residents was the "right size" for a resilient, viable unitary authority, comparable to several metropolitan authorities in Greater Manchester and London;
- ff) Devon was a complex mosaic of different communities with varying levels of deprivation, connectivity and need. The four-unitary model was deliberately designed to reflect those differences;
- gg) The Government had required Plymouth to bring forward a "base case" proposal based strictly on whole district boundaries under the Local Government and Public Involvement in Health Act 2007, while also allowing for more complex modifications where there were compelling reasons;

- hh) The legally compliant base case effectively replicated the current structure (Plymouth and Torbay as unitary authorities, Exeter as a district within a larger Devon), leaving Plymouth and Torbay with smaller populations and weaker tax bases, and creating a very large county-wide authority for the rest of Devon;
- ii) Other options proposed in Devon included a single large unitary, and a “1-4-5” model promoted by districts, both of which left Plymouth stranded on its current boundary and created significant imbalances in tax base and population;
- jj) The modified four-unitary model recommended by officers proposed:
 - i. an expanded Plymouth (current city plus 13 South Hams parishes);
 - ii. an expanded Exeter (Exeter plus surrounding parishes across parts of Teignbridge, East Devon and Mid Devon);
 - iii. an expanded Torbay (on its existing boundary but with an expanded functional role);
 - iv. a new Devon Coast and Countryside authority tailored to rural and coastal communities;
- kk) This model delivered four resilient and viable unitaries with more balanced populations and tax bases, coherent functional economic areas, and clearer urban–rural distinctions to support tailored service delivery;
- ll) The proposal emphasised neighbourhood networks as the core of local governance, but deliberately avoided being overly prescriptive about their final form until Government regulations on powers and duties were published and further co-design with communities could take place;
- mm) Stakeholder engagement had included 19 public events, an online survey with approximately 11,000 website visitors, and 17 stakeholder meetings with public sector bodies and local institutions, alongside targeted parish and locality engagement. A comprehensive engagement report was included in the pack;
- nn) Feedback from South Hams parishes had highlighted concerns around rural identity, planning, infrastructure and potential domination by the city, while feedback from Plymouth had focused on growth, inclusion, and improved service outcomes, though with many common issues such as affordable housing, homelessness and access to schools;
- oo) There was broad recognition among partners that the removal of the two-tier system could be beneficial for the delivery of services, even where bodies were understandably cautious about endorsing particular boundary configurations at this stage.

Paul Barnard (Service Director for Strategic Planning and Infrastructure) added:

- pp) In addition to the Government's six criteria, Plymouth had developed a set of "Plymouth principles" in March 2025 to guide its thinking, which had been endorsed unanimously by Full Council with one abstention. The principles included the need for:
- i. a financially viable boundary change with appropriate population size;
 - ii. preservation of the character and identity of existing Plymouth neighbourhoods and communities in the extended area;
 - iii. respect for existing unitary and county boundaries;
 - iv. minimising organisational impacts on Dartmoor National Park;
 - v. using parishes as the basic building blocks for any boundary extension rather than relying solely on whole district lines;
 - vi. supporting Plymouth's long-standing growth agenda, including the Joint Local Plan with South Hams and West Devon, and the step-change expected from Team Plymouth initiatives, the dockyard, the proposed "town in the city" concept for the city centre and new housing growth;
- qq) The proposed extension into 13 South Hams parishes reflected these principles by aligning with the functional economic area and existing planning arrangements.

Oliver Woodhams (Head of Finance) added:

- rr) Officers had compared projected financial sizes of the proposed authorities with existing single-tier councils across the country, using graphical analysis contained in the financial appendix;
- ss) Officers had built a complex financial model using data from 2025/26 budgets and most recent statements of accounts, projecting forward three to four years into a future structure of councils which did not yet exist. As a result, there was a high degree of uncertainty in projections;
- tt) The model incorporated prudent assumptions about savings including moving from 11 councils to 4, estimates of transition costs, and the harmonisation of council tax bases, and used national expert advice on income projections (including Revenue Support Grant and business rates);
- uu) Under the modified four-unitary model, all four proposed authorities showed a modest surplus of income over expenditure in the medium term, whereas under the base case some smaller authorities, notably Exeter, and to a lesser extent Plymouth, faced more acute viability challenges, with modelled costs exceeding projected income;

- vv) Modelling suggested potential annual savings of around £6 million across the system in steady state, with transition costs of approximately £14.9 million (over several years), to be funded from one-off resources and repaid over three to four years through efficiencies;
- ww) Income predictions, particularly national funding streams and business rates, were inherently uncertain, but officers had adopted a prudent and cautious approach, avoiding some of the more ambitious assumptions used elsewhere in the country. This included not building in unproven savings in high-cost areas such as adult social care;
- xx) Officers had deliberately not included some speculative savings in the viability analysis, focusing instead on those that could be reasonably evidenced at this stage. External experts had been commissioned to validate key aspects of the modelling.

Elinor Firth (Head of Public and Partner Relations) added:

- yy) The Council had undertaken an intensive programme of engagement as part of the 'Big Community Consultation', including well attended in-person events in both Plymouth and the South Hams, online surveys, web content and targeted sessions with stakeholders;
- zz) While many residents in the South Hams had initially attended meetings expecting a predetermined decision, feedback indicated that residents felt genuinely listened to, with officers presenting a blank-page approach rather than telling communities what would happen;
- aaa) Some attendees remained opposed to the proposal but nonetheless felt the process itself had been fair and respectful, and that their views had been properly heard;
- bbb) Although demographic data for event attendees were limited, officers had observed a broader age mix, including younger people, than might traditionally be seen at parish-based events;
- ccc) The next phase of consultation would be the Government-led statutory consultation on whichever proposals Ministers considered viable;
- ddd) Officers had already launched detailed web pages explaining Plymouth's proposal in accessible language and intended to continue updating those pages, using questions and concerns emerging from communities to shape further content.

In response to questions, the Board discussed:

- eee) Concerns that councils were being asked to plan for the next 50 years while key policies, including the shape of Integrated Care Boards, SEND reforms, social care funding and elements of the devolution framework, were still changing or unknown;

- fff) Risks that the Government could ultimately choose a different model or design its own solution;
- ggg) Officers confirmed there were indicative national timelines and that areas ahead of Devon (for example Surrey and several priority areas) broadly appeared to be progressing within those timescales. There would inevitably be learning and adjustments as the national programme unfolded;
- hhh) Members recognised the inherent risk and ambiguity of planning in such a fluid environment, but accepted that local government was already managing multiple reforms and that LGR represented another, significant, but not unfamiliar, challenge;
- iii) Officers confirmed that they had carefully studied recent LGRs (including in Somerset and Wiltshire), that Plymouth had staff with direct experience from those areas, and that the Local Government Association and a former chief executive with LGR experience were supporting the work to avoid repeating known pitfalls, particularly in IT integration, HR and organisational design;
- jjj) Concerns about the cost of developing the proposal, with questions about how much LGR had cost Plymouth to date and the level of Government funding for this preparatory work. Officers confirmed that Plymouth had received approximately £40,000 from a Government fund shared equally between the 21 LGR areas, and that total Council expenditure on external support (excluding internal staff time) was estimated at under £100,000, with a conscious decision not to rely on large consultancy firms;
- kkk) Concerns that LGR could divert focus from day-to-day service pressures if not managed carefully. Officers emphasised that LGR was being treated as an opportunity for public service reform, referencing parallel work on new neighbourhood working arrangements, integration with health, SEND reforms, and the Council's future operating model, stressing that Plymouth would remain an ambitious, improvement-focused authority whatever the outcome of the Government decision;
- lll) Queries around the transparency and robustness of financial assumptions, particularly the projected £6m annual savings and £14.9m transition costs. Members requested clearer evidence-based information, identifying which assumptions were price-sensitive, which were volume-sensitive and which were driven by specific efficiencies. Officers reiterated that the Financial Appendix already provided a detailed breakdown of the modelling and underlying data, but accepted that further explanation of key assumptions, especially around savings, income forecasts and transition costs, could be added to support public and member understanding;
- mmm) Concerns about the scale and composition of the Devon Coast and Countryside authority and the risk that larger authorities might dominate future devolution negotiations, leaving Plymouth as a "minor partner" if it remained on its current boundary. Officers repeated their view that the

base-case model and some alternative proposals created significant imbalances in population and tax base, whereas the modified four-unitary model offered a better balance of voice between urban and rural areas and a stronger position for Plymouth within any future mayoral or combined authority framework;

- nnn) Questions were raised regarding potential gaps in consultation, particularly in relation to younger people and under-represented groups in parishes. Officers acknowledged limitations in the demographic data from engagement events but noted that younger people had been more present than expected, and that the focus between now and Government consultation would be on clear, accessible communications and targeted outreach, rather than attempting to re-run the same consultation process;
- ooo) Concerns from some members and residents that communities such as Ivybridge or rural parishes might perceive a mismatch between their identity and inclusion in a city council area. Officers noted that previous boundary changes, notably the incorporation of Plympton and Plymstock, had prompted similar concerns, but those areas now felt firmly part of the city while retaining distinct identities. The proposed neighbourhood network model, combined with future electoral boundary reviews by the Local Government Boundary Commission, would be key to protecting local identity and ensuring fair representation;
- ppp) Feedback from some residents in South Hams that while they valued their rural character, their daily lives and service use (e.g. work, education, leisure and health services) were closely tied to Plymouth, particularly around transport links, and that these real patterns of movement and service use underpinned the functional economic area case;
- qqq) Questions were raised about whether Devon councils had considered collectively refusing to participate in LGR, and what the implications might have been. Officers confirmed this had been considered but that there had been a real existential risk for Plymouth that other proposals could envisage the abolition or absorption of the city within a larger Devon unitary if Plymouth did not put forward its own case;
- rrr) Members explored the risk of a “mega Devon” option imposed by Ministers, effectively abolishing Plymouth as an authority, and sought reassurance that the proposal made a strong political and technical case against this scenario. Officers advised that while Ministers had powers to determine structures and had, in previous LGR rounds, asked the Boundary Commission to develop alternative options, the current national context, tight timelines and the explicit requirement for locally developed proposals made it unlikely that Government would design a wholly new un-consulted option, although this could not be ruled out entirely;
- sss) Concerns regarding council tax harmonisation, local housing allowance and other financial mechanisms across expanded boundaries, with questions about how these would be managed in practice and over what timescale.

Officers explained harmonisation of council tax was a legal requirement when councils merged and that, for modelling purposes, they had assumed harmonisation to an average rate in the first year of the new authorities, noting that actual decisions would be a matter for future administrations at the time of implementation;

- ttt) In respect of Local Housing Allowance (LHA) rates, officers had assumed no change in the immediate term and had apportioned current costs using population-based drivers, recognising that any future harmonisation or change would be a relatively small factor compared to the overall scale of LGR finances;
- uuu) Officers agreed communications needed to stress the shared benefits, including improved bus services, integrated planning and climate-conscious travel options, and confirmed that Plymouth would continue proactive communications in addition to the formal Government consultation.

The Board agreed:

1. To note the content of the Plymouth City Council Draft Local Government Reorganisation Proposal for Devon;
2. To recommend that the 'Plymouth principles' for local government reorganisation set out in the options appraisal be broadened to apply to the whole of Devon;
3. **Action:** To request that Plymouth's LGR Communications Plan is reported back to the Scrutiny Management Board prior to the Government's statutory consultation period, expected to be in 2026.
4. **Action:** To request that the financial modelling included in the proposal be updated to include enhanced detail of assumptions made in relation to the savings, costs and transition expenses in order to provide further transparency on the methodology used for the local government reorganisation proposal.

31. **Plymouth City Council People Strategy**

Councillor Sue Dann (Cabinet Member for Customer Experience, Sport, Leisure and HR and OD) introduced the Plymouth City Council People Strategy and discussed:

- a) The People Strategy had previously been reported to the Scrutiny Management Board as "in development" and was now presented in draft form for pre-decision scrutiny prior to Cabinet consideration in December 2025;
- b) Development of the strategy had been highly collaborative, with over 300 conversations undertaken by the Service Director for HR and Organisational Development across all levels and directorates, making it the most co-produced People Strategy the Council had brought forward;

- c) The strategy reflected the significant challenges and opportunities facing the Council as an employer, including Local Government Reorganisation (LGR), the defence deal, the Team Plymouth programme, plans for a new town, an ageing workforce, persistent recruitment and retention issues, and anticipated changes arising from digital technology and new ways of working;
- d) The Council's workforce represented the "front-facing public service" of Plymouth, with every resident affected by how teams performed, whether through refuse collection, planning applications or other services, and that it was therefore essential to look after staff as well as residents;
- e) Management and leadership development programmes had already enabled over 100 staff to achieve Level 5 qualifications, with a further cohort in progress, and a Level 3 programme underway to "grow our own" talent to address recruitment, retention and training challenges;
- f) The Council had invested in its Digital Academy, with nearly 50 staff undertaking AI and digital qualifications, ensuring the workforce was already looking towards the future;
- g) The strategy was firmly rooted in "Plymouth as a place", reflecting the fact that most staff both worked and lived in the city and therefore directly benefited from improvements to services and outcomes;
- h) The strategy and supporting report before the Board set out the context, consultation findings and key proposals. The draft had already been discussed at Cabinet Planning and welcomed by Trade Union representatives, one of whom had commented that a positive shift in learning, development and culture was already noticeable among staff.

Chris Squire (Service Director for HR and Organisational Development) added:

- a) Design work had been undertaken in-house to align the strategy with the Council's updated corporate branding, including the "Horizons are bigger here" imagery and contour-style lines based on the footprint of Council buildings;
- b) The document deliberately used photographs of real staff rather than stock images, with any remaining stock images being replaced once appropriate staff images and permissions were confirmed;
- c) The strategy had been shaped by workshops and discussions with managers and staff at all levels, across all directorates, alongside ongoing engagement with Trade Unions, ensuring that the document reflected the lived experiences and priorities of the workforce;
- d) The strategy was closely aligned with the city's Economic Strategy, including major planned investment at Devonport Dockyard, which created substantial

opportunities for Plymouth, but also posed acute workforce and pay-related challenges as the Council competed for skills;

- e) Approximately 50% of the Council's workforce were aged over 50, a fact that underscored the importance of effective workforce and succession planning and of deepening relationships with schools, colleges and universities through work experience, internships, supported internships and apprenticeships;
- f) The Council had made strong use of its apprenticeship levy, investing it in new starters and upskilling existing staff, and had not returned any levy to the Treasury for around 15–16 months, while also transferring a portion to external providers, typically in the social care sector;
- g) The Digital Academy formed an important strand of the strategy, with an initial cohort of around 40 staff undertaking data and AI-focused apprenticeship programmes funded through an apprenticeship levy transfer from Microsoft. Planning was underway for a second cohort and additional digital bootcamps to spread digital skills across the organisation;
- h) The People Strategy was structured around four pillars: Plymouth People, Plymouth Place, Plymouth Passion and Plymouth Purpose. The 'purpose' pillar related to role clarity, workforce planning, succession planning and performance management, ensuring that staff clearly understood what was required of them;
- i) The strategy was intended to function both as a framework for internal development and as a recruitment and retention tool, with its positive, aspirational tone designed to attract and keep talented staff in a highly competitive labour market;
- j) The strategy emphasised clarity, collaboration, development and connection to Plymouth's communities.

In response to questions, the Board discussed:

- k) Concerns informed by previous HR experience, that strategies could sometimes be developed and then infrequently used. Members expressed desire for Scrutiny to receive regular oversight updates on progress and outcomes;
- l) Observations that existing measures in the strategy referred primarily to monitoring by the Senior Leadership Team, and the suggestion that elected members should have a route to scrutinise whether the strategy was succeeding, drawing on the considerable, often informal feedback councillors received from both residents and staff;
- m) Links between the strategy and the Civic Engagement Agreement. Officers confirmed that the Civic Engagement Agreement had been signed by four anchor institutions: Babcock, Plymouth City Council, the University of Plymouth and University Hospitals Plymouth. The agreement set out the

organisations' shared civic responsibilities in relation to recruitment, retention, community engagement and, in some cases, procurement;

- n) **Action:** Officers to circulate the Civic Engagement Agreement and briefing to enable members to question large employers in their wards about what they had done under the agreement to support local people;
- o) The strategy was already being supported by work such as the Council's neurodiversity staff group, which had highlighted that recruitment processes could be difficult for neurodivergent applicants, prompting changes within both the Council and Team Plymouth partners. Similar work was underway around corporate parenting and opportunities for care-experienced young people to access Council jobs;
- p) Concerns around how the Council would champion health, safety and wellbeing in the workplace despite a reliance on vacancy savings and vacancy-related budget measures, noting that these placed additional pressure on existing staff covering vacant posts. It was clarified that health and safety was the top priority, and that staff numbers had in fact increased slightly over the previous year. Significant pressures remained due to rising demand in adults' services, children's services and homelessness, all of which impacted staff workloads;
- q) Confirmation that the Corporate Management Team regularly discussed workforce pressures, budget challenges, and their implications for staff, including mental wellbeing;
- r) Concerns regarding hybrid and home working, particularly perceived disparities between frontline staff and office-based staff who could work remotely, and the risk of isolation for young apprentices and new starters working from home;
- s) Clarification that the intention of the policy was not to occupy office space, but to ensure staff presence where visibility, collaboration and connection to Plymouth were needed. Teams were trialling structured approaches to decide which tasks were best done together in person and which could be done from other locations;
- t) Reassurance that working solely at home was not considered appropriate, especially for apprentices and new starters, who needed to learn in a collaborative office environment, and that this principle was explicitly embedded within the tools being used to support teams in planning hybrid working arrangements;
- u) Acknowledgement that flexibility still had value, particularly in helping the Council compete with employers such as Babcock in a tight labour market and for staff with caring responsibilities, but that this must be balanced against organisational needs and fairness to frontline staff;

- v) Recognition from officers that more than half of the workforce could not work from home (for example, waste crews, street cleansing staff and library staff), and examples of how flexibility was offered in different forms to those staff, such as four-day working weeks based on compressed hours;
- w) Confirmation that a separate Hybrid Working Strategy was being developed and would return to the Board for detailed scrutiny, following consultation with Unions and staff, as set out in the work programme;
- x) Assurances that staff involved in particularly challenging pieces of work, such as the Armada Way scheme, had received targeted support, and that the Council remained committed to offering support where staff needed;
- y) Queries around how environmental and sustainability impacts of AI were being explained to staff as AI use expanded within the Council. It was acknowledged that this area had not yet been addressed in detail within staff communications or training, but that this would be further considered;
- z) Queries about how the success of the strategy would be measured, and a request for clear key performance indicators (KPIs), dashboards and regular reporting so Scrutiny could see progress over time, including in relation to recruitment, retention, sickness, training, hybrid working and equality, diversity and inclusion (EDI). Officers confirmed that core workforce indicators such as sickness, staff turnover and agency spend were already monitored and were currently improving, and that further work would link these metrics to initiatives under the People Strategy;
- aa) A new HR system was being implemented which would significantly improve recording and reporting of staff training, health and safety compliance and other success measures, enabling better dashboards and data for both management and Scrutiny;
- bb) Emphasis that due to the competitive labour market in Plymouth, the Council needed to measure and improve not only pay but job satisfaction, career development and the sense that staff were “making a difference”, particularly if it wished to “grow its own” workforce effectively;
- cc) Suggestions that productivity impacts should also be tracked where possible, particularly in relation to investment in skills, hybrid working and inclusive practices;
- dd) Clarification that the Council’s approach to AI was focused on using technology proactively and positively to reduce low-value administrative work and allow staff to spend more time on complex, people-facing tasks. AI had already been used to streamline Education, Health and Care Plan (EHCP) processes, enabling officers to better engage with parents and children, leading to positive feedback;
- ee) Clarification that many of the performance indicators and reports which would show the impact of the People Strategy were already in the public

domain, and that the key task was to connect people-management work to shifts in those publicly reported measures.

The Board agreed:

1. To note that the People Strategy remained in draft form, pending comments from Scrutiny and Cabinet approval;
2. To support the new People Strategy for Plymouth City Council;
3. To request that the People Strategy return to Scrutiny at suitable intervals to enable ongoing scrutiny of progress, performance and impact;
4. **Action:** To request that a briefing note on the Civic Engagement Agreement be circulated to members.

32. **City Help and Support**

Councillor Sue Dann (Cabinet Member for Customer Experience, Sport, Leisure and HR and OD) introduced the City Help & Support report and discussed:

- a) The item had been brought to the Scrutiny Management Board as part of preparations for future budget planning, as City Help & Support would significantly influence the Council's approach to service delivery over the coming years;
- b) There had been a sharp rise in demand and complexity of residents requiring help and support over recent years, which continued to place extraordinary pressure on Council services;
- c) Adult social care, children's social care, homelessness and SEND were experiencing escalating costs, and these pressures were structural and cumulative rather than cyclical, with new demand added each year and little scope for costs to fall in the next;
- d) Rising complexity in adult social care meant more people were entering the system and staying longer, resulting in higher per-person costs and greater overall pressure on budgets;
- e) Children's social care was facing unprecedented increases in placement costs, including high-cost residential care, with the Council often having limited control over market pricing or sudden changes in the needs of children entering care;
- f) Homelessness and temporary accommodation demand continued to rise due to the national housing shortage, with temporary accommodation and bed and breakfast usage now a significant and growing budget pressure;

- g) These demands were affecting people, not numbers, and the challenge could not be viewed solely as a financial problem. It required earlier interventions and more cohesive support to improve outcomes for individuals and families;
- h) Although the Council already delivered positive preventative work, the scale of demand meant the organisation required a new, collaborative, data-driven approach to shift the balance towards prevention;
- i) The City Help & Support programme would initially focus on internal Council activity but would, as it matured, expand to work more closely with partners;
- j) The programme aimed to ensure people were identified earlier, supported earlier, and prevented from entering high-cost crisis services where possible, enabled by better data, improved pathways and multi-disciplinary working;
- k) Early identification required drawing together information held across services including schools, housing, health and family support, to provide a more holistic view of risk and need;
- l) The approach aligned with the People Strategy, Children's Hubs, Health and Wellbeing Hubs, and new data insights being developed across the Council, all of which would contribute to stronger preventative work.

Thomas Fowler (Programme Manager) added:

- m) City Help & Support was a critical programme with a dual objective: improving outcomes for households and saving money through earlier, more effective intervention, creating a "win-win" for residents and the Council;
- n) The scale of the challenge required a whole-system response, as Plymouth residents faced increasingly complex circumstances, including trauma, poverty, insecure housing and rising social care needs;
- o) City Help & Support built upon a strong foundation of strategic work already underway across the Council, aiming to bring together previously separate initiatives into a coherent, preventative system;
- p) Extensive staff engagement had been undertaken as part of the programme, with many officers expressing frustration at the current reactive model and welcoming a move towards early help supported by better data, better processes and reduced silo-working;
- q) Staff had highlighted difficulties arising from siloed teams, fragmented data access and financing systems that did not easily support preventative approaches however, there was also strong optimism that improvements could be achieved;
- r) Significant preventative work was already taking place across the Council, including major reforms in children's social care, expanded health and

wellbeing hubs, improvements in adult reablement services and innovative programmes such as Changing Futures and the Plymouth Alliance;

- s) Despite strong pockets of good practice, existing work was not sufficient to meet the scale of current and future demand, as many initiatives remained small, isolated or pilot-based rather than coherently embedded across the Council. City Help & Support aimed to correct this by scaling effective practice, reducing fragmentation and embedding consistent preventative approaches across the organisation;
- t) The programme had identified several early projects, including developing a Single Citizen View to allow predictive analytics and early identification of households at risk of homelessness or exclusion from education;
- u) Multi-disciplinary teams aligned with neighbourhood areas were being developed in partnership with NHS neighbourhood models, enabling more co-located, community-based working;
- v) The programme's design centred on three tiers of prevention: primary, secondary and tertiary, ensuring universal access to support, targeted early intervention for those at heightened risk and comprehensive wrap-around support for those already in crisis;
- w) Work was focusing on making better use of community assets such as libraries, hubs and family centres to improve accessibility of help and embed support at the heart of local communities;
- x) The programme's financial model involved using capital receipts to pump-prime preventative work, with the aim of generating a sustainable cycle in which early-help investment reduced long-term costs and enabled further reinvestment;
- y) Detailed KPIs, theory of change methodologies and governance systems were in development to ensure measurable outcomes, financial transparency and accountability across services;
- z) A full governance framework was operational, involving strategic directors from the key service areas most affected by the programme.

In response to questions, the Board discussed:

- aa) Concerns about historic difficulties with multi-agency data-sharing, particularly with police and health partners, and the extent to which the Council could currently access the necessary data to deliver the Single Citizen View model. Clarification was provided that the first phase of the Single Citizen View focused on integrating Council-held data, and that legal and data-sharing issues would be navigated carefully before expanding to external partners, with appropriate governance and evidence of resident benefit required;

- bb) Recognition that the success of City Help & Support would rely on early, lawful and safe data-sharing, and acknowledgment that other agencies would ultimately benefit financially and operationally from reduced crisis demand;
- cc) Support for the programme's aims, noting numerous examples of residents being passed between multiple services or agencies when seeking help, often repeating their story many times and experiencing delayed support;
- dd) Clarification that any savings or cost avoidance generated through City Help & Support would remain within the programme to support further preventative work, rather than being diverted elsewhere;
- ee) Clarification that, while physical visibility had value in some contexts, residents with the most complex needs rarely accessed support through city-centre buildings. Instead, the programme focused on locating services within communities via hubs, libraries and trusted local assets to strengthen relationships, build trust and reduce 'pillar-to-post' experiences;
- ff) Acknowledgement that library sites were increasingly acting as first-stop contact points for residents and that the broader customer experience programme would address issues of accessibility, signage and improved first contact;
- gg) Recognition of the need to reduce the number of times a resident must tell their story, with members emphasising the importance of seamless referral routes, single points of contact and unified multi-agency responses;
- hh) Recognition that residents presenting in crisis often had multiple underlying issues, and the City Help & Support model was intended to help identify these earlier through data insights and stronger cross-team collaboration;
- ii) The relationship between demand management and the Council's medium-term financial planning, with the Section 151 Officer highlighting that the programme was not about making savings but about reducing the trajectory of demand growth, which was essential for the five-year MTFP;
- jj) Recognition that the programme required brave and strategic decisions to shift resources and avoid over-investment in reactive, high-cost crisis provision.

The Board agreed:

- I. To review and feedback on the City Help & Support programme.

33. **Finance Monitoring Report Month 6**

Ian Trisk-Grove (Service Director for Finance) introduced the Financial Monitoring Report, Month 6 and discussed:

- a) The Month 6 position showed an adverse full-year forecast of £8.754 million, representing a slight deterioration from Month 5, and approximately £1.9 million worse than the position at the same point in the previous financial year;
- b) Directorate-level pressures were detailed in the report, with adult social care continuing to experience increasing demand, including a step-change first noted at Month 4, and underlying increases in care home placements and domiciliary care costs contributing to a pressure of approximately £2.2 million;
- c) Community Connections (homelessness services) continued to face pressures due to the availability and speed of securing temporary accommodation, although demand was currently being managed within the directorate, with a reported pressure of approximately £0.9 million;
- d) Children's Services continued to experience significant pressures relating to placements, creating a Year-to-Date pressure of approximately £3.7 million, though active work within the directorate was being undertaken to manage each placement on a line-by-line basis to ensure the position was carefully controlled;
- e) Customer and Corporate Services held a pressure of approximately £1.3 million, arising from facilities management work required following building surveys, repairs and maintenance, and an overspend relating to the Directly Elected Mayor referendum of approximately £0.17 million;
- f) Savings delivery remained a strong focus, with £6.5 million achieved to date, £3.7 million in progress, and £2.2 million identified as unachievable, the majority of the latter relating to Energy-from-Waste assumptions;
- g) The capital programme now totalled £372.311 million, with approximately £17.5 million reprofiled out of the current year to future years within the five-year programme, reflecting normal in-year adjustments as project timelines became clearer;
- h) Early reprofiling of capital spend supported improved decision-making by enabling better forecasting of the revenue implications of the capital programme, particularly in relation to treasury management and borrowing requirements;
- i) The Month 6 report represented the Council's formal half-year position and highlighted the challenge facing the organisation during the remainder of the financial year.

In response to questions, the Board discussed:

- j) Concerns about the likelihood of achieving a balanced position by year-end, with clarification sought on the level of confidence officers held that the forecast overspend could be reduced to a manageable level. It was clarified

that significant work was underway across the Corporate Management Team, in partnership with Councillor Lowry and Cabinet, to identify in-year mitigations including tighter service-level budget management, engagement with staff on deferral of discretionary spend, and increased visibility on the most significant drivers of demand;

- k) Success of the City Help & Support programme would shape medium and long-term demand trajectories, but in-year efforts remained essential to address immediate financial risks;
- l) The role of treasury management, reprofiled capital expenditure and other financial levers in helping address the in-year position, though officers reiterated that confidence levels at Month 6 could not be quantified due to the number of variables remaining for the final quarter;
- m) Queries regarding the Community Equipment Service, specifically whether the ICB (Integrated Care Board) would agree to fund additional pressures within the pooled Better Care Fund budget. It was clarified that the Council maintained a strong working relationship with the ICB, and that the expectation was reasonable for the ICB to contribute to the circa £300,000 required to meet additional service costs, as the service was jointly funded through the Better Care Fund and had previously been subject to collaborative financial review.

The Board agreed:

- 1. To note the forecast revenue monitoring position at Month 6, including the adverse variance of £8.754 million, and the further risks highlighted during discussion;
- 2. To note that the overall Capital Budget for 2025–2030 had been revised to £372.311 million, as set out in Table 18 of the report, with reconciliation and detail of the movements in the quarter set out in Tables 18 and Table 21.

34. **Budget Scrutiny Plan**

Ian Trisk-Grove (Service Director for Finance) introduced the Budget Scrutiny Plan and discussed:

- a) The paper set out the proposals for the 2026/27 Budget Scrutiny process;
- b) The proposal was informed by how budget scrutiny had operated successfully in previous years, with a balance between strategic oversight and sufficient depth for areas under the greatest financial pressure;
- c) The proposals recognised the importance of wider organisational transformation, including the use of AI and other enabling programmes, which were expected to support more robust budget management over the medium to long term;

- d) The paper enabled the Board to comment on the proposed format, schedule and focus areas for the Budget Scrutiny sessions planned for January.

In response to discussion, the Board discussed:

- e) Providing discretion to the Chair and Vice-Chair to adjust the timetable during Budget Scrutiny so that areas experiencing the greatest risk or overspend received proportionately more time, while areas of lesser concern received shorter scrutiny periods;
- f) Support from members for the proposed approach, ensuring scrutiny time was focused where it was most needed;
- g) Confirmation that provisional diary holds were in place for 21 and 22 January, subject to confirmation with members;
- h) The need for early publication of finalised dates to allow councillors to arrange annual leave or adjust commitments, noting challenges in previous years when papers had been issued close to the meeting dates;
- i) Requests for budget papers and supporting documents to be published in sufficient time for detailed review, emphasising the scale and complexity of the budget and the need to read appendices thoroughly before the January sessions;
- j) Confirmation that the public consultation had launched the previous day would run for six weeks and that the results would form part of the final budget pack available to Scrutiny;
- k) Reassurance that the consultation sought input from a broad range of residents, including service users, and that the Council was directing communication efforts to maximise reach so Scrutiny would have sight of the widest possible range of public feedback.

The Board agreed:

1. To support the proposed structure for the 2026/27 Budget Scrutiny process as outlined in the report;
2. To delegate authority to the Chair and Vice-Chair to adjust the timings allocated to individual scrutiny sessions, ensuring that areas of greatest financial pressure receive proportionately more time;
3. **Action:** To request early confirmation of the scrutiny dates and timely publication of all Budget Scrutiny papers to enable members to prepare fully.

35. **Corporate Plan Performance Report**

Councillor Penberthy (Cabinet Member for Housing, Cooperative Development and Communities) introduced the Corporate Plan Performance Report and discussed:

- a) The next full six-month Corporate Plan Performance Report was scheduled for Cabinet consideration in December 2025, and therefore a complete report was not yet available for Scrutiny;
- b) In place of a full report, the Scrutiny Management Board had been provided with a short update confirming that officers were in the process of preparing the six-month report for Cabinet.

In response to questions, the Board discussed:

- c) That the substantive performance report would be considered at the next meeting cycle once the Cabinet report had been published;
- d) Members looked forward to receiving the completed six-month performance report in December and to reviewing progress against the Corporate Plan at that time.

The Board agreed:

- I. To note the update provided.

36. **Risk Management Update, Q2, 2025-26**

Ian Trisk-Grove (Service Director for Finance) introduced the 2025/26 Quarter Two Risk Management Update and discussed:

- a) The purpose of the report was to provide visibility of the current Strategic Risk Register and to outline the reset undertaken during the summer to improve the clarity, language and usability of the strategic risks;
- b) The updated format aimed to make risks easier to interpret and would support the next phase of work to strengthen operational risk management across the organisation, ensuring strategic and operational risks aligned more effectively;
- c) Future quarterly reports to the Scrutiny Management Board would now show changes in risk scores, direction of travel, controls and mitigations, enabling members to track movements and understand how risks were being managed over time;
- d) The revised approach was intended to support better organisational understanding of risks, encourage improved ownership and provide clearer oversight for Scrutiny.

In response to questions, the Board discussed:

- a) Thanks for the improved presentation of the Strategic Risk Register, noting that the updated layout made the information significantly easier to read;

- e) Willingness to explore alternative formatting options, such as presenting the spreadsheet in portrait single-page extracts or another accessible format;
- f) Acknowledgement from the Board that the revised reporting framework would support clearer discussion and oversight in future meetings.

The Panel agreed:

- I. To note the 2025/26 Quarter Two Risk Management Update.

37. **Forward Plan of Key Decisions**

The Board agreed to note the Forward Plan of Key Decisions.

38. **Update from Committee Chairs and Work Programmes**

The Chair introduced the Scrutiny Management Board Work Programme and discussed:

- a) Work was ongoing to schedule the completion of the Select Committee Review on Cycling and Food Delivery in the City Centre, with efforts underway to coordinate availability of all contributors.

Councillor Murphy added:

- b) The Health and Adult Social Care Overview and Scrutiny Committee scheduled for 14 October 2025 had been deferred due to delays with an external report.

Councillor Ricketts added:

- c) The Natural Infrastructure and Growth Panel continued progression through its five thematic pillars;
- d) Recent scrutiny sessions had examined Inclusive Growth, including discussion of the city's new branding and differing member views regarding its visual identity and messaging;
- e) The Committee undertook pre-Cabinet scrutiny of the Plan for Nature and People, contributing to policy refinement;
- f) Members had attended an external visit to Tinside, which provided valuable insight into marine-related issues affecting the city.

Councillor Coker added:

- g) The Housing and Community Services Scrutiny Panel had received a report on Building Bridges to Opportunity, reviewed ongoing work on homelessness and the wider implications for communities and service capacity, and

undertaken scrutiny on City Centre Car Parking in the context of the city centre's regeneration and future land-use changes.

The SMB Chair reminded Panel Chair's that written update reports were required when they were unable to provide a verbal update.

39. **Work Programme**

The Board agreed to note the work programme.

40. **Action Log**

The Board agreed to note the progress of the Action Log.

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Cabinet



Date of meeting:	23 March 2026
Title of Report:	Transformation Strategy
Lead Member:	Councillor Kate Taylor (Cabinet Member for Customer Experience, Sport, Leisure and HR and OD)
Lead Strategic Director:	Si Bellamy (Chief Operating Officer)
Author:	Peter Honeywell
Contact Email:	Peter.honeywell@plymouth.gov.uk
Your Reference:	PCC Transformation Strategy
Key Decision:	Yes
Confidentiality:	Part I - Official

Purpose of Report

To set out the Transformation contribution to the MTFP, explaining how the portfolio will be structured and the governing principles required to assure delivery of benefits.

Recommendations and Reasons

1. To approve the strategy and its contribution to the MTFP
Reason: without the transformation contribution set out in the report the financial gap in the MTFP will grow making the setting of a balanced budgets over the next 4 years increasingly difficult.

Alternative options considered and rejected

1. Do Nothing
Rejected as it fails to address the requirement to address the challenges of rising demand and delivering service to meet the needs of our residents.
2. Engage a transformation delivery partner
Rejected as the Council has the capability to deliver its own transformation and any contract for transformation would require payment necessitating greater levels of savings/service cuts.

Relevance to the Corporate Plan and/or the Plymouth Plan

The transformation strategy is based on ensuring the Council is well placed to deliver the Corporate Plan and Plymouth Plan. In particular the strategy focuses on helping the Council to achieve the outcomes in the Corporate Plan by delivering on the goals set out in the “Doing this by” section of the plan.

Implications for the Medium Term Financial Plan and Resource Implications:

The strategy sets out the contribution to be made by transformation initiatives over the course of the MTFP. In FY 2026/27 an investment of £3.3m, funded by flexible use of capital receipts, will deliver £9.05m savings.

Financial Risks

Sign off:

Fin	DN.2 5.26.0 37	Leg	N/A	Mon Off	N/A	HR	N/A	Asset s	N/A	Strat Proc	N/A
Originating Senior Leadership Team member: Si Bellamy											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 03/03/2026											
Cabinet Member approval: Councillor Kate Taylor (Cabinet Member for Customer Experience, Sport, Leisure and HR and OD) Date approved: 16/02/2026											

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TRANSFORMATION STRATEGY

OUR DRIVERS OF CHANGE AND OUR AMBITION TO DELIVER



EXECUTIVE SUMMARY

As a result of our three-year demand forecasting and the 2026/27 to 2028/29 Local Government Finance Settlement, the Council now has a greater level of certainty about its financial position and the scale of transformation required. The clarity provides a firm foundation for a programme that builds on the progress already delivered and work currently underway.

This transformation strategy sets out the Plymouth City Council's strategic drivers for change, in terms of the three areas of challenge: (1) more demand for services than capacity; (2) insufficient resources to go around; and (3) the need to design services that better meet the needs of our customers. This strategy therefore has a defining main effort: **to reduce demand, reduce costs and increase the positive impact of our services**; particularly in the high demand/high-cost areas of Adult Social Care, Children's social care and placements, Homelessness and provision of SEND (including home to school transport and short breaks).

In the context of the Medium-Term Financial Plan (MTFP), this equates to an urgency of scaling up prevention and redesigning services to reduce long-term pressure on the system. The MTFP forecast models a cumulative gap before mitigations (by March 2031) of £54.851m. After mitigations this reduces to a cumulative gap of £7.351m. Transformation projects and programmes are therefore required to deliver 'additionality' – above minimum of £5m annual savings from Business as Usual within each directorate from FY27/28 – of the following:

Reduce the demand pressures (prevention and cost avoidance) required within the Children's and Adults' Directorates, with an initial saving assumed of £5m for the first two full years of the MTFP and £2.5m the following year. These numbers will be refined as the early intervention and prevention programmes develop. **Total anticipated transformation saving of c. £12.5m**
New Target Operating Model (TOM) to be developed and scheduled for Cabinet approval in May 2026; with implementation from Q1 of FY26/27. **The TOM is anticipated to reduce the structural deficit which has been traditionally funded by one-offs.**

- **Growth and income** from other programmes

To deliver the scale of change required, this strategy sets the direction for:

- The **financial contribution, investment and savings**, to be made by the portfolio over the period of the MTFP.
- The **structure** of our Transformation Portfolio including the themed workstreams.
- The emerging **key projects and programmes within each themed workstream** and what they seek to achieve.
- The **financial principles** underpinning the use of flexible capital receipts to help fund the investment required to deliver the portfolio.
- The **governance principles** controlling decision making over the portfolio.
- The continued maturity of a **Corporate Programme Management Office** to provide support and assurance to the delivery of the portfolio.
- The **Plan on Page (PoP)** as a high-level visual summary illustrating entire transformation strategy into a single, coherent narrative, helping leaders, members and officers maintain shared clarity on the "what, why, how and when" of change.

- **Assurance of delivery of savings and benefits** to be provided to Cabinet as the programme develops with monthly assurance oversight of savings delivery as part of financial reporting.
- **Communication and Engagement Plan** with the whole Council is fundamental to successful delivery. The communication strategy and supporting plans will be part of the execution of the strategy. Target is from April 2026.

INTRODUCTION

Plymouth is a city with bold ambitions for the future. Our shared vision, set out in the Plymouth Plan, looks ahead over the next 25 years to create a thriving, sustainable, and inclusive city. This plan brings together priorities for housing, jobs, health, education, and the environment, and is developed in partnership with key stakeholders across the city. We are currently working with the City Leadership Group to refresh the Plymouth Plan, ensuring it reflects the challenges and opportunities of the decades ahead.

A major pillar of this work is driving inclusive economic growth. Plymouth is already home to a £6.97 billion economy supporting 116,000 jobs and has set an ambitious trajectory to grow its population to 300,000 by 2034, underpinned by a strong track record of investment and regeneration projects across the city. We are focusing on productive, inclusive and sustainable growth, ensuring we capitalise on the city's strengths - from marine and defence to culture and innovation. The new opportunities offered by the city's growth will help improve quality of life for all residents. Ultimately our ambition for this City is to deliver inclusive growth. It is only through more jobs, increased skills, higher wages, better housing and greater opportunities, that we can raise prosperity - lifting people out of poverty and improving health outcomes. This is best way to reduce demand for Council services in the long term.

The Council's Corporate Plan translates this city-wide vision into the responsibilities we hold as Plymouth City Council. It sets out how we will deliver on the commitments in the Plymouth Plan and the outcomes that matter most to our residents and communities. The principles that will underpin our transformation include:

Our Vision & Strategic Narrative: A shared, citizen centered transformation story to ensure alignment of members, officers and partners - critical for place-based delivery and balancing statutory duties with financial constraint.

Engaged & Empowered Leadership: Cabinet sponsorship with Officer delivery ensures clarity and consistency of mandate for change and focus despite multi-year financial pressures and dynamic external factors beyond our control.

Clear, Resident Centered Outcomes and Savings (Return on Investment): Designing services around residents' needs supports early intervention and prevention strategy to reduce avoidable demand service outcomes.

An Effective Operating Model: Redesigning public service delivery, processes, structures and enabling technology ensures services are sustainable, affordable and efficient.

Data & Technology Enablement: Establishing our data as an asset that connects through our systems to ensure we are evidence based in our decision making across the big four areas of service delivery; Adult Social Care, Children's Services, Homelessness and SEND provision.

These principles will drive our transformation.

Our priorities are shaped by a framework of mutually supporting priorities with defined ambition:

- **Long-term strategic priorities:** The big issues that will fundamentally change the City.
- **Short-term priorities:** Often political, responding to immediate needs and commitments.
- **Service delivery priorities:** The Business-as-Usual delivery of services for residents.
- **Organisational effectiveness priorities:** The brilliant basics that make the Council the best it can be; modern, efficient, effective, innovative and financially sustainable. Things just work better.



Diagram 1: A framework for our priorities and ambition.

This strategy focuses on our drivers for change, combined with the above framework, as the next stage in our evolution. The strategic aim is to reduce demand, reduce costs and increase the positive impact of our services; particularly in the high demand/high-cost areas of Adult Social Care, Children’s Services, Homelessness and provision of SEND (including home to school transport).

WHAT TRANSFORMATION MEANS TO US

It is important to define Transformation as opposed to Business as Usual (BaU) so that there is clarity. To establish what is approved and funded within Transformation Portfolio and what is not. This is essential so that the Corporate Programme Management Office (CPMO) can deliver the governance, assurance and benefits tracking that is critical to the grip and pace needed in delivery. Ultimately, that the savings and service improvements are realised.

For Plymouth City Council, Transformation is defined as:

“A portfolio of change at scale delivered in programmes and projects so that residents experience better outcomes in multiple areas of service delivery. It is characterised by large-scale, multi-dimensional organisational change, not simply new projects. Transformation must deliver clear benefits – both financial and non-financial.”

It requires alignment to the Plymouth Plan and Corporate Plan and priorities. The things that matter including conscious decisions to defer or stop doing things that are not a priority. We need to be outcomes focused in everything we do. It is delivered through programmes and projects that embed impact and benefits.

To be classed as 'Transformation', the following should be considered:

- Redesign an end-to-end service journey and its enabling back-office processes. It is invariably complex involving multiple stakeholders.
- Involve integration and use of shared platforms/data where viable.
- Evidence measurable investment and return in terms of outcomes and benefits (customer/citizen experience, cost-to-serve, risk, compliance) over multiple years.
- The CMPO provides assurance and governance gateways with a Senior Responsible Owner (SRO) for leadership and accountability.
- Include workforce & culture change (skills, roles, incentives)
- It requires coordinated changes to organisational structures, processes, systems, assets and performance measures.

Business as Usual (BaU) is distinct from Transformation. It is defined as:

“The stable, day-to-day operations that ensure the Council delivers its responsibilities and core services reliably and consistently. It represents our normal operational effectiveness – including delivery of savings - in action. It focuses on maintaining service continuity, compliance, and performance, without introducing significant organisational change or redesign.”

Note: Within the MTFP, Business as Usual savings are identified of £13m in FY27/28 followed by £5m of savings in the subsequent 3 years. This is outside of the transformation portfolio work but complementary to it. The Transformation portfolio is about additionality to the BaU savings measures at complexity and scale.

DRIVING GROWTH AND INCOME GENERATION

The Growth Directorate will be progressing several projects in 2026/27 aimed at improving efficiency and increasing performance and customer satisfaction as part of the Council's approach to transformation. Specifically, as part of *Workstream 2: Operational effectiveness and service-led delivery*, we will be undertaking the following projects.

1. **Review of Planning:** The Planning Advisory Service of the Local Government Association will conduct an independent, benchmarking-led review of the Council's planning function to ensure services are efficient, effective, and aligned with best practice across England. This will include the impact and requirements of new and emerging planning regulations. The review will assess performance against comparable local authorities, benchmark costs, resource deployment, and staffing structures and identify service strengths, weaknesses, and opportunities for improvement. In terms of transformation the recommendations will include options to integrate Artificial Intelligence (AI) to drive innovation and efficiency within the service.
2. **Highways Management Review:** With the existing ten year Term Maintenance Contract (TMC) due to conclude in 2027 and potential changes to the scope and scale of the highway network on the horizon due to the Local Government Review, 2026 is the right time to review our current delivery mechanisms to ensure our model of operations is fit for purpose for the next decade. This will build on the recently approved four-year maintenance plan for

Highways and the strong performance of the Street Services Department as reflected in the governments new rating system measuring how well each local highway authority is performing. PCC is currently rated as Amber. Options will range from retendering to a possible Teckal¹ compliant joint venture.

3. **Review of Arm’s Length Companies:** The Economic Development Service has a track record of working in an entrepreneurial way, characterised by working in exciting partnerships with the private sector. Often, this requires arm’s length companies and innovative delivery vehicles to ensure effective and agile delivery. In the first quarter of 2026 we will conduct an internal review to ensure our suite of companies still offer the best solution to delivery in a changing environment. This will include assessing the client, commissioning and governance arrangements of companies in line with future priorities and budgets.
4. **Governance and Commissioning of Cultural Services:** Building on the tremendous success of The Box in its first five years and the high levels of performance across the sector, the council will be taking the opportunity to review our approach to commissioning and delivering cultural services with a view to facilitate further partnership working and delivery for our communities and businesses. This will be informed by our bid to be UK City of Culture. Specifically, it will seek to identify the best delivery and legacy arrangements should our bid be successful.
5. **Development Corporation Proposals:** The Council has developed an ambitious and exciting proposal to the New Towns Commission to deliver ten thousand new homes in the city centre and has been shortlisted along with twelve other areas. It is anticipated that, if successful, the accelerated delivery of a New Town will require a Development Corporation with the powers, functions and capacity to deliver at pace. The council has recently commissioned WSP to produce a ‘City Living Framework’ which will create a series of masterplans and delivery plans which will create the planning and delivery frameworks to create a new market in city centre living. This will create homes and jobs and close the housing viability gap over the medium term. This work will set the objectives for a Development Corporation and shape the Planning, development and marketing functions it requires to accelerate delivery in partnership with Government.

These projects will support and form part of the Council’s work on developing a new Target Operating Model (TOM) and ensuring the Growth Directorate is able to meet the delivery and financial challenges of the MTFP as well as realise the Council’s ambitious growth agenda.

Indicative Timeline.

Project	Timeline
Review of Planning	April-June 26
Highways Management	March-December 26
Review of Arm’s Length Companies	March – June 26
Governance of Cultural Services	July – March 27
Development Corporation	February 26 – February 27

¹ A **Teckal company** is a separate legal entity that a local authority can treat as if it were an “internal department” for procurement purposes. This lets the council award it contracts directly, bypassing open tendering—as long as strict tests are met.

TRANSFORMATION IS IN OUR HISTORY

Plymouth City Council has a long history of adapting and evolving to meet new challenges. Over the past two decades, we have transformed significantly, from being rated “poor” by the Audit Commission in 2004, to achieving unitary status and winning MJ’s Best Achieving Council award in 2010.

We embraced innovation through initiatives such as the Co-operative Council model (2013), major customer service transformation (2014/15), and the “Transforming the Way We Work” programme (2017–2019), which modernised our technology and ways of working.

We have faced and overcome unprecedented challenges, including the COVID-19 pandemic and recovery, and in 2021 were proud to be named MJ Council of the Year. Our Corporate Peer Review in 2022–23 recognised our strengths but also highlighted areas for improvement, such as organisational capacity, clarity of purpose in change programmes, and embedding workforce strategies.

This track record demonstrates that Plymouth City Council is an organisation used to delivering change. We have delivered transformation before, and now we must do so again, at greater scale and pace, to respond to the needs of our residents and the significant financial challenges we face.

TRANSFORMATION ALREADY UNDERWAY

In FY 25/26 Transformation investment from flexible use of capital receipts contributed to savings in Children’s Placement Costs. Other outcomes included:

- Developing the Corporate Programme Management standards required to respond to the Armada Way Learning Review as well as support and assure Corporate Transformation.
- Enabling the Council to deliver data and AI services including developing a single view of the child for Families First and capturing meeting outcomes for Community Connections.
- Mobilising the Council’s approach to delivery of early intervention and prevention at scale.
- Delivering the plans for SEND improvement, sufficiency and provision.
- Defining the programme to streamline the Council’s procurement capability, creating capacity to focus on complex, strategic projects whilst also delivering savings.

WHAT ARE OUR DRIVERS FOR CHANGE?

We are in exceptional circumstances, with a clear set of drivers that explain why significant change is now essential.

Why do we need to change?	Therefore we need to...
Because there is more demand in the system than we can cope with	<ul style="list-style-type: none"> • Focus on prevention and early intervention • Reduce pressure on our services by focusing on those who are in the most need • Automate where we can
Because there is not enough resource to go around	<ul style="list-style-type: none"> • Live within our means and balance our books • Target our resources to the best effect e.g. buildings / data and people • Attract, manage, support and retain the right people • Drive inclusive growth for the city
Because we need to design services that better meet the needs of our customers	<ul style="list-style-type: none"> • Listen, learn and co-create with our communities • Design services that work first time • Use data to drive smart service design • Adopt automation and AI where we can

Diagram 2: Our drivers for change

Against a backdrop of mounting financial pressures, we must fundamentally change how we work to continue delivering the outcomes that people depend on. While the Government's new three-year financial settlement offers welcome predictability, it does not address the full scale of the demand pressures we face. Rising demand across key services further adds to these challenges, particularly in the following areas:

- **Children in Care**, particularly high-cost residential placements – rising by around £27.9m over the next 4 years
- **Temporary housing for homeless households**, including B&B and holiday let accommodation – rising by around £2.2m over the next 4 years
- **Adult Social Care**, supporting people with complex health and social needs – rising by around £36.4m over the next 4 years
- **SEND education**, including independent special school placements and home-to-school transport – rising by around £10.6m over the next 4 years

Until now, we have managed these pressures through incremental additional funding and one-off allocations. This approach is no longer sustainable. The gap between forecasted demand, much of which is outside our control, and the resources available to us has grown too large.

To meet the needs of a modern city and deliver our ambitious agenda, we must change how our organisation operates. We need a Council that is better adapted to early intervention and prevention to reduce future demands. Our services are efficient, effective and able to respond to demand led pressures in services. We respond to the needs of our citizens and communities and work to achieve operational effectiveness and excellence in service delivery.

THE MULTI-YEAR FINANCIAL DEMANDS.

The MTFP summary position is at Appendix I underlines the urgency of scaling up prevention and redesigning services to reduce long-term pressure on the system. The MTFP forecast models a cumulative gap before mitigations (by March 2031) of £54.851m. After mitigations this reduces to a cumulative of £7.351m. Transformation is required to deliver the following MTFP mitigations:

- Reversal of one-off savings used to balance the 2026/27 Budget.
- Delivering savings plans for 2026/27, and development of additional plans in subsequent years.

New Target Operating Model (TOM) to be developed and scheduled for Cabinet approval in Q1 2026/27. The TOM will have a targeted full-year savings impact to reduce the structural deficit.

- Our early intervention and prevention projects and programmes must reduce the demand pressures required within the Children's and Adults' Directorates, with an initial saving

assumed of £5m for the first two full years and £2.5m the following year. These numbers will be refined as the programmes develop.

- The model also assumes a minimum of £5m annual savings from service led savings/ income generation within each directorate.

The options to reduce the affordability gap between budget requirements and core resources cannot be through savings measures alone. The balance between affordability and levels of service delivery requires organisational change at scale with trade-offs aligned to the priorities of statutory services and the Corporate Plan.

The drivers for change requires whole Council transformation particularly in the areas of early intervention and prevention as well as overall operational effectiveness. In parallel, we need to create capacity and reduce costs whilst ensuring we continue to innovate and test new ideas.

To deliver the scale of change required, this strategy sets out:

- The **financial contribution, investment and savings**, to be made by the portfolio over the period of the Medium-Term Financial Plan.
- The **structure** of our Transformation Portfolio including the themed workstreams.
- The **key projects and programmes within each themed workstream** and what they seek to achieve.
- The **financial principles** underpinning the use of flexible capital receipts to help fund the investment required to deliver the portfolio.
- The **governance principles** controlling decision making over the portfolio.
- The continued maturity of a **Corporate Programme Management Office** to provide support and assurance to the delivery of the portfolio.

By acting decisively, targeting resources, working together, and scaling what we know works, we have a clear way forward. This approach aligns with our Corporate Plan and our ambition to make Plymouth a fairer, greener city where everyone plays their part.

STRUCTURING OUR TRANSFORMATION DELIVERY

We will require a fundamental shift in our operating model: moving from reacting to crises to preventing them, and finding better, more sustainable ways of delivering services. Early intervention and prevention are guiding principles to our transformation strategy. It means evolving how we work as an organisation, building capacity, strengthening our capabilities and ensuring our structures and systems support the outcomes we want to achieve.

To guide this evolution, we have developed a transformation programme that will help ensure we remain sustainable and resilient for the future. This programme is based around five themed workstreams:

Workstream 1 Theme: Creating capacity and reducing costs – Building Council capacity and provision for services that currently require high-cost external placements, such as SEND schooling, children’s residential care, adult social care, and temporary accommodation.

Workstream 2 Theme: Operational effectiveness and service-led delivery – Departmental projects that respond to changing demand, seize new opportunities and address budget pressures, while also ensuring the organisation is the right size, with the right skills and structures to operate sustainably. This includes identifying more efficient and cost-effective ways of working, reshaping

teams where needed, and aligning resources to priority outcomes so that services remain affordable, effective and able to meet the needs of a modern city. It's about brilliant basics.

Workstream 3 Theme: Early intervention and prevention– Rebalancing services to create a comprehensive set of initiatives focused on universal and targeted early intervention and prevention, helping residents avoid crisis.

Workstream 4 Theme: Innovation and Test - Through innovation and a Test–Learn–Grow approach, we will transform the organisation by creating the space to trial new ideas, understand what works, and scale solutions that deliver real impact. This mindset allows us to move at pace, reduce risk, and build evidence-based improvements into how we design and deliver services.

Workstream 5 Theme: Corporate Enablers – Programmes to support the above and strengthen cross-organisational capability, improve effectiveness, and provide a common, cost-effective platform for essential support services. Enterprise system level architecture, data and AI enabled transformation.

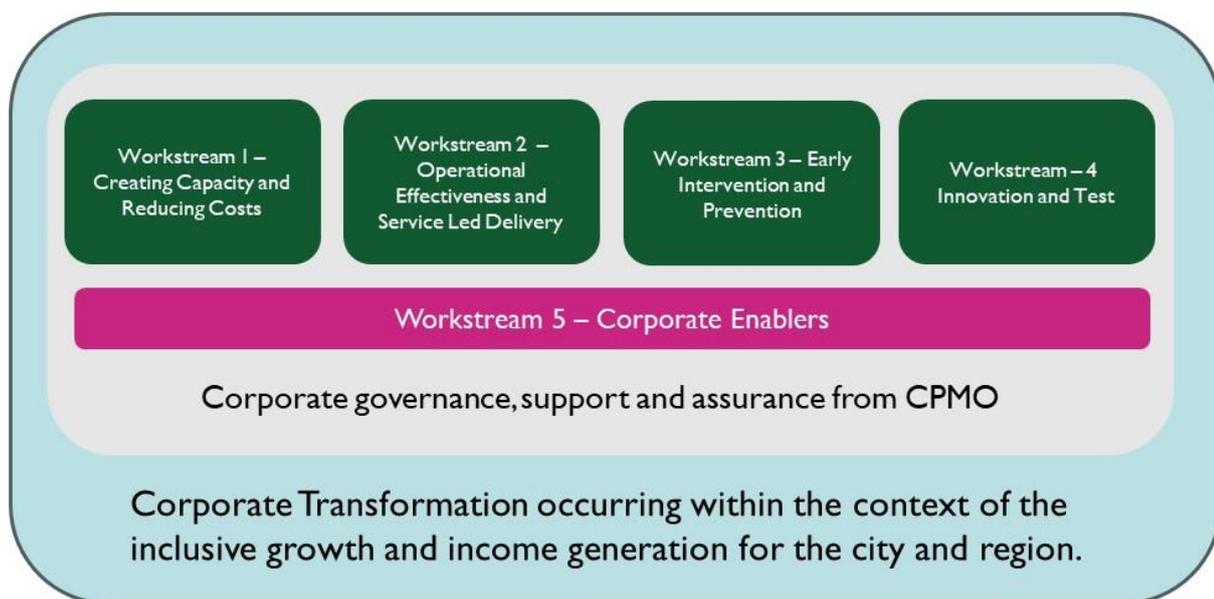


Diagram 3: Our transformation workstreams.

Together, these represent an aligned and coherent set of strategic workstreams making up our Transformation Programme. Collectively they deliver corporate outcomes and benefits with clear financial and non-financial measures of effectiveness.

WORKSTREAM 1: CREATING CAPACITY AND REDUCING COSTS

This is unequivocally about reducing demand to create capacity and reduce costs. Currently, the Council uses placements for residents in crisis that is predominantly sourced commercially. This approach provides us with flexibility, but it can mean that placements are outside of Plymouth and we are paying a premium rate to the private sector for their capacity. A strategy to build and operate Plymouth based capacity providing:

- Temporary accommodation
- SEND placements
- Children residential care homes
- Building tertiary prevention capability.

Creating capacity will reduce our costs for these services and allow relationships to continue within families and communities that can't be sustained where a placement is too far away to allow for regular travelling.

Our strategy is to bring Plymouth capacity on stream alongside other providers and gradually scale our capacity where demand persists and the benefits are clear.

Note: Whilst the benefits of increased Council capacity for these services reduce our direct costs, SEND is funded via the dedicated schools grant (DSG), overspends create DSG deficits — which local authorities are legally required to manage and reduce. This means that financial benefits from increasing the Council's SEND placement capacity are in the form of reduced funding to cover the deficit and if placements are closer, home to school transport cost are reduced.

WORKSTREAM 2: OPERATIONAL EFFECTIVENESS AND SERVICE-LED DELIVERY

Service level delivery will continue to be managed within departments through their business plans and established governance processes. Notwithstanding, there is a clear and imperative to re-evaluate service delivery in terms of outcomes. To evaluate our operational effectiveness in the following ways:

- To ensure we focus on **outcomes** rather than just **services** for services sake.
- We consider residents as **citizens** as well as customers and respond to their requirements whilst ensuring clarity on rights and responsibilities
- We consider how we manage **risk** but also how we explore **opportunities** and take bolder steps to do this.
- We move from having a wealth of **data** to a situation where we understand what this data is telling us and use this to make decisions (**intelligence**).

Services and their outcomes must be able to respond quickly to changing demand; take new opportunities, and manage budget pressures by improving efficiency, reducing waste, and increasing income wherever possible.

We must ensure the Council is the right size, with the right skills and structures to operate sustainably within our financial envelope. In addition, operational effectiveness must include the potential for **income generation in services**. This means taking a clear and honest look at how we organise ourselves, how we work, and where we prioritise our resources. To ensure alignment, our operational effectiveness must continually be tested against delivering our strategic goals – everything must make a clear contribution challenged through ongoing **end-to-end reviews**.

A core part of this will involve 'right-sizing' the organisation for affordability and aligning our structure to our strategic goals. Inevitably, this will mean we will have to consider costed options for potentially fewer staff in the future, although we do not yet know exactly what this will look like. Each Strategic Director will work closely with their management teams to develop proposals and consider what changes may be required to deliver operational effectiveness – aligned to strategic goals - to meet demand and affordability pressures. Defined levels of service will require collaborative working to balance inevitable trade-offs. This work will be undertaken under the auspices of the Target Operating Model (TOM).

Target Operating Model (TOM)

The Target Operating Model work defines and delivers how the Council will work in the future – what it will do, how it will be organised, who will do what, and how outcomes will be delivered – so

that it can meet its service delivery duties. To deliver better outcomes for citizens and to seize the opportunities.

- The TOM will underpin the re-wiring of the Council aligned to the needs of residents to 2030 and beyond.
- It considers fundamental redesign to remove the structural deficit within the MTFP.
- Our TOM (Target Operating Model) sets out how we will deliver our strategic goals and priorities across thematic areas.
- The TOM provides a framework to challenge conventional thinking and ensure that our structure follows our strategy and our ways of working add grip and pace to our delivery.

We have not yet allocated investment from our flexible use of capital receipts for projects in this workstream. Further work is underway and will be provided to Cabinet for approval in Q1 FY26/27 with a target for implementation in Q2 of FY 26/27.

WORKSTREAM 3: EARLY INTERVENTION AND PREVENTION

Early intervention and prevention are at the forefront of the Council's operating model, the point where we can make the greatest impact for residents and the organisation.

The principle is simple: if we get the basics right and step in early, before challenges escalate, we reduce long-term demand on services and help people thrive. This approach is smarter, more sustainable, and delivers better outcomes for individuals, families, and communities.

It is a strategic shift from reacting to crises to prioritising resources for services delivering early intervention. By spotting risks sooner and supporting people earlier, we can tackle root causes rather than symptoms. This means being trauma-informed, strengths-based, and asset-focused, changing the conversation from *what's wrong* to *what's strong*. It's about building resilience, reducing dependency on high-cost reactive interventions, and creating a system that works for everyone.

Early intervention and prevention are about doing the right thing at the right time. It underpins our ambition to rebalance services, reduce pressure on the organisation, and ensure Plymouth residents have the support they need to live well and independently. Successful early intervention is therefore better for our residents, better for our budgets and will support the growth of the city. We recognise three distinct categories of prevention, each playing a vital role in reducing demand and improving outcomes:

Primary prevention

Primary prevention aims to stop problems before they start by addressing root causes and promoting well-being across the whole population. This universal approach builds resilience and embeds prevention into everyday life.

Examples include:

- Public health campaigns promoting healthy lifestyles.
- Supporting educational attainment to improve future employment prospects.
- Strengthening community networks to foster inclusion.
- Retrofitting homes for energy efficiency to reduce fuel poverty and improve health.

Secondary prevention (early intervention)

Secondary prevention focuses on people at risk, identifying vulnerabilities early and acting before issues escalate. It's a proactive approach to prevent crises and reduce long-term dependency.

Examples include:

- Identifying families at risk of poverty, eviction, or abuse to prevent poor outcomes like ill health or homelessness.
- Early intervention programmes for children and adults with complex needs (e.g., autism, learning difficulties) to avoid exclusion.
- Tailored mental health support for those showing early signs of distress.
- Promoting independence and reablement to delay or avoid formal care.
- Tackling anti-social behaviour through targeted youth engagement.

Tertiary prevention (recovery)

Tertiary prevention supports those already facing significant challenges, aiming to reduce severity and long-term impact. It focuses on recovery, rehabilitation, and reintegration.

Examples include:

- Comprehensive care and housing for people experiencing chronic homelessness.
- Recovery programmes for individuals overcoming substance misuse.
- Specialised education plans for children excluded from mainstream schools.
- Vocational training for long-term unemployed individuals to re-enter the workforce.

City Help and Support: setting the foundation for prevention

In its first nine months, the City Help & Support (CHS) programme has brought attention, focus and leadership to moving the Council from reacting to crises to preventing them. Service areas and the Health Determinants Research Collaborative (HDRC) have worked closely together to build a solid "Theory of Change", a practical map that links our daily work, strategic planning and transformation work to the demand pressures we face. This isn't just theory; it's about leadership.

We've brought different departments together to look at the challenges beyond traditional silos and started pulling in partners from across the city, including learning from pilots like Changing Futures. We have spent this time identifying what already works, setting clear best practices, and making sure our investment is rooted in evidence. This activity has created a foundation where we are in a much stronger position to measure the benefits of prevention, from stopping a crisis before it starts to reducing the massive costs of emergency placements.

Delivering tools that work and save money

We are now seeing the results of this groundwork through projects that are already live and making an impact. Our "Single Citizen View" tool is active in Children's Services and with partners, saving staff from the frustration of hunting for data across different systems. We are currently building the next version to help schools predict and identify children at risk of missing education and in need of support and to predict households that might become homeless. By working with Voluntary, Community, Faith, Social Enterprise (VCFSE) partners to step in early, we will deliver direct cost savings and reductions in wider costs every year just with this tool.

On the frontline, our "No Wrong Door" service will divert 24 young people away from the care system, which will save over £1.9 million annually. Beyond the numbers, CHS has led design work on addressing unmet needs in Domestic Violence and Short Breaks for children with SEND. It has led the discovery work for a new way of working in our neighbourhoods, aligning with the NHS to build community resilience. This includes redesigning how we provide advice online and moving toward a

new operating model for Children's Services through the Families First Partnership. Every piece of work we've started is focused on one thing: ensuring the council is spending its resources where they can do the best, before the costs escalate in response to a crisis.

CHS has made the case and built a framework that embeds prevention and early intervention in our transformation portfolio and business improvement plans.

Family Hubs

In Plymouth, our Family Hubs work with more than 120 partners to offer accessible, joined-up support for families. From early years development and parenting to mental health, housing, employment and domestic abuse, families can get the help they need quickly and in one place. A key part of our transformation has been expanding support into neighbourhoods through a network of satellite sites. These locations reduce access barriers, strengthen inclusion, and reach families who may not use traditional services. They also improve our ability to measure community reach and capture data across more delivery points. By March 2026, 22 satellite sites will be in operation.

Family Hubs now support families at scale through universal and targeted groups, including perinatal mental health sessions, multicultural groups, dads' groups and parenting programmes such as Solihull, Incredible Years and SEND-specific courses. Each month, around 1,400 families attend universal groups and more than 250 take part in targeted sessions.

Through strong partnerships, improved accessibility and a focus on early intervention, Plymouth's Family Hubs are delivering a genuinely preventative, integrated system of support from pregnancy through childhood. They are now a core component of our early help transformation and a trusted source of support for thousands of families across the city.

Other innovative programmes driving change include:

- **Community Reablement:** We've extended the proven hospital reablement model into the community, helping adults regain independence and avoid hospital admission. This approach keeps people safe, healthy, and independent in their own homes for longer.
- **Families First Partnership:** This National Social Care Reforms, driven by the Government's *Safer Homes Built on Love* strategy, represents the biggest shake-up of children's social care in a generation. Its aim is to rebalance the system towards early intervention and family help, ensuring vulnerable children are supported before needs escalate.
- **Changing Futures:** Tackles the most complex cases by supporting individuals facing multiple disadvantages (substance misuse, mental health issues, domestic abuse). It promotes trauma-informed practice and better service coordination, delivering long-term systemic change rather than short-term fixes.
- **The Alliance:** A pioneering, co-designed model that unites over 25 previously siloed contracts under a single agreement. This creates a unified, person-centred system offering flexible, comprehensive support for adults with multiple disadvantages, ensuring the right care at the right time for Plymouth's most vulnerable residents.

We have allocated £176k of investment from our flexible use of capital receipts for projects in this workstream to continue to drive early intervention and prevention activity across the Council and partner organisations in FY 26/27.

WORKSTREAM 4: INNOVATION AND TEST.

Innovation is central to how we deliver transformation; and it will evolve. As the portfolio develops, new projects and programmes will naturally emerge, and this workstream provides a structured way to identify, shape and progress them. Initiatives that have the potential for transformative impact will move through the Council's project lifecycle: starting with an initial concept, progressing to outline and full business cases, moving into delivery, and finally closing once benefits are realised.

Throughout this process, the CPMO provides support to ensure projects progress at pace while giving senior leaders and Members the opportunity to steer direction and shape the case for investment.

To turn promising ideas into well-formed proposals, early-stage funding is essential. This enables teams to dedicate time and resource to explore options, gather evidence and develop robust business cases. Wherever possible, this will follow the Government's test, learn and grow approach - involving frontline staff early to trial new solutions in real-world settings. By testing ideas at a small scale and low cost, we can quickly understand what works, refine what doesn't, and avoid committing significant investment to approaches that won't deliver. Successful pilots can then be scaled with confidence across the organisation.

This innovation workstream effectively acts as an incubator and in some cases will be undertaken with industry partners to provide front-end development costs. CMT will review funding options based on the potential impact and likelihood of benefits being achieved. Importantly, this is only for initiating and shaping projects - not for scaling or delivery. Once an innovation proposal has been tested and proven, any further investment will require full a business case appraisal.

This workstream isn't a defined project or set of projects; it is about providing funding to support testing and learning and growing projects. This is prior to being assessed, through gateway review, for inclusion in the major workstreams.

We will seek to maximise investment funding by grant or commercial 3rd parties to share the risk associated with innovation.

As a result of the above we haven't allocated investment from our flexible use of capital receipts for projects in this workstream as benefits are currently undefined. It remains essential to structure innovation and test as part of our delivery i.e. Test, Learn and Grow.

WORKSTREAM 5: CORPORATE ENABLERS

Our corporate services are fundamental to our organisational effectiveness; they underpin both the transformation described in the previous sections of this report and the smooth operation of service delivery across the Council. The enablers in our transformation portfolio are about making corporate services simpler and easier for residents and staff. The workstream also adds coherence to the impact of: (1) our data as an asset; (2) our information systems architecture as a seamless connector and integrator; and (3) our systems to support service level delivery.

In addition, the Operating Manual is the 'how to' guide on how to do everything in the Council that underpins our organisational effectiveness.

ENABLE programme

ENABLE is about turning data into insight and insight into action. This enabler will build the infrastructure, skills, and culture needed to make Plymouth an intelligence and insights-led organisation, unlocking the potential of data and AI to drive smarter, more efficient services.

ENABLE will break down data silos through better data architecture allowing Council and partner data to be utilised to develop proactive, targeted interventions and support evidence-based decision-making. It will also foster a culture of innovation, empowering staff, partners, and communities with skills and tools to ensure services continuously evolve to meet changing needs. This includes the Multiverse apprenticeships which are providing staff with skills and confidence around the use of AI.

ENABLE will deliver systems benefits by bringing frontline experience directly into policy and service design. Instead of relying on long, linear processes, we use iterative, user-led methods to trial ideas in real-world settings, understand how they work in practice, and quickly adjust based on what we learn. This creates a culture where experimentation is encouraged, risk is managed rather than avoided, and practical problem-solving takes priority over rigid procedures.

In practice, teams work with partners and communities to test new solutions on a small scale, learn from what the pilots tell us, and then grow successful approaches by scaling them across services. Dedicated teams, such as the CPMO, support this way of working and help spread learning across departments so that good ideas don't stay siloed. By embedding this mindset, we build a more agile, responsive Council - one that continually improves, adapts and delivers better outcomes for residents.

For example:

- The development of a 'single view' of a family for Children's Social Care and an adult for Adult Social Care which brings together all of the key information on one page for the relevant social worker to review, increasing efficiency. This has been achieved through use of an existing technical solution which was underutilised due to lack of capacity and skills.
- Reviewing and improving our data quality to ensure that we have complete data sets, which is particularly important when we look at combining data sets to gain insights
- The use of AI to support completion of forms where conversations with people can be converted into text which is automatically used to complete boxes on forms. This has been successfully used for EHCPs (focus is on the simpler ones)
- The use of complex data and insights to inform the use of the Household Support Fund and benefit support to identify vulnerable people who need support (Low Income Family Tracker)

Community Engagement

A clear corporate engagement model has been developed to equip the organisation with the tools to build trust, foster collaboration, and ensure community voices shape everything we do.

Our approach is rooted in Asset-Based Community Development (ABCD) resident-led, relationship-driven, and strengths-based. This means identifying and leveraging local insight, resources, and skills to co-create solutions and build partnerships that deliver sustainable benefits.

By actively involving local people in shaping services, we move away from reactive crisis management towards proactive, preventative delivery, strengthening resilience and ensuring interventions are relevant and effective. Our approach to engagement, will be embed in all change programmes.

Asset management

Our corporate estate and assets are critical to linking specific facilities to the outcomes we seek e.g. libraries, Family Hubs and Wellbeing Hubs. They create the social infrastructure to bringing intervention and prevention programmes closer to communities. The Asset Management programme will create a clear plan for these assets, ensuring they are used effectively to support prevention and early intervention. Key components are:

- Asset Management Strategy Document (vision, principles, governance) including principles in relation to compliance across the whole estate (commercial and corporate)
- Asset Management Plans for each asset category including growth and disposal strategy
- Capital Investment Plan linked to lifecycle renewals including building structure, fabric and Mechanical & Electrical components
- Facilities Management (FM) Service standards and PCC project handover protocols
- Performance Framework with Key Performance Indicators (KPI's) and reporting dashboards
- Stakeholder engagement to ensure the strategy meets diverse needs and expectations

This includes rationalising underused assets, exploring community transfers, and right sizing our estate to make it affordable and sustainable. We will move back to a funded model of preventative maintenance for a smaller, more efficient set of assets, generating capital receipts where necessary and ensuring our estate supports co-located, multidisciplinary teams delivering integrated services.

Customer Service and Experience

This enabler will fix fragmented service delivery and create a customer-centric approach across the Council. By designing a seamless customer journey, we will make it easy for people to access the right support at the right time, whether online, in libraries, or through community hubs.

The programme will support early intervention by developing digital tools such as AI-enabled chatbots and automated triage systems, alongside user-led design principles. Working closely with ENABLE and through collaborative community engagement, it will ensure all channels are effective, intuitive, and trusted, helping us shift from reactive to preventative service delivery. To put the customer voices at the centre of our service delivery.

People Strategy

A new People Strategy to outline how we will recruit the right staff, support our staff and train and develop our staff in the future. In the context of transformation, it also includes the expectations, mindset and training for 'the Plymouth leader and manager' within the Senior Leadership Team to drive positive change and the culture that makes it stick. The leadership values and behaviours that sustain organisational change at scale. These include the following principles for development:

- Prioritise culture – and the customer - as the core enabler of transformation.
- Lead with vision, purpose and strategic alignment.
- Wellbeing and people-centred change are at the heart of what we do.
- Model values-led behaviours.
- Build capability: develop people, teams, and organisational capacity
- Co-create change through collaboration, inclusion, and engagement
- Embrace innovation, learning and continuous Improvement
- Strengthen governance, accountability and evidence-based decision-making

It recognises the challenges facing the council and the city, including an ageing workforce, recruitment difficulties in key professions, and a forecast workforce deficit in the city. The strategy shows our dedication to creating a lively, caring, innovative, and inclusive organisation. This means we are not only handling today's challenges with flexibility and strength but also building strong foundations for a

successful future. Projects like our new Digital Academy, apprenticeship and management and leadership development programmes are designed to take advantage of technological progress, preparing our employees for the future while encouraging innovation across the city. It is vital to create the skills and capacity within our teams to undertake the transformational change required and sustain it.

IT Strategy

Our IT Strategy focuses investments in technology on 3 key priorities:

- Service availability (including cyber security)
- Exploiting our data
- Aligning capabilities and integrating them across the organisation (ensuring the right systems and transforming their integration and interoperability)
- Aligning capabilities with partners

The Council is highly dependent on systems and automation to provide almost all our services. The threat of disruption to these systems for a prolonged period would present significant challenges for ongoing service delivery with consequential impacts on our residents. To address this risk our IT strategy directs investment toward providing resilient systems including a preventative maintenance regime for hardware – replacing laptops every 5 years for example. It also provides direction to move more of our systems to cloud hosting, achieving a diversification in where our software is run from which will reduce the likelihood of a cyber-attack compromising all our services simultaneously.

The strategy sets out our intention to continue to exploit our data, through the expansion of our data warehouse capability – work being led from the ENABLE programme. This work alongside the potential to pilot “smart data” will allow us to target early intervention and prevention services more precisely.

The alignment of capabilities with partners will help contain our IT costs through Delt. The strategy set out our intention to rationalise and simplify the systems we use through a shared roadmap working closely with Delt’s other clients. Where possible we will reduce the number of different systems Delt are required to maintain by migrating to common platforms. This will not only offer increased economies of scale, but it will also offer the potential for greater operational alignment and potentially even shared services, where appropriate.

In FY 25/26 investment from our flexible use of capital receipts for projects in this workstream to establish new programmes in ENABLE, Procurement and our Corporate Programme Management Office.

Although much of this workstream will be delivered by operational teams and through Business-as-Usual capacity, we have further allocated investment from our flexible use of capital receipts for projects in this workstream to deliver the outcomes as described in the section above.

FINANCIAL PRINCIPLES – STRATEGY FOR FLEXIBLE USE OF CAPITAL RECEIPTS

To support the delivery of major elements within the savings plans, it is proposed that the Council makes use of the flexibility to draw down up to £3.318m of capital receipts within FY26/27. These receipts will be allocated to the relevant Directorates to enable the implementation of agreed

transformation and cost-reduction initiatives. Further detail is set out within the Flexible Use of Capital Receipts Strategy at Appendix 2².

GOVERNANCE

As part of the introduction of the Corporate Programme Management Office (CPMO) the Transformation portfolio approach set out in this report will be directed and overseen by robust governance arrangements. These arrangements are summarised in the following list of principles/rules that will ensure the right balance of grip and pace is achieved:

- Projects will be accountable to Programme boards, who will be accountable to CMT (operating as the Change Board)
- Members will oversee and direct the work of the Portfolio through a new Corporate Delivery Review Group (comprising relevant Portfolio Holders), to meet on a quarterly basis
- All boards will operate to a documented terms of reference
- Change Board will approve the release and changes to any funding for all projects and programmes
- Accountability for projects will be delegated to as far down the governance hierarchy as possible – keeping decisions closest to those to understand the implications.

As part of the development of the Council's governance the Change Board will be developed further to incorporate oversight of both the Transformation portfolio and the Capital Programme.

Corporate Programme Management Office (CPMO)

Delivering a transformation portfolio of this scale, requires strong coordination, alignment with Corporate strategic objectives and leadership oversight. These initiatives are interconnected, with complex dependencies that must be managed to ensure benefits are realised.

The CPMO provides this critical function. It will create a single, integrated view of all programmes, enabling the Council to focus attention where it matters most, address risks early, and keep delivery on track. By embedding consistent project management disciplines and standards, the CPMO will give assurance to senior officers and Councillors that transformation is progressing as planned and benefits are realised over the short and long-term.

This approach was also recommended in the Armada Way Independent Learning Review (AWILR) and will extend to oversight of the Council's Capital Programme, ensuring robust governance across both transformation and major investments.

CONCLUSION

The position set out in this strategy represent more than a portfolio of projects and programmes, they are the foundation for a new way of working that will be underpinned by the Target Operating Model. The ultimate success criteria are the ability to deliver the necessary savings within the MTFP balanced with affordable levels of service delivery. To close the cumulative gap through BaU savings and additional measures in the transformative strategy. It requires whole Council change with the Plymouth resident at the centre of our delivery.

Our operating model requires a fundamental shift: from reacting when people reach crisis point to preventing problems earlier, and from doing everything for people to enabling them to do more for

² Reference Proposed Revenue and Capital Budget 2026/27, Cabinet Paper 9 February 2026.

themselves and within their communities. This is how we create capacity and reduce pressure and cost on the organisation over time - whilst helping residents thrive.

This change will affect every part of the Council, our finances, workforce, assets, systems, and insights and performance management. It will require new skills, new partnerships, and a culture that embraces prevention, co-creation, and innovation. It is not a simple change; it is a step change in how we operate and how we work with partners and communities.

With this transformation programme, Plymouth City Council moves into its next phase of delivering its ambition: building a modern, efficient, and sustainable organisation that delivers the right support at the right time, empowers residents, and secures a stronger future for our city.

Appendices:

Appendix 1: MTFP Summary Position

Appendix 2: Flexible Use of Capital Receipts Strategy

Appendix I: Medium Term Financial Plan Summary dated 13 February 2026

MTFP 2026/27 to 2029/30 Core Resources	Multi-Year Settlement Period			Post-Settlement Estimates	
	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m
Revenue Support Grant	(70.255)	(87.786)	(89.652)	(91.445)	(93.274)
Local Authority Better Care Grant	(15.955)	-	-	-	-
Recovery Grant Guarantee	(1.136)	-	-	-	-
Recovery Grant Uplift	(3.735)	(4.872)	(6.698)	(6.698)	(6.698)
Council Tax	(156.541)	(165.300)	(173.540)	(182.743)	(192.431)
Business Rates	(75.921)	(77.662)	(79.229)	(80.814)	(82.430)
Reserves	(2.752)	-	-	-	-
Total Core Resources	(326.295)	(335.620)	(349.119)	(361.700)	(374.833)
increase in Core Resources		(9.325)	(13.499)	(12.581)	(13.133)
brought forward budget requirement (rebased)	253.418	326.295	335.620	349.119	361.700
Specific Grants Rolled in to Core Resources	58.568	-	-	-	-
Right-sizing budget adjustments	4.436	12.891	6.623	5.993	4.655
Demand-Led Pressures	24.899	18.630	18.978	14.765	17.540
Adult Social Care Fee Uplifts (NLW & Inflation)	4.352	5.010	4.866	4.425	4.558
Adult Social Care Demand	6.823	3.655	3.669	3.655	3.765
Homelessness	0.797	0.600	0.643	0.221	0.228
Children's Social Care	9.479	5.996	6.407	6.030	6.211
Home to School Transport	2.094	3.003	2.746	2.698	2.779
SEND - DSG deficit financing cost	0.731	0.366	0.647	(2.264)	-
Short Breaks	0.623	-	-	-	-
Other Growth	2.203	0.143	0.170	0.170	0.170
Savings	(17.228)	2.661	-	-	-
Total Additional Costs/Savings	72.877	34.325	25.771	20.928	22.365
Total Budget Requirement	326.295	360.620	361.391	370.047	384.064
Total Core Resources	(326.295)	(335.620)	(349.119)	(361.700)	(374.833)
Indicative Gap	0.000	25.000	12.272	8.347	9.232
Cumulative Gap	0.000	25.000	37.272	45.619	54.851
Required Level of Mitigating Interventions*					
Target Operating Model Changes		(15.000)			
Prevention Strategy - Impact on Demand		(5.000)	(5.000)	(2.500)	
BAU Directorate Savings		(5.000)	(5.000)	(5.000)	(5.000)
Revised Indicative Gap	0.000	0.000	2.272	0.847	4.232
Revised Cumulative Gap	0.000	0.000	2.272	3.119	7.351

*Indicative figures of the target level of savings required to close gaps in 2027/28.

There are other options that could be considered alongside these targets as set out in the MTFP and 2026/27 Budget Report

Transformation Financing Summary	2025/26	2026/27				Overall
	Support	Support	Direct	Savings	Net	Net
	£m	£m	£m	£m	Savings/Cost	Savings/Costs
					£m	£m
Enablers						
Transformation Mobilisation (see note 1)	0.569	0.413			0.413	0.982
Corporate Programme Management Office - Set Up	0.093	0.279			0.279	0.372
Safer Together (Domestic Abuse)			0.428		0.428	0.428
Creating an Excellent One Children's Service Portfolio	0.818					0.818
ENABLE	0.076	0.600			0.600	0.676
Project Specific						
No Wrong Door			0.771	(1.961)	(1.190)	(1.190)
Children's Residential Homes not funded by capital receipts)			1.391	(1.909)	(0.518)	(0.518)
In-House Therapies Team			0.827	(1.854)	(1.027)	(1.027)
Reablement (Adult Social Care)				(1.000)	(1.000)	(1.000)
Total Investment	1.556	1.292	3.417	(6.724)	(2.015)	(0.459)

Appendix 2: Flexible Use of Capital Receipts Strategy

BACKGROUND

Capital receipts can only be used for specific purposes as set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) Regulations 2003, under Section 11 of the Local Government Act 2003. The use of capital receipts to fund revenue expenditure is not allowed by the Regulations.

In the Spending Review 2015 the Chancellor announced that Local Authorities would be permitted to spend up to 100% of their capital receipts on the revenue costs of transformation projects, to support delivery of more efficient and sustainable services. In March 2016 a Direction was issued given Local Authorities greater freedoms to use capital receipts to finance revenue expenditure, up until 2018/19. This has since been extended multiple times.

In the 2025/26 Settlement Policy Statement the Government announced:

We will extend the flexible use of capital receipts to 2030. Since 2016, this direction has allowed local authorities to use the proceeds from asset sales to fund the revenue costs of projects that result in ongoing cost savings or improved efficiency. The government will also remove the restriction with respect to redundancy costs, imposed from April 2022, that limits the use of the flexibility to statutory redundancy costs only. This will support authorities in taking forward transformation and invest-to-save projects.

PROPOSED INVESTMENTS For 2026/27

The total planned funding under the flexibilities in 2026/27 is £3.618m. Projects identified in the Strategy can still be financed from other sources and inclusion in the strategy does not constitute a commitment to fund from capital receipts, this is still the case with revised proposals.

Appendix 2 - Equality Impact Assessment

EQUALITY IMPACT ASSESSMENT – TRANSFORMATION STRATEGY

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s): The person completing the EIA template.	Peter Honeywell	Department and service:	Customer and Digital, Transformation	Date of assessment:	23/02/26
Lead Officer: Head of Service, Service Director, or Strategic Director.	Si Bellamy, Chief Operating Officer	Signature:	Si Bellamy	Approval date:	03/03/2026
Overview:	<p>Scope of this Equality Impact Assessment:</p> <p>This Equality Impact Assessment (EIA) relates to the Council's Transformation Strategy, which is scheduled for Cabinet on 9 March 2026. The strategy sets out the structure, financial contribution and governing principles for the delivery of the Council's Transformation portfolio.</p> <p>Whilst it is not a statutory requirement, this EIA also considers the impact of these proposals on people who share the characteristic of being care experienced, which was adopted by the Council as a local protected characteristic in March 2023, as well as on low income households and others who are particularly exposed to cost of living pressures-income households and others who are particularly exposed to cost-of-living pressures</p> <p>This Equality Impact Assessment does not cover individual departmental savings proposals or other decisions that may be taken as part of "business as usual" change initiatives. Any such savings proposals will be developed separately by Departmental Management Teams and considered through the Council's established decision-making procedures. Where a savings proposal requires an Executive Decision, a proportionate Equality Impact Assessment will be completed to inform that decision.-setting process.</p>				

Context:

The transformation strategy sets out the Plymouth City Council's strategic drivers for change, in terms of the three areas of challenge: (1) more demand for services than capacity; (2) insufficient resources to go around; and (3) the need to design services that better meet the needs of our customers. This strategy therefore has a defining main effort: to reduce demand, reduce costs and increase the positive impact of our services; particularly in the high demand/high-cost areas of Adult Social Care, Children's Services, Homelessness and provision of SEND (including home to school transport).

In the context of the Medium-Term Financial Plan (MTFP), this equates to an urgency of scaling up prevention and redesigning services to reduce long-term pressure on the system. The MTFP forecast models a cumulative gap before mitigations (by March 2031) of £54.851m. After mitigations this reduces to a cumulative gap of £7.351m. Transformation projects and programmes are therefore required to deliver 'additionality' – above minimum of £5m annual savings from Business as Usual within each directorate from FY27/28 – of the following:

- Reduce the demand pressures (prevention and cost avoidance) required within the Children's and Adults' Directorates, with an initial saving assumed of £5m for the first two full years of the MTFP and £2.5m the following year. These numbers will be refined as the early intervention and prevention programmes develop. Total anticipated transformation saving of c. £7.5m
- New Target Operating Model (TOM) to be developed and scheduled for Cabinet approval in May 2026; with implementation from Q1 of FY26/27. The TOM anticipated to reduce the structural deficit which has been traditionally funded by one-offs.
- Growth and income from other programmes

Impact of transformation strategy on low income families:

The English Indices of Deprivation 2025 show that, of the 317 lower tier local authority districts in England, Plymouth is ranked 87th most deprived based on the overall average score measure. This places the city within the 40% most deprived local authorities nationally. Although Plymouth's relative position has improved since 2019, a significant number of neighbourhoods remain among the most deprived in England. For residents living in these areas, ongoing cost of living pressures are likely to exacerbate existing financial

	<p>insecurity and may contribute to widening inequalities across the city.-tier local authority districts in England, Plymouth is ranked 87th most deprived based on the overall average score measure. This places the city within the 40% most deprived local authorities nationally. Although Plymouth’s relative position has improved since 2019, a significant number of neighbourhoods remain among the most deprived in England. For residents living in these areas, ongoing cost-of-living pressures are likely to exacerbate existing financial insecurity and may contribute to widening inequalities across the city.</p> <p>Low income households and other financially vulnerable groups are disproportionately affected by reductions in frontline council services. The Council continues to face significant demand and cost pressures across key statutory services, including Adult Social Care, Children’s Social Care, homelessness and the use of bed and breakfast accommodation, and its duty to provide home to school transport for the most vulnerable children.-income households and other financially vulnerable groups are disproportionately affected by reductions in frontline council -to-school transport for the most vulnerable children.</p> <p>Our 2026/27 budget does not include reductions to critical frontline services. The transformation strategy supports these frontline services through initiatives to “create capacities and reduce costs” through developing Plymouth’s own capacity for social care, SEND provision and temporary accommodation. As part of the transformation portfolio, work will also focus on providing early intervention and prevention services designed to avoid residents finding themselves accessing critical front line services when in crisis.</p>
<p>Decision required:</p>	<p>Cabinet will consider approval of the transformation strategy in March 2026.</p>

SECTION TWO: EQUALITY IMPACT ASSESSMENT SCREENING TOOL

Potential external impacts: Does the proposal have the potential to negatively impact service users, communities or residents with protected characteristics?	Yes		No	✓
Potential internal impacts: Does the proposal have the potential to negatively impact Plymouth City Council employees?	Yes	✓	No	
Is a full Equality Impact Assessment required? (if you have answered yes to either of the questions above then a full impact assessment is required and you must complete section three)	Yes	✓	No	

If you do not agree that a full equality impact assessment is required, please set out your justification for why not.	N/A
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SECTION THREE: FULL EQUALITY IMPACT ASSESSMENT

Protected characteristics (Equality Act, 2010)	Evidence and information (e.g. data and consultation feedback)	Adverse impact	Mitigation activities	Timescale and responsible department
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<p>Age</p>	<p>Plymouth</p> <ul style="list-style-type: none"> • 16.4 per cent of people in Plymouth are children aged under 15. • 65.1 per cent are adults aged 15 to 64. • 18.5 percent are adults aged 65 and over. • 2.4 percent of the resident population are 85 and over. <p>South West</p> <ul style="list-style-type: none"> • 15.9 per cent of people are aged 0 to 14, 61.8 per cent are aged 15 to 64. • 22.3 per cent are aged 65 and over. <p>England</p> <ul style="list-style-type: none"> • 17.4 per cent of people are aged 0 to 14. • 64.2 per cent of people are aged 15 to 64. • 18.4 per cent of people are aged 65 and over. <p>(2021 Census)</p>	<p>Older people are disproportionately impacted by reductions in Adult Social Care provision.</p> <p>Children and younger people are disproportionately impacted by reductions in Children’s Social Care and Home to School Transport.</p>	<p>The FY 2026/27 budget has included around £23m of additional budget for Adult and Childrens Social care as well as home to school Transport.</p> <p>Over the term of the MTFP the Transformation Strategy will offset demand growth through early intervention and prevention work as well as reducing the impact on families and individuals in Plymouth by creating more capacity to support those in crisis in the city.</p>	<p>For FY 2026/27 and FY 2027/28 the transformation work will deliver £5m of additional savings through prevention and cost reduction for services supporting those in crisis. In FY 2028/29 it will deliver a further £2.5m worth of savings in these areas.</p>
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<p>Care experienced individuals</p> <p>(Note that as per the Independent Review of Children’s Social Care recommendations, Plymouth City Council is treating care experience as though it is a protected characteristic).</p>	<p>It is estimated that 26 per cent of the homeless population in the UK have care experience. In Plymouth there are currently 7 per cent of care leavers open to the service (6 per cent aged 18-20 and 12 per cent of those aged 21+) who are in unsuitable accommodation.</p> <p>The Care Review reported that 41 per cent of 19-21 year old care leavers are not in education, employment or training (NEET) compared to 12 per cent of all other young people in the same age group.</p> <p>In Plymouth there are currently 50 per cent of care leavers aged 18-21 Not in Education Training or Employment (54 per cent of all those care leavers aged 18-24 who are open to the service).</p> <p>There are currently 195 care leavers aged 18 to 20 (statutory service) and 58 aged 21 to 24 (extended offer). There are more care leavers aged 21 to 24 who could return for support from services if they wished to.</p>	<p>Care experienced individuals may be disproportionately affected by cuts to the homelessness, and Skills, Education and Children’s Services budgets.</p>	<p>The budget allocates and additional £0.797m to relieve pressure on the budget from households in bed and breakfast accommodation.</p> <p>Our transformation work focusing on early intervention and prevention will work with children and families from an early age to help more of them thrive in their education and go on to fulfilling careers.</p>	<p>Some of the initiatives delivering early intervention and support children in care will take many years to evidence the impact on NEET levels. However, supporting more children to remain in Plymouth outside of the care system and within mainstream education will benefit them and their families immediately.</p>
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<p>Disability</p>	<p>9.4 per cent of residents in Plymouth have their activities limited ‘a lot’ because of a physical or mental health problem. 12.2 per cent of residents in Plymouth have their activities limited ‘a little’ because of a physical or mental health problem (2021 Census)</p>	<p>Disabled people are disproportionately impacted by reductions in Adult Social Care provision. Disabled Children and younger people are disproportionately impacted by reductions in Children’s Social Care. Disabled Children and younger people are particularly vulnerable to cuts in Home and School Transport.</p>	<p>Mitigations as previously noted above.</p>	<p>As noted above early intervention initiatives will take time to deliver their full benefits but greater support for SEND in the city will help more children stay in mainstream education and or go to school within the city.</p>
<p>Gender reassignment</p>	<p>0.5 per cent of residents in Plymouth have a gender identity that is different from their sex registered at birth. 0.1 per cent of residents identify as a trans man, 0.1 per cent identify as non-binary and, 0.1 per cent identify as a trans women (2021 Census).</p>	<p>No adverse impact identifiable from measures proposed in the transformation strategy.</p>	<p>N/A</p>	<p>Departments to ensure transformation proposals don’t inadvertently impact.</p>
<p>Marriage and civil partnership</p>	<p>40.1 per cent of residents have never married and never registered a civil partnership. 10 per cent are divorced, 6 percent are widowed, with 2.5 per cent are separated but still married. 0.49 per cent of residents are, or were, married or in a civil partnerships of the same sex. 0.06 per cent of residents are in a civil partnerships with the opposite sex (2021 Census).</p>	<p>No adverse impact identifiable from measures proposed in the transformation strategy.</p>	<p>N/A</p>	<p>Departments to ensure transformation proposals don’t inadvertently impact.</p>

Pregnancy and maternity	The total fertility rate (TFR) for England was 1.62 children per woman in 2021. The total fertility rate (TFR) for Plymouth in 2021 was 1.5.	No adverse impact identifiable from measures proposed in the transformation strategy.	N/A	Departments to ensure transformation proposals don't inadvertently impact.
Race	<p>In 2021, 94.9 per cent of Plymouth's population identified their ethnicity as White, 2.3 per cent as Asian and 1.1 per cent as Black (2021 Census)</p> <p>People with a mixed ethnic background comprised 1.8 per cent of the population. 1 per cent of the population use a different term to describe their ethnicity (2021 Census)</p> <p>92.7 per cent of residents speak English as their main language. 2021 Census data shows that after English, Polish, Romanian, Chinese, Portuguese, and Arabic are the most spoken languages in Plymouth (2021 Census).</p>	Refugees, Unaccompanied Asylum-Seeking Children and victims of Modern Slavery may be disproportionately affected by cuts to the homelessness budget and children's social care budget.	Mitigations as previously noted above.	Departments to ensure transformation proposals don't inadvertently impact.
Religion or belief	<p>48.9 per cent of the Plymouth population stated they had no religion. 42.5 per cent of the population identified as Christian (2021 Census).</p> <p>Those who identified as Muslim account for 1.3 per cent of Plymouth's population while Hindu, Buddhist, Jewish or Sikh combined totalled less than 1 per cent (2021 Census).</p>	No adverse impact identifiable from measures proposed in the transformation strategy.	N/A	Departments to ensure transformation proposals don't inadvertently impact.

Sex	51 per cent of our population are women and 49 per cent are men (2021 Census).	Women are the majority of the over 75 population and may therefore be disproportionately affected by cuts in the Adult Social Care budget as noted for older people above.	As noted for older people above.	Departments to ensure transformation proposals don't inadvertently impact.
Sexual orientation	88.95 per cent of residents aged 16 years and over in Plymouth describe their sexual orientation as straight or heterosexual. 2.06 per cent describe their sexuality as bisexual, 1.97 per cent of people describe their sexual orientation as gay or lesbian. 0.42 per cent of residents describe their sexual orientation using a different term (2021 Census).	No adverse impact identifiable from measures proposed in the transformation strategy.	N/A	Departments to ensure transformation proposals don't inadvertently impact.

SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department
	<p>Article 8 provides that everyone has the right to respect for his private and family life, his home and his correspondence.</p> <p>The first protocol, article 2 provides that no person shall be denied the right to an education.</p>	<p>We will need to exercise due care that transformation proposals to meet stretch savings targets around homelessness, bed and breakfast accommodation and home to school transport are consistent with Article 8 and Article 2 of the first protocol.</p>	<p>Childrens Services and Community Connections Departments to ensure transformation proposals don't inadvertently impact.</p>

SECTION FIVE: OUR EQUALITY OBJECTIVES

Equality objectives	Implications	Mitigation Actions	Timescale and responsible department
<p>Work together in partnership to:</p> <ul style="list-style-type: none"> • promote equality, diversity and inclusion • facilitate community cohesion • support people with different backgrounds and lived experiences to get on well together 	<p>While there are no direct implications as a result of the transformation strategy, all savings proposals will be carefully considered with detailed business cases outlining impacts on the local community and the people of Plymouth.</p>	<p>To carefully review each saving proposal business case with CMT.</p>	<p>Throughout the 2026/27 financial year and 2027/28 budget setting process.</p>
<p>Give specific consideration to care experienced people to improve their life outcomes, including access to training, employment and housing.</p>	<p>This is not applicable for this report</p>	<p>This is not applicable for this report</p>	<p>This is not applicable for this report</p>
<p>Build and develop a diverse workforce that represents the community and citizens it serves.</p>	<p>The transformation strategy does not impact the diversity or representation of our community amongst the Council workforce.</p>	<p>N/A</p>	<p>HR to ensure changes proposed consider and mitigate any impact on the diversity and representation of our community amongst the workforce.</p>
<p>Support diverse communities to feel confident to report crime and anti-social behaviour, including hate crime and hate incidents, and work with partners to ensure Plymouth is a city where everybody feels safe and welcome.</p>	<p>This is not applicable for this report</p>	<p>This is not applicable for this report</p>	<p>This is not applicable for this report</p>

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Transformation Strategy

Project details

Assessment author

Peter Honeywell

Project summary

The Council's Transformation Strategy sets out how we will address the challenges of:

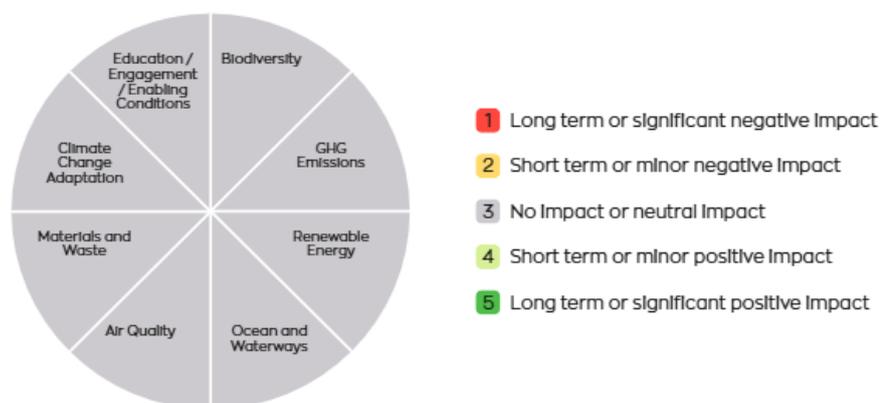
More demand for services than capacity;

Insufficient resources to go around

The need to design services that better meet the needs of our customers.

The strategy addresses the question of what costs and benefits are associated with each of the workstreams in the proposed portfolio.

Summary of assessment



The Council's Transformation Strategy is not a decision with direct consequential impact on climate change outcomes, hence the scoring in this assessment. However, the intent behind the strategy is to manage demand for services from our residents by providing earlier targeted support to them to avoid crisis. Projects to achieve this outcome should reduce travel and other carbon producing activities by creating capacity in Plymouth and making sure access to services is within communities. In this way our work to deliver the transformation as set out could assist in reducing the impact on the climate. As set out in each of the assessment categories project decisions will set out their CIAs at the appropriate time.

Assessment scores

Biodiversity

Score



(3) No impact or neutral impact

Score justification

The approval of the strategy by Cabinet will not have any direct impact on biodiversity. The strategy sets out the structures, financial contribution and governing principles for the Council to deliver Transformation over the term of the medium term financial plan. Where specific projects or programmes described in the strategy are progressed and require decision making their impact on biodiversity would be assessed at that time.

GHG Emissions

Score

(3) No impact or neutral impact

Score justification

The approval of the strategy by Cabinet will not have any direct impact on green house gas emissions. The strategy sets out the structures, financial contribution and governing principles for the Council to deliver Transformation over the term of the medium term financial plan. Where specific projects or programmes described in the strategy are progressed and require decision making their impact on GHG emissions would be assessed at that time.

Renewable Energy

Score

(3) No impact or neutral impact

Score justification

The approval of the strategy by Cabinet will not have any direct impact on renewable energy in Plymouth. The strategy sets out the structures, financial contribution and governing principles for the Council to deliver Transformation over the term of the medium term financial plan. Where specific projects or programmes described in the strategy are progressed and require decision making their impact on renewable energy provision would be assessed at that time.

Ocean and Waterways

Score

(3) No impact or neutral impact

Score justification

The approval of the strategy by Cabinet will not have any direct impact on water quality, ocean or waterways in Plymouth. The strategy sets out the structures, financial contribution and governing principles for the Council to deliver Transformation over the term of the medium term financial plan. Where specific projects or programmes described in the strategy are progressed and require decision making their impact on our ocean and waterways would be assessed at that time.

Air Quality

Score

(3) No impact or neutral impact



Score justification

The approval of the strategy by Cabinet will not have any direct impact on air quality. The strategy sets out the structures, financial contribution and governing principles for the Council to deliver Transformation over the term of the medium term financial plan. Where specific projects or programmes described in the strategy are progressed and require decision making their impact on air quality would be assessed at that time.

Materials and Waste

Score

(3) No impact or neutral impact

Score justification

The approval of the strategy by Cabinet will not have any direct impact on waste volumes created in Plymouth. The strategy sets out the structures, financial contribution and governing principles for the Council to deliver Transformation over the term of the medium term financial plan. Where specific projects or programmes described in the strategy are progressed and require decision making their impact on waste would be assessed at that time.

Climate Change Adaptation

Score

(3) No impact or neutral impact

Score justification

The approval of the strategy by Cabinet will not have any direct impact on climate change adaptation. The strategy sets out the structures, financial contribution and governing principles for the Council to deliver Transformation over the term of the medium term financial plan. Where specific projects or programmes described in the strategy are progressed and require decision making their impact on climate change adaptation would be assessed at that time.

Education / Engagement / Enabling Conditions

Score

(3) No impact or neutral impact

Score justification

The approval of the strategy by Cabinet will not have any direct impact on education, engagement and any other enabling conditions. The strategy sets out the structures, financial contribution and governing principles for the Council to deliver Transformation over the term of the medium term financial plan. Where specific projects or programmes described in the strategy are progressed and require decision making their contribution to enabling the city to adapt to climate change would be assessed at that time.

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Appendix 3 Cabinet Responses to Budget Scrutiny Recommendations

Number	Recommendation and Rationale	Cabinet Response
1	<p>RECOMMENDATION 1: FOSTERING RECRUITMENT EFFECTIVENESS</p> <p>That the Cabinet Member for Children's Social Care, Culture and Communications (Deputy Leader) reports to the Children, Young People and Families Scrutiny Panel by July 2026 on foster carer recruitment effectiveness, including:</p> <ul style="list-style-type: none"> • Geographic and demographic targeting strategies • Cost-per-recruitment analysis • Assessment of whether additional investment in recruitment campaigns, retention support, or enhanced allowances would accelerate foster carer numbers and deliver greater savings • Barriers to recruitment and potential solutions requiring additional resource <p>Rationale: Noting independent sector residential care costs up to £25k per week. Foster care costs significantly less than residential care. Understanding recruitment effectiveness and cost-per-recruitment will inform whether additional investment in foster carer recruitment would deliver savings through reduced reliance on expensive residential placements, representing an invest-to-save opportunity for reducing Children's Services placement budget pressures.</p>	<p>Accept</p> <p>Report will be provided to Children, Young People and Families Scrutiny Panel by July 2026 as requested. We welcome scrutiny's focus on fostering as a cost-effective alternative to residential care.</p>
2	<p>RECOMMENDATION 2: CHILDREN'S SOCIAL CARE MARKET REGULATION ADVOCACY</p> <p>That the Leader writes to the Secretary of State for Education (copied to Plymouth MPs) calling for urgent government intervention in the children's residential care market, specifically:</p>	<p>Accept</p>

	<ul style="list-style-type: none"> • Implementation of profit regulation including profit caps or windfall tax on care providers generating excessive profits from local authority placements • Mandatory reinvestment mechanism requiring providers to reinvest profits above a defined threshold into expanding provision capacity, improving care quality, and reducing placement costs • Pricing transparency requirements for care providers to publish profit margins, executive pay, and cost breakdowns <p>With a report provided to Scrutiny on any government response.</p> <p>Rationale: Children's Social Care faces significant additional costs driven by market failure. Plymouth is paying up to £25k/week for single unregistered placements and £20.5m annually on independent special schools. Market regulation and mandatory profit reinvestment could significantly reduce placement costs and improve value for money, directly impacting budget sustainability.</p>	
3	<p>RECOMMENDATION 3: DSG DEFICIT - GOVERNMENT SUPPORT AND FINANCIAL PLANNING</p> <p>That Cabinet:</p> <p>(a) Writes to the Secretary of State for Education (copied to Plymouth MPs) setting out Plymouth's DSG deficit position, the requirement for 396 specialist places, evidence of mitigation efforts, and requesting clarity on government support arrangements before the budget setting February 2026, including timely finalisation and publication of the SEND White Paper.</p> <p>(b) Reports back to Scrutiny Management Board following the SEND White Paper and Final Settlement announcement on the terms of government support and implications for Plymouth's budget.</p>	Accept

	<p>(c) Includes DSG deficit position in quarterly budget monitoring reports to Scrutiny from April 2026.</p> <p>d) Request that DSG deficit interest payments are held by national government and not a liability on local authorities</p> <p>Note: Audit & Governance Committee maintains oversight of financial control frameworks and risk management related to the DSG deficit.</p> <p>Rationale: The DSG deficit is a financial risk to Plymouth's Medium Term Financial Plan. Budget assumptions are based on pre-final Settlement information and could change materially. Government has committed councils will not fund SEND from general budgets after March 2028, but detail awaited. Strong advocacy and transparent contingency planning are critical to financial sustainability.</p>	
<p>4</p>	<p>RECOMMENDATION 4: SEND SUFFICIENCY STRATEGY REVIEW</p> <p>That the Cabinet Member for Education, Skills and Apprenticeships brings the updated SEND Sufficiency Strategy to Children, Young People and Families Scrutiny Panel, demonstrating:</p> <ul style="list-style-type: none"> • How Plymouth's specialist places will meet demand and reduce out-of-area placements • Approach to early intervention and mainstream support that reduces demand for EHCPs while meeting statutory duties • Financial sustainability trajectory for the High Needs Block • Alignment with any government support conditions for DSG deficits <p>With quarterly progress updates to the Panel thereafter.</p>	<p>Accept</p> <p>The Strategy will be brought to Panel with quarterly updates as requested. We welcome pre-decision scrutiny input on this critical strategy for managing High Needs Block pressures.</p>

	<p>Rationale: The DSG deficit is driven by High Needs Block pressures including high annual spend on independent special schools. The specialist places investment aims to reduce expensive out-of-area placements and stabilise costs. The SEND Sufficiency Strategy is the critical policy document for delivering both improved outcomes for children with SEND and financial sustainability. Government DSG deficit support is likely to be conditional on demonstrating SEND reform implementation and demand management, making this strategy essential to securing financial support.</p>	
5	<p>RECOMMENDATION 5: EHCP LANGUAGE IN BUDGET DOCUMENTATION</p> <p>That paragraph 9.8 of the Budget Report be amended to replace "curbing new EHCP applications" with "minimising the need for new EHCPs through enhanced early intervention and mainstream support" to accurately reflect Plymouth's approach and protect stakeholder relationships with SEND families.</p> <p>Rationale: Early intervention and enhanced mainstream provision aims to reduce demand for expensive statutory EHCP assessments over time, contributing to High Needs Block financial sustainability. However, communications must emphasise improvement through prevention rather than restriction of statutory rights. Protecting stakeholder relationships is critical for the co-production approach needed to deliver SEND reform.</p>	<p>Accept</p> <p>Paragraph 9.8 will be amended as recommended. This better reflects our prevention-focused approach and protects stakeholder relationships.</p>
6	<p>RECOMMENDATION 6: CHILDREN'S HOMES INVESTMENT - VALUE FOR MONEY AND EXPANSION POTENTIAL</p> <p>That the Cabinet Member for Children's Social Care, Culture and Communications (Deputy Leader) reports to Scrutiny on the children's homes capital investment, including:</p> <ul style="list-style-type: none"> • Whole-life cost analysis showing cost per child per week over asset life compared to independent sector costs 	<p>Accept</p> <p>Analysis will be provided including assessment of expansion potential. We are confident this invest-to-save approach will demonstrate strong value for money against independent sector costs of up to £25k per week.</p>

	<ul style="list-style-type: none"> • Payback period and cumulative savings projections • Non-financial benefits including local placements and quality control • Assessment of whether additional investment to expand council-owned provision would deliver further savings and improved outcomes • Potential for scaling up the model based on early performance and lessons learned <p>Rationale: The capital investment in council-owned children's homes represents an innovative invest-to-save approach to address high independent sector costs (up to £25k per week). If early evidence shows strong financial and outcome benefits, there may be opportunity to expand council-owned provision further, providing more local placements while generating additional savings. This analysis will inform whether scaling up this approach should be considered as part of longer-term strategy to reduce Children's Services demand pressures.</p>	
7	<p>RECOMMENDATION 7: ALTERNATIVE ACCOMMODATION MODELS FOR CHILDREN IN CARE</p> <p>That Cabinet explores alternative accommodation models for Children's care, with recommendations for schemes presented to the Children, Young People and Families Scrutiny Panel.</p> <p>Rationale: Alternative accommodation models offer potential for significant cost reduction compared to residential care (up to £25k/week) while maintaining or improving outcomes for children</p>	<p>Reject</p> <p>As a good Corporate Parent, the Council has a responsibility to ensure that children and young people that need our care live in good quality accommodation appropriate to meet their needs. This is either in a family home with a foster carer or a small-scale residential home with care and support staff. There are no other appropriate accommodation options to meet the needs of our children in care.</p>
8	<p>RECOMMENDATION 8: AGENCY SPEND ANALYSIS</p>	<p>Accept</p>

	<p>That the Section 151 Officer provides a written response explaining monthly agency spend variations in Children's Services and Adult Social Care, including reasons for peaks and reductions, actions to reduce reliance on agency staff, and service delivery implications, with agency spend included as a standing item in quarterly budget monitoring to Scrutiny.</p> <p>Rationale: Understanding volatility and implementing controls will improve budget forecasting and deliver savings while improving service quality.</p>	<p>Agency spend will be included as a standing item in quarterly budget monitoring.</p>
<p>9</p>	<p>RECOMMENDATION 09: RAILWAYS AND INTEGRATED TRANSPORT CONNECTIVITY</p> <p>That the Cabinet Member for Strategic Planning and Transport provides:</p> <p>(a) Written briefing on railway and integrated transport connectivity, including:</p> <ul style="list-style-type: none"> • Current railway projects with status, funding sources, and delivery timescales • Timeline showing when residents will see tangible improvements • Council capital allocation and external funding strategy • Council's vision for integrated public transport • Assessment of anticipated demand increases from Defence Deal, economic growth (25,000 jobs pipeline), and City Centre/Derriford development • How increased travel demand is reflected in budget assumptions and transport planning • Status of feasibility studies and regional funding secured <p>Report to Scrutiny Management Board showing realistic timeline for resident-facing improvements, how transport infrastructure supports economic growth, and external funding dependencies</p>	<p>Accept</p>

	<p>Rationale: Understanding external funding strategy is critical as transport infrastructure is essential enabler for revenue-generating economic activity. Anticipated demand increases from major economic investments must be reflected in budget assumptions and service planning. Scrutiny needs clarity on when residents will see tangible improvements and how feasibility studies translate into deliverable projects.</p>	
10	<p>RECOMMENDATION 10: EARLY SCRUTINY ENGAGEMENT ON MAJOR PROJECTS</p> <p>That Cabinet:</p> <p>(a) Provides quarterly briefings to Scrutiny Management Board on the major projects pipeline including projects in development, grant applications, and partnership discussions</p> <p>(b) Schedules pre-decision scrutiny sessions where appropriate for major business cases, partnership agreements, and strategic frameworks</p> <p>Rationale: Plymouth is delivering an ambitious capital programme alongside major transformational projects (New Town designation, City Centre regeneration, Defence Deal delivery). Pre-decision scrutiny on major capital commitments helps identify risks and opportunities before decisions are locked in, ensuring value for money and deliverability. Early engagement supports Cabinet decision-making while maintaining democratic accountability for significant financial commitments.</p>	<p>Accept</p> <p>We will continue to build on existing pre-decision scrutiny arrangements for major projects, which already take place through the Natural Infrastructure and Growth Scrutiny Panel, by introducing quarterly briefings to Scrutiny Management Board on the major projects pipeline. This will further strengthen oversight of the capital programme.</p>
11	<p>RECOMMENDATION 11: CORPORATE ASSET MANAGEMENT STRATEGY</p> <p>That Cabinet brings a comprehensive Asset Management Strategy to Scrutiny Management Board, including:</p>	<p>Accept</p> <p>We recognise the estate presents both pressures and opportunities. A high-level asset management</p>

	<p>(a) Strategic framework for asset retention, disposal, or repurposing aligned with Corporate Plan priorities (housing, children's homes, supported accommodation, community facilities), with investment priorities for the retained estate including backlog maintenance and statutory compliance.</p> <p>(b) With quarterly progress reporting from July 2026 on disposals, repurposing, FM cost reductions, energy savings, and compliance improvements.</p> <p>Note: Audit & Governance Committee maintains oversight of asset accounting and capital receipts treatment.</p> <p>Rationale: Corporate estate presents both financial pressures and opportunities. FM capacity challenges and aging estate create compliance risks requiring investment. However, strategic asset management offers multiple financial benefits: Proper asset strategy directly supports budget sustainability while addressing statutory compliance requirements.</p>	<p>strategy which will lay our key principles to address this is currently being commissioned, we anticipate bringing this to the first Scrutiny Management Board of the next financial year. The strategy will lead to the development of an action plan and the process for the development of this will be included in our report to that meeting. We will engage with the Scrutiny Management Board during the development of the action plan and the linked quarterly progress reporting.</p>
<p>12</p>	<p>RECOMMENDATION 12: NHS INTEGRATED CARE BOARD FUNDING ASSURANCE</p> <p>That Cabinet seeks written confirmation from the Integrated Care Board of the £800k NHS Fairshares funding commitment for 2026/27 and advocates for a multi-year funding settlement to provide stability for VCSE sector planning, with contingency arrangements if funding is reduced or withdrawn including review of VCSE contracts to manage potential redundancy risks.</p> <p>Rationale: The budget includes £800k partnership funding from NHS Integrated Care Board which is at risk if the ICB does not continue the commitment. Loss of this funding would</p>	<p>Accept</p> <p>We will seek written confirmation from the ICB and advocate for multi-year settlement.</p>

	create immediate budget pressure requiring either savings elsewhere or service reductions affecting the VCSE sector.	
13	<p>RECOMMENDATION 13: CUSTOMER EXPERIENCE STRATEGY - PRE-DECISION SCRUTINY</p> <p>That Cabinet Member for Customer Experience, Sport, Leisure, HR and OD brings the Customer Experience Strategy to Scrutiny Management Board for pre-decision scrutiny before final approval, ensuring the strategy addresses:</p> <ul style="list-style-type: none"> • Digital inclusion measures and support for vulnerable residents unable to access online services • How transformation will be delivered within reduced resources and rising demand • Required savings targets, service standards, and capacity impacts on Contact Centre and corporate customer services • AI integration investment costs vs efficiency benefits, workforce development implications, and monitoring of service quality during implementation • Risk mitigation for achieving savings while protecting residents from digital exclusion <p>Rationale: The Customer Experience transformation must deliver savings within reduced resources and rising demand while maintaining service standards. Investment in AI and new technology requires clear business case showing costs vs efficiency benefits. Pre-decision scrutiny ensures savings are deliverable, and residents are protected from unintended consequences.</p>	<p>Accept</p> <p>The Strategy will be brought for pre-decision scrutiny as requested. We welcome input on this strategy in addressing the items within the recommendation.</p>
14	<p>RECOMMENDATION 14: CABINET MEMBER RISKS AND MITIGATIONS</p> <p>That the risks identified by Cabinet Members through the Budget Scrutiny process are programmed into the relevant scrutiny Panels' work programmes for the 2026/27 financial year to ensure robust monitoring.</p>	<p>Accept</p> <p>Cabinet identified risk areas will be programmed into scrutiny work programmes for 2026/27. This</p>

	<p>Rationale: Cabinet Members identified budget risks during scrutiny sessions through their written challenge briefings. Including these Cabinet-identified risk areas in scrutiny work programme planning for 2026/27 enables the Board to monitor progress on mitigating risks throughout the year, supporting Cabinet in budget delivery whilst maintaining appropriate oversight. This approach ensures scrutiny resources focus on the highest-priority budget risks as identified by those responsible for delivering within portfolio budgets.</p>	<p>ensures scrutiny focuses on highest-priority budget risks whilst supporting Cabinet in risk management.</p>
<p>15</p>	<p>RECOMMENDATION 15: MANAGEMENT SAVINGS PLANS</p> <p>That Cabinet ensures that the management savings plans are further defined and shared with the Board, and the breakdown on progress is reported to either Scrutiny or Audit as appropriate.</p> <p>Rationale: The 2026/27 budget includes management savings proposals that are officer responsibilities for delivery. Understanding whether savings are delivered as profiled protects the Council's financial position and enables timely corrective action if delivery challenges emerge.</p>	<p>Accept</p> <p>Management savings will be tracked and reported through regular budget monitoring to enable oversight of deliverability and early risk identification.</p>
<p>16</p>	<p>RECOMMENDATION 16: FOOD WASTE CAPTURE – TARGETED DOOR-KNOCKING AND RESIDENT SUPPORT</p> <p>That the Cabinet Member for Environment and Climate Change agrees that a proportion of the avoided disposal savings arising from the new weekly food waste collection service be ring-fenced to fund a targeted door-knocking and resident engagement programme, focused on increasing food waste capture rates, specifically:</p>	<p>Partially accept.</p> <p>As part of the Street Services restructure, we recruited four officers directly related to recycling engagement and they are currently focussed on food waste participation. This was incorporated in last year's revenue budget. Recycling officers will play a key role in face-to-face engagement,</p>

	<p>Improve resident satisfaction in the new food waste service.</p> <ul style="list-style-type: none"> • Proactive, face-to-face engagement with households in areas showing low food waste participation • Practical advice on how to use the food waste service, including what can be recycled and how to reduce contamination • Distribution of replacement liners, kitchen caddies, and clear guidance materials where required • Targeted follow-up in priority neighbourhoods to embed behaviour change and maximise participation <p>With monitoring data and costs reported back to Cabinet/Scrutiny on improvements in capture rates, contamination levels, and the resulting net financial and environmental benefits.</p> <p>Rationale: The new food waste collection service is expected to deliver significant avoided disposal savings by diverting material from residual waste. However, realising the full financial, carbon, and environmental benefits is dependent on high household participation and capture rates. Evidence from other authorities demonstrates that targeted door-knocking alongside other communication activity is an effective intervention for increasing food waste participation, particularly in areas of low uptake. Reinvesting a portion of the avoided disposal savings into resident engagement represents a prudent, preventative, and invest-to-save approach that will maximise the return on the council’s investment, accelerate carbon reduction outcomes, and support long-term service sustainability.</p>	<p>roadshows, briefings, school talks, attending local events and providing practical guidance. As suggested in the recommendation, targeted door-knocking is already planned as part of that programme. The Cabinet Member will report by September 2026 on service uptake and will explore proposals for reinvestment if savings are achieved.</p>
<p>17</p>	<p>RECOMMENDATION 17: FLOOD RISK MANAGEMENT</p>	<p>Accept</p>

	<p>That the Cabinet Member for Environment and Climate Change and Cabinet Member for Strategic Planning and Transport, working with the Natural Infrastructure and Growth Scrutiny Panel, commission a review of waste water and drainage provision in the City, engaging with the Environment Agency, South West Water, and other relevant bodies, to ensure adequate investment, repairs and improvements in the drainage network are planned and enacted given the increased risk and prevalence of flooding caused by climate change.</p> <p>Rationale: During budget scrutiny, Cabinet Members explained that Plymouth's drainage system is South West Water's responsibility whilst the Council acts as Lead Local Flood Authority. Given increasing heavy rainfall frequency due to climate change and the age of drainage infrastructure, flood risk creates budget implications through emergency response costs and asset damage. A focused scrutiny review involving South West Water, Environment Agency, and Council services would enable examination of partnership arrangements, investment plans, and ensure adequate advocacy for Plymouth's infrastructure needs whilst understanding budget risks from flooding incidents.</p>	<p>There is ongoing collaboration between the City Council, the Environment Agency and South West Water on flood resilience. The three organisations named in the recommendation signed a Memorandum of Understanding for enhanced collaboration, which was presented to scrutiny on 22 February 2024. Current projects in the capital programme, such as the Trefusis Park Flood Relief Scheme, have been grant-funded and/or supported by these partners. Pipeline projects are also being developed between the three organisations. For instance, a Local Levy bid was recently approved by the South West Regional Flood and Coastal Committee for Phase 2 of the Integrated Urban Drainage Modelling Project. This will fund modelling to confirm a new surface water sewer option for the Fellowes Place area. Discussions are also ongoing with the Environment Agency and South West Water to secure funding to cover other modelling that will aid the development of two further flood relief schemes in higher-risk Plymouth neighbourhoods. A briefing on flood risk management will be commissioned, working with Strategic Planning and Infrastructure, Natural Infrastructure and the Growth Scrutiny Panel, and engaging South West Water, the Environment Agency, and other relevant bodies.</p>
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<p>18</p>	<p>RECOMMENDATION 18: PROPERTY REGENERATION FUND PORTFOLIO - SCRUTINY OVERSIGHT</p> <p>That the Cabinet Member for Finance brings a comprehensive briefing on the Property Regeneration Fund (PRF) portfolio to Scrutiny Management Board with plan to enable ongoing oversight and appropriate public transparency of this significant income-generating portfolio.</p> <p>Rationale: The Property Regeneration Fund is a significant income-generating portfolio supporting the Council's budget. Regular scrutiny oversight would support Cabinet in maximising returns. The Board recognises commercial sensitivities and will ensure oversight respects confidentiality requirements.</p>	<p>Accept</p> <p>Briefing will be provided with plan for ongoing oversight, acknowledging the existing governance arrangements already in place for PRF portfolio monitoring. However, commercially sensitive information will be provided in Part 2 sessions where necessary, balancing accountability with commercial confidentiality.</p>
<p>19</p>	<p>RECOMMENDATION 19: FINAL SETTLEMENT - BUDGET IMPACT REPORTING</p> <p>That the Section 151 Officer provides a written briefing to Scrutiny Management Board on the Final Local Government Finance Settlement announcement, setting out:</p> <ul style="list-style-type: none"> • Key changes from Provisional Settlement assumptions included in the 2026/27 budget <p>Rationale: The draft 2026/27 budget is based on Provisional Settlement assumptions, The Final Settlement announcement may contain changes to funding, grant allocations, and DSG deficit support arrangements after budget scrutiny has concluded. an email briefing to Scrutiny on Final Settlement changes enables the Board to understand variations from scrutinised assumptions and maintain oversight.</p>	<p>Accept</p> <p>A written briefing will be provided as requested covering variations from Provisional Settlement</p>

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Scrutiny Management Board



Date of meeting:	11 March 2026
Title of Report:	Finance Monitoring Report Month 10
Lead Member:	Councillor Mark Lowry (Cabinet Member for Finance)
Lead Strategic Director:	David Northey (Interim Service Director for Finance)
Author:	Helen Slater (Head of Finance) Wendy Eldridge (Lead Accountancy Manager)
Contact Email:	Helen.Slater@plymouth.gov.uk
Your Reference:	
Key Decision:	No
Confidentiality:	Part 1 - Official

Purpose of Report

This report sets out the revenue and capital monitoring position of the Council forecast to the end of the financial year 2025/26 at January 2026, Period 10.

Recommendations and Reasons

1. Note the forecast revenue monitoring position at Month 10 is an adverse variance of £4.183m with further risks highlighted.
Reason: Reporting and visibility of the forecast revenue budget outturn is essential to maintain financial oversight and control.
2. Note the overall Capital Budget 2025-2030 is revised to £320.783m as shown in Table 18, with reconciliation and detail of the movements in the quarter set out in Tables 18 and Table 21.
Reason: Cabinet to recommend these amendments to Full Council for approval in line with the Constitution.

Alternative options considered and rejected

There are no alternative options – Financial Regulations require us to produce regular monitoring of our finance resources.

Relevance to the Corporate Plan and/or the Plymouth Plan

The report is fundamentally linked to delivering the priorities within the Council's Corporate Plan. Allocating limited resources to key priorities will maximise the benefits to the residents of Plymouth.

Implications for the Medium Term Financial Plan and Resource Implications:

Robust and accurate financial monitoring underpins the Council's Medium Term Financial Plan (MTFP). The Council's MTFP is updated based on on-going monitoring information, both on a local and national context. Any adverse variations from the annual budget will place pressure on the MTFP going forward and require additional savings to be generated in future years. Each directorate must mitigate its own pressures and achieve a balanced position by the end of the financial year. Plans need to be robust and achievable.

Sign off:

Fin	DN.2 5.26.0 36	Leg	LS/00 0038 41/12 /LB/0 3/03/ 26	Mon Off	N/A	HR	N/A	Assets	N/A	Strat Proc	N/A
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Originating Senior Leadership Team member: David Northey

Please confirm the Strategic Director(s) has agreed the report?

Date agreed: 03/03/2026

Cabinet Member approval: Councillor Mark Lowry

Date approved: 02/03/2026

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SMB - FINANCE MONITORING REPORT

Month 10 (January 2026)



I. EXECUTIVE SUMMARY

- I.1. The monitoring position reported at Month 10 is an adverse variance of £4.183m, this is a favourable movement of £0.691m from the Month 9 position. This report provides an explanation of this position and gives details around further underlying risks.

Table 1: General Fund Revenue Forecast

Directorate	Budget £m	Forecast £m	Variance £m
Total General Fund Budget	253.418	257.601	4.183

- I.2. At Month 10 cashflow requirements have been reprofiled further resulting in £0.309m additional savings being identified within Treasury Management budgets.
- I.3. The Adults, Health and Communities Directorate position is unchanged with and overall pressure for the Directorate of £3.916m.
- I.4. The Children's Directorate is reporting an increased budget pressure at Month 10 of £0.250m, due to Children's Social Care placements, primarily driven by an increase in Residential Placements and children moving into higher cost packages. The overall pressure for the Directorate is £6.232m.
- I.5. The Customer & Corporate Directorate is forecasting an adverse variance of £0.723m against budget. This is predominately caused by additional survey requirements, and repairs and maintenance within Facilities Management.
- I.6. Overall, £8.756m of the in-year planned savings targets have been considered achieved, with £1.467m in progress. £2.233m is considered unachievable and being reported as pressures, of which £1.300m relates to an additional income target for Energy from Waste which is not achievable due to maintenance downtime. This pressure is reported as part of the Growth Directorate's position.
- I.7. Section 12 of this report sets out an update on the Capital Programme at Month 10 (see Table 18). As at 31 December 2025 the 5-year capital budget 2025-2030 is currently forecast at £320.783m.
- I.8. The latest Capital forecast for 2025/26 has increased to £145.909m and reflects £1.234m of new approvals.

2. DIRECTORATE REVIEW

- 2.1. The reported position is an overspend of £4.183m at Month 10, a favourable movement of £0.691m from the position reported at Month 9.

Table 2: Revenue Forecast by Directorate

Directorate	Budget £m	Forecast £m	Variance £m	Status
Adults, Health and Communities Directorate	119.512	123.428	3.916	Over
Children's Directorate	91.843	98.075	6.232	Over
Growth Directorate	30.660	31.162	0.502	Over
Office of the Director of Public Health	3.889	3.765	(0.124)	Under
Chief Executive's Office	1.684	1.382	(0.302)	Under
Customer and Corporate Services	44.120	44.843	0.723	Over
Corporate Items	(38.290)	(45.054)	(6.764)	Under
Total	253.418	257.601	4.183	

3. ADULTS, HEALTH AND COMMUNITIES DIRECTORATE

Table 3: Adults, Health and Communities Directorate Forecast

Adults, Health and Communities Directorate	Variance £m
Adult Social Care	3.307
Community Connections	0.609
Total	3.916

Table 4: Adult Social Care Forecast

Adult Social Care		Variance £m
Pressures:	Care package expenditure	8.321
	ASC Grants and Delivery Plans	1.640
Mitigations:	Additional client and joint funding income	(5.375)
	Forecast staffing and contract savings	(1.279)
Total		3.307

- 3.1. The Adults, Health and Communities Directorate is reporting a pressure of £3.307m, this is unchanged from the Month 9 position.
- 3.2. Domiciliary Care continues to see an increased demand for intermediate care to support clients' discharge from hospital.
- 3.3. As assessment waitlists have been reduced, the directorate has seen a significant increase in bedded care clients, as previously included as a risk. Backdated packages have resulted in £0.783m of old year costs being incurred in year.
- 3.4. £5.375m additional Joint Funding and client income have been identified, correlating to increased package expenditure. A joint funding panel has been established to improve governance and procedures, ensuring the maximum level of funding is recovered.

- 3.5. Following the insolvency of the previous provider, an inflationary increase was agreed to ensure the continuing delivery of the Community Equipment Service. There is an assumption that additional funding will be recovered via the Better Care Fund.
- 3.6. The Directorate's Budget Containment Group has been mobilised for 2025/26 and activity is ongoing; the function of the group is to focus on emerging high-risk areas, assigning task groups to identify actions to be taken to contain spend, such as focused package reviews. Work identified includes focus on review and analysis of Domiciliary Care, Bedded Care fees levels and pipeline demand, timescales and planning in increase client in Direct Payments and a focus on the Short-Term Residential clients to identify any barriers to long term care.
- 3.7. Budget Containment work has produced savings of (£0.919m) by identifying elements of Domiciliary Care that can be recharged to the ICB.
- 3.8. There is a £0.751m risk of budget containment savings not being achieved with mitigations immediately actioned including further recovery of health income via Better Care Fund, and further targeted reviews to pursue joint funding where there is either no contribution or it is insufficient.
- 3.9. Total Delivery Plans of £3.425m, including a prior year target of £0.648m, were set. £2.920m of savings have been achieved, exceeding the 25/26 Delivery Plan target of £2.733m. The remaining £0.505m will not be able to be met given increasing Care Package pressures, as reported at Month 9.

Table 5: Community Connections Forecast

Community Connections		Variance £m
Pressures:	Delays in planned activity in supply of additional units, increase in demand for temporary accommodation	1.107
	Domestic Homicide Reviews - activity over budget	0.089
	Other pressures; unauthorised encampments, removals and storage	0.145
Mitigations:	Additional income from penalty charges, high rise funding, saving due to Youth Centre refurbishment	(0.126)
	Grant maximisation and other staffing savings	(0.606)
Total		0.609

- 3.10. The reported pressure at Month 10 is an adverse variance of £0.609m, this is unchanged from the Month 9 position.
- 3.11. Drivers for increased demand for temporary accommodation include domestic abuse victims fleeing properties, the cost-of-living crisis, lack of available social housing and lack of affordable private sector accommodation to house clients experiencing homelessness.
- 3.12. There is also a reported pressure of £0.089m due to an increase in the number of Domestic Homicide reviews required this year.
- 3.13. There are salary savings totaling £0.406m at Month 10, these are due to vacancies, gaps whilst recruiting, maternity leave and an increase in posts funded by grants compared to budget. This saving is offsetting various smaller pressures within Unauthorised Encampments, Removals and Storage.
- 3.14. The forecast includes £0.200m of additionally identified grant maximisation.
- 3.15. Planned activity within the service to mitigate further budgetary risk includes review of all grant allocations to maximise impact on budgets, increased activity at the front door to reduce demand, additional planned activity to replace delayed projects and continued monitoring of activity and trends to inform full year forecasts.

4. CHILDREN'S DIRECTORATE

Table 6: Children's Directorate – total reported pressure

Children's Directorate		Variance £m
Children, Young People and Families Department		5.466
Education, Participation and Skills Department		-
Children's Central Spine		0.766
Total		6.232

Table 7: Children's Directorate – CYPF Forecast

Children, Young People and Families Department		Variance £m
Pressures:	Looked After Children – Placements	5.671
	Agency staffing costs	0.050
	Delivery plan pressure	0.248
Mitigations:	Vacancy savings forecast	(0.050)
	FHFPC Workstream, Reunification & Reconnect Partnership working to identify Children transitioning into alternative placement	(0.248)
	Removal of Retention Payments for Social Workers in Child Protection Team	(0.032)
	Adopt South West - Underspend as provided by Devon County Council	(0.120)
	Caritas Agency Recruiter removed	(0.054)
Total		5.466

- 4.1. The Children, Young People and Families service is reporting a pressure of £5.466m at Month 10, an adverse movement of £0.250m.
- 4.2. There is a financial pressure of £5.671m on Children's Social Care placements, primarily driven by an increase in Residential Placements and children moving into higher cost packages.
- 4.3. Residential placements in situ currently stand at 70, although 73 beds are being funded due to three vacant beds within the Block Contract arrangements.

One child moved to higher-cost unregistered placement. This placement costs £13,440 p/week. 3 New Residential placements have also been sought. One child has moved from In-House Fostering and Two children are new entrants into care.

Additional Health Funding is being sought through ongoing discussions with the ICB. A meeting with senior Health colleagues is taking place on Thursday 5th March.

- 4.4. Unregistered placements are at 8.
- 4.5. Of this variance £0.030m relates to Unaccompanied Asylum-Seeking Children who have been placed into Supported Living at above £2,562.50 p/week.

- 4.6. There are also pressures flagged within staffing, primarily down to agency staff and vacancy savings targets, however these costs are mitigated through the planned exit dates of agency staff through Quarter 2. Additional £0.050m savings have been included at Month 8 relating to the Adopt South West contract with a total saving in year now forecast at £0.120m.
- 4.7. Savings were identified through Quarter 2 Star Chamber monitoring, which is a line-by-line review of the service's expenditure throughout the department. These savings have totalled £0.156m.
- 4.8. The service has identified a cohort of children who are currently placed within a Residential or Supported Living setting where transitioning to an alternative placement setting is considered appropriate for the child, such as fostering or reunification. This will always be the correct move for the child which also generates a recordable saving – it is this saving which is being earmarked towards the delivery plan total.
- 4.9. This stream of work is called “Steps” and is monitored monthly at the Family Homes for Plymouth Children board, the services is also working with external partners such as Reconnect to help the Authority achieve its targets.
- 4.10. There are currently enough Children identified with suitable transition plans to achieve the remaining £1.161m balance, however it is essential to point out that delays to these plans are possible creating further possible pressure.
- 4.11. Remaining mitigations are related to Staffing and the ongoing redesign of the CYPF structure. The new structure should align with the National Reform - Families First concept. Current proposals offset all agency pressure as well as achieving Budget Gap savings allocated in 2024/25.

Table 8: Children's Directorate – EPS Forecast

Education, Participation and Skills Department		Variance £m
Pressure:	Brought forward delivery plan pressure	0.433
Mitigations:	SEND Staffing Savings	(0.045)
	Additional penalty income and additional grant funding	(0.244)
	Cross-directorate vacancy and non-staffing savings	(0.144)
Total		-

- 4.12. The Education, Participation and Skills service continues to report a nil variance at Month 10, the service has identified sufficient mitigations to offset brought forward delivery plan pressures, through additional vacancy savings and additional income identified via penalty charges and grant funding.
- 4.13. In 2025/26, Plymouth will receive a total Dedicated Schools Grant (DSG) allocation of £312.148m. This funding supports mainstream schools, special schools, Early Years providers, and pupils with additional needs through the High Needs Block. The High Needs Block continues to face significant financial pressure, driven by increased numbers of pupils with EHCPs, and the cost of provision, with a forecast overspend of £35.763m. When combined with the cumulative deficit from prior years of £18.498m, the total projected deficit balance remains unchanged and is expected to reach £54.261m by the end of the financial year.
- 4.14. While a statutory override remains in place, allowing local authorities to carry forward DSG deficits there are associated revenue implications. Specifically, the cost of borrowing to fund the unfunded expenditure is estimated to exceed £2m in 2025/26.

Table 9: Children's Directorate – Central Spine Forecast

Children's Central Spine		Variance £m
Pressures:	Short breaks cost pressures	1.318
	PIAS - shortfall on vacancy savings targets	0.018
Mitigations:	Short breaks savings identified	(0.446)
	Home to School Transport – initial delay in growth	(0.084)
	Admission team vacancy savings and additional income	(0.044)
Total		0.766

- 4.15. Some Children's Services budgets have now been combined into the 'Central Spine', including Short Breaks, Admissions and School Transport. The monitoring position at Month 10 is an overall pressure of £0.766m, this is unchanged from Month 9.
- 4.16. There is a forecast pressure within Short Breaks due to demand, however this has been mitigated through £0.446m of savings identified, leaving a net pressure of £0.872m. The service is currently reviewing saving plans identified to ensure they are achievable and is now tasked with identifying methods to mitigate this residual pressure.
- 4.17. School Transport budgets are currently forecast to make a saving of £0.084m, this is due to an initial delay in the forecast increase in numbers of EHCPs, which has a direct impact to SEND Home to School Transport demand. There was an adverse movement on this budget at Month 9 of £0.103m which related to the requirement to fund petrol allowances previously funded by DSG due to ESFA direction.
- 4.18. Other variances within these budgets include additional vacancy savings and income within the Admissions team, and unachievable vacancy savings target in PIAS.

5. GROWTH DIRECTORATE

Table 10: Growth Directorate Forecast

Growth Directorate		Variance £m
Pressures:	Economic Development - critical health and safety upgrades, support for Fishing Industry, Mount Edgcumbe, legal and events costs	0.402
	SP&I – forecast reduction in planning application and building control income	0.405
	Street Services - loss of Energy from Waste income due to downtime	1.300
	Street Services - other delivery pressures including fleet costs and unachieved delivery plans	1.458
	Unachieved management efficiency target	0.266
Mitigations:	Economic Development - additional commercial lease income and vacancy savings	(0.702)
	SP&I - additional vacancy savings, reduction in Concessionary Fares costs, release of balance of un-ringfenced grant, deferred expenditure	(0.943)
	Street Services – staffing and vehicle cost savings, higher parking income, delayed expenditure	(1.684)
Total		0.502

- 5.1. The Growth Directorate is reporting a pressure of £0.502m at Month 10, this is a favourable movement of £0.531m from the Month 9 position. The Directorate is reporting £3.831m of pressures, alongside £3.329m of mitigations, resulting in a net £0.502m adverse forecast outturn variance at Month 10.
- 5.2. Pressures are largely arising from unachievable income targets set in former years, especially for Street Services, containing Grounds Maintenance operational related costs, and from reduced planning income.
- 5.3. Mitigation measures have been realised from the delivery of management actions that have maximised vacancy savings, and reduced costs from spending restrictions. Income has been exceeded from that budgeted for commercial rent sites, and parking.
- 5.4. This £0.531m improvement in month, demonstrates achievements realised from the PCC-wide targeted 25-26 recruitment freeze & curtailment of non-essential spend.

6. OFFICE OF THE DIRECTOR OF PUBLIC HEALTH

Table 11: Office of the Director of Public Health Forecast

Office of the Director of Public Health		Variance £m
Pressures:	Bereavement pressures – revised cremation income forecast, due to reduced deaths	0.395
Mitigations:	Additional income within Civil Protection	(0.101)
	Leisure Management; efficiencies and contract savings	(0.198)
	Further grant maximisation of eligible expenditure	(0.200)
	Net cross-directorate salary savings	(0.020)
Total		(0.124)

- 6.1. The Public Health Directorate is reporting a saving at Month 10 of £0.124m. There is no movement from the Month 9 position.
- 6.2. An additional £0.200m of the Public Health grant was allocated to cover eligible expenditure in previous months.
- 6.3. Within the Bereavement and Registration service there is a £0.395m reported pressure of which £0.328m relates to reduction in the forecast for Cremation Fee income, due to consistently low numbers of deaths and more clients requesting direct cremations. This had previously been flagged as an underlying risk in previous months.
- 6.4. Pressures are offset by savings achieved through Leisure Management efficiencies, additional forecast income and cross-Directorate salary savings.

7. CHIEF EXECUTIVE'S OFFICE

Table 12: Chief Executive's Office Forecast

Chief Executive's Office		Variance £m
Pressure:	Delivery of planned savings	0.175
Mitigations	Savings on LGR staffing costs	(0.150)
	Staffing savings	(0.327)
Total		(0.302)

- 7.1. The Chief Executive Office is reporting a favourable variance at Month 10 of £0.238m, noting pressures from brought forward savings targets not expected to be achieved being offset by savings on vacancies held. This position includes updated savings of £0.150m from reduced staffing costs within the Local Government Reorganisation team as well as savings on staffing. This is an increase in savings of (£0.064m) from holding vacancies as a result of the ongoing recruitment freeze.

8. CUSTOMER AND CORPORATE SERVICES DIRECTORATE

Table 13: Customer and Corporate Services Directorate Forecast

Customer & Corporate Services		Variance £m
Pressure:	Hard FM – additional surveys, repairs and maintenance	0.678
	Guildhall Closure	0.195
	DEM Referendum	0.169
	Savings plan	1.140
Mitigations:	Use of flexible capital receipts for transformation	(0.300)
	Release of insurance provision	(0.600)
	Other cross-directorate savings	(0.460)
	DELT dividend	(0.100)
Total		0.723

- 8.1. The Customer and Corporate Services Directorate is reporting a pressure of £0.723m at Month 10. A £0.037m favourable movement from the Month 9 position due to holding vacancies as part of the recruitment freeze.
- 8.2. Within Hard FM there is a forecasted £0.678m pressure, this is due to additional survey and R+M costs, this has been partially offset by other savings most notably utilities.
- 8.3. In Soft FM budgets there is an estimated £0.195m impact, due to reduced income as a result of the extended closure of the Guildhall
- 8.4. The Democratically Elected Mayor Referendum has come in £0.169m over the allocated budget.
- 8.5. There are savings plans relating to both 2025/26 and prior year targets, within HR & OD, Departmental Management, Legal, Internal Audit, Transformation and ICT that are unlikely to be achieved. These total £1.140m, of which £0.883m relates to specific 2025/26 plans.
- 8.6. Additional in-year savings have been identified, totaling £1.460m, the most significant of which was the use of Capital Receipts flexibilities to fund transformation costs currently met by revenue budgets (£0.300m), the release of insurance provision (£0.600m) and additional income of (£0.100m) for anticipated dividends from DELT. There are also cross-directorate savings of (£0.460m)

9. CORPORATE ITEMS

Table 14: Corporate Items Forecast

Corporate Items		Variance £m
Pressure:	Schools PFI Contract	0.239
	Pay Award confirmed at 3.2%	0.186
Mitigations:	Release additional EPR grant funding	(0.863)
	Additional Support Service Recharge recoverable from funded posts	(0.425)
	MRP reversal due to capitalisation direction taking effect in 2025/26 financial year	(3.494)
	Treasury Management Savings	(0.907)
	Housing Benefit overpayment recovery	(0.500)
	Release of general contingency	(1.000)
Total		(6.764)

Table 15: Progress against savings targets – Treasury Management

Treasury Management Savings Targets	Target per Budget £m	Achieved £m	In Progress £m
Treasury Management Debt rescheduling	0.300	0.300	-
Treasury Management Efficiencies	0.500	0.500	-
Treasury Management MRP adjustment for prior year overpayments	0.634	0.634	-
Total	1.434	1.434	-

- 9.1. This area holds budgets relating to Treasury Management, centrally held grant funding and central expenditure budgets. At Month 10 there is a favourable variance of £0.907m within Treasury Management budgets due to additional interest, investment income and reprofiled cashflow requirements. This is a favourable movement of £0.309m from the Month 9 position.
- 9.2. At Month 7 £3.494m of in-year Minimum Revenue Provision (MRP) was released, due to the Capitalisation Direction being actioned in 2025/26 financial year, with requirement for MRP from 2026/27 financial year only. Additional grant income has been allocated to PCC and this has been released corporately to fund the overall financial position, this results in a favourable variance of £0.863m.
- 9.3. PCC is currently in negotiation with the Department for Work and Pensions (DWP) regarding the historic overpayment of Housing Benefit. It is anticipated that PCC will receive £0.500m, and this was reflected in the reported position at Month 9. In addition, £1.000m of corporately held general contingency was also released at Month 9.
- 9.4. Within Other Corporate Items, there is a pressure arising from the Schools PFI contract, this is expected to be mitigated by additional income from Support Service Recharges (Corporate Overheads) chargeable to funded posts.
- 9.5. The nationally agreed NIC pay award for 2025/26 was confirmed at 3.2%. Provision in the budget allows for a 3% uplift, therefore this confirmation results in financial pressure of £0.186m, which was reported at Month 5.

10. CORE RESOURCES

Table 16: Core Resources Forecast

Core Resources	Budget £m	Forecast £m	Variance £m
Revenue Support Grant	(12.662)	(12.662)	-
Council Tax	(149.450)	(149.450)	-
Business Rates	(86.584)	(86.584)	-
Reserves	(4.722)	(4.722)	-
Total	(253.418)	(253.418)	-

- 10.1. At Month 10 there are currently no variances forecast against Core Resources which fund the net revenue budget.

11. SAVINGS BUDGETS

Table 17: Summary of progress against savings targets

2025/26 Savings and Management Actions Progress (incl EfW additional income target) - reprofiled for Directorate departmental movements	Total Savings & Management Actions Target		Additional Income Target	Achieved	In Progress	Not achievable	Total
	Recurrent	Non-Recurrent					
Corporate items	(0.500)	(0.300)		(0.800)	-	-	(0.800)
Adult Health & Communities	(2.733)			(2.733)	-	-	(2.733)
Children's Directorate	(3.142)			(1.981)	(1.161)	-	(3.142)
Growth Directorate	(1.201)	(0.994)	(1.300)	(2.195)	-	(1.300)	(3.495)
Chief Executive	(0.175)			(0.125)	-	(0.050)	(0.175)
Customer & Corporate	(2.111)			(0.922)	(0.306)	(0.883)	(2.111)
Total	(9.862)	(1.294)	(1.300)	(8.756)	(1.467)	(2.233)	(12.456)

- 11.1. A summary of the progress achieved against additional savings targets built into Directorate budgets for 2025/26 is set out above. Any pressure in relation to the achievability of these targets is addressed in the relevant Directorate section set out in this report.

12. CAPITAL

- 12.1. The 5 year capital programme 2025 – 2030 as at 31 January 2026 is forecast at £320.873m with a net £1.148m increase since last month.
- 12.2. Table 18 reflects the rolling forward of the 5-year programme scope and movement through new approvals and variations since last reported at 31 December 2025.

Table 18: Capital Programme Changes

Description	£m
Capital Programme as at 31 December 2025 for 5 year period 2025 - 2030	319.725
New Approvals – see table 21 for breakdown	1.234
Variations	(0.086)
Total Revised Capital Budget (2025/26 -2029/30)	320.873

- 12.3. A breakdown of the current approved Capital Budget by directorate and by funding is shown in Tables 19 and 20 below.

Table 19: Capital Programme by Directorate

Directorate	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	Total
Children's Services	3.696	0.939	0.411	-	-	5.046
Adults, Health and Communities	15.417	10.000	1.876	-	-	27.293
Growth - Economic Development	38.424	32.507	35.310	8.239	0.266	114.746
Growth - Strategic Planning & Infrastructure	61.974	60.140	11.597	2.208	-	135.919
Growth - Street Services	20.342	8.553	0.240	0.213	0.246	29.594
Customer & Corporate Services	5.578	2.018	0.100	0.101	-	7.797
Office for Director of Public Health	0.478	-	-	-	-	0.478
Total	145.909	114.157	49.534	10.761	0.512	320.873

Table 20: Capital Programme Financing

Financed by:	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	Total
Capital Receipts	10.850	4.176	1.259	1.762	0.266	18.313
Grant Funding	79.599	48.104	16.746	0.469	0.020	144.938
Corporate Funded borrowing	35.668	19.090	17.295	5.267	-	77.320
Service dept. supported borrowing	16.397	32.516	13.284	3.161	0.226	65.584
Developer contributions	1.388	10.256	0.950	0.102	-	12.696
Other Contributions	2.007	0.015	-	-	-	2.022
Total	145.909	114.157	49.534	10.761	0.512	320.873

- 12.4. A total £243.553m (75.9%) of the approved £320.873m capital programme is funded from grants, contributions and service-supported 'invest-to-save' borrowing, with the remaining 24.1% (£77.320m) forecast to be funded from corporate borrowing.

Table 21: Capital approvals M10 including funding

Service / Directorate	Governance	New Approvals	5 Year Programme Approvals £m	Financed By
CCO	S151	Mount Batten Pontoon Removal	0.035	RF Cap Rec
SPI	S151	CATF- Dawes Lane	0.095	RF S106
SS	S151	Central Park Access Improvements	0.039	RF Grant / Internal Funds
SS	S151	Improvements of Allotments PL9 & PL6	0.028	RF S106
ED	S151	Mount Edgcombe Woodchipper	0.026	RF Cap Rec
SPI	Exec Dec	St Levan Park Flood Defence	0.089	RF Grant
ED	Exec Dec	PSNMP- Mount Batten Main Works	0.908	CB
CS	S151	Approvals under £0.010	0.014	RF Grant / Internal Funds
Total Capital Approvals			1.234	

Financing of New Approvals in M10	£m	
External Grants, S106 contributions, Cap Receipts	0.314	25.4%
PCC financing (all borrowing and revenue)	0.920	74.6%
Total	1.234	

Glossary	
AHC	Adults, Health and Communities
CS	Children's Services
SPI	Strategic Planning & Infrastructure
SS	Street Services
ED	Economic Development
PH	Public Health
CCO	Customer & Corporate

Glossary	
RF	Ring Fenced
URF	Unring Fenced
CB	Corporate Borrowing
SB	Service Borrowing
Cap Rec	Capital Receipts
Cont	External Contribution

13. CAPITAL PROGRAMME MONITORING

- 13.1. The latest forecast for 2025/26 has increased to £145.909m and reflects £1.234m new approvals listed in table 21 and (£0.631m) reprofiling of forecast project spend from 2025/26 into future years.
- 13.2. Actual spending as at 31 January 2026 was £84.002m, which equates to 57.57% of the forecast Capital Programme for 2025/26.
- 13.3. Table 22 below provides a directorate- level breakdown of actual expenditure as at 31 January 2026, totalling £84m against a forecast of £146m. However, based on the historic five- year trend of monthly expenditure up to the end of January, the 2025/26 outturn is projected to be closer to £128m.

Table 22: 2025/26 Programme including actual spend and % spent compared to latest forecast

Directorate	Latest Forecast 2025/26	Actual Spend as at 31 January 2026	Spend as a % of Latest Forecast
	£m	£m	%
Children's Services	3.696	1.652	44.70%

Adults, Health and Communities	15.417	9.175	59.51%
Growth - Economic Development	38.424	20.978	54.60%
Growth - Strategic Planning & Infrastructure	61.974	39.227	63.30%
Growth - Street Services	20.342	9.614	47.26%
Customer & Corporate Services	5.578	2.688	48.19%
Office for Director of Public Health	0.478	0.668	139.77%
Total	145.909	84.002	57.57%

- 13.4. Profiling of the capital programme will continue to review robustness of forecasts to spend as project officers assess the inflationary impact to schemes, delivery timescales and challenges to meet grant funding conditions.

14. CAPITAL BORROWING PIPELINE

Table 23: The latest capital borrowing pipeline for January 2026.

Capital Pipeline	Estimated cost (£m)				
	2026-27 possible pipeline	2027-28 possible pipeline	2028-29 possible pipeline	2029-30 possible pipeline	2030-31 or future years possible pipeline
Children's Services - Residential Homes	1.000	0.500	-	-	-
Children's Services - Mill Ford School	8.000	14.000	8.000	-	-
Public Health - Leisure and sports facilities	2.500	0.700	-	0.100	-
ICT infrastructure	-	0.500	0.500	0.500	0.500
PCC Asset Decarbonisation & Energy Efficiency	1.000	1.000	1.000	-	-
Asset Management & Foreshore programme	3.250	3.500	3.500	2.500	2.500
Foreshore contingency	0.500	0.500	0.500	0.500	-
Vehicle, Plant and Equipment replacement	1.000	1.000	1.000	1.000	1.000
Highways & Transport Asset Management programme	14.300	16.600	14.600	15.200	15.000
City Regeneration (allowance estimate)	4.000	6.000	6.200	-	-
Major Transport Schemes (pipeline)	-	-	-	3.610	10.830
Play Strategy, Parks and Public Realm investment	3.092	4.000	1.000	2.000	2.000
Year 1 contingency (6.5% of total Capital Plan)	11.000	-	-	-	-
TOTAL CAPITAL PIPELINE	49.642	48.300	36.300	25.410	31.830
Financed by:					
Grants and other External Funding	13.100	13.700	10.300	12.400	17.180
Corporate Funded Borrowing	32.842	25.500	25.000	12.010	13.650
Service Department Supported Borrowing	3.700	9.100	1.000	1.000	1.000
TOTAL FINANCING	49.642	48.300	36.300	25.410	31.830

The original pipeline within the capital strategy totaled £50.550m for 2026/27, which has been reduced to £49.642m to reflect the January new approval of £0.908m of Corporate Borrowing, which has been added into the capital programme for the PSNMP – Mount Batten Main Works. This has reduced the balance of the Play Strategy, Parks and Public Realm investment element of the pipeline.

Forward Plan of Key Decisions and Private Business (24/02/2026 to 30/06/2026, Cabinet)

- [View plan history](#)

List items by:

Filter by ward:

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Plan items

1.

[Plymouth City Council Bus Grant Programme \(2026 – 2030\)](#)

Decision maker: Leader of the Council

Decision due: Between 1 January 2026 and 31 March 2026

Notice of proposed decision first published: 19/12/2025

Anticipated restriction: Open -

2.

[Contract procurement for the provision of Alternative Education Provision in Plymouth](#)

Decision maker: Delegated Decisions, Leader of the Council

Notice of proposed decision first published: 15/01/2026

Anticipated restriction: Open -

3.

[Insurance Contracts Commencement of Procurement Process and Contract Award](#)

Decision maker: Service Director for Finance, Leader of the Council

Decision due: Between 27 February 2026 and 6 March 2026

Lead officer: Julie Steer

Notice of proposed decision first published: 04/11/2025

Anticipated restriction: Open -

4.

[Complex Needs Alliance Contract Extension 2026-28](#)

Decision maker: Leader of the Council

Decision due: Not before 5 March 2026

Lead officer: Gary Walbridge

Notice of proposed decision first published: 05/02/2026

Anticipated restriction: Part exempt - [view reasons](#)

Explanation of anticipated restriction:

Commercial confidentiality

5.

Parking Services Annual Review and Proposed Updates 2026/27

Decision maker: Cabinet
Decision due: 9 March 2026
Lead officer: Mike Artherton
Notice of proposed decision first published: 29/01/2026
Anticipated restriction: Open -

6.

Plymouth Local Plan: commencement, programme and delivery arrangements

Decision maker: Cabinet
Decision due: 9 March 2026
Lead officer: Jonathan Bell
Notice of proposed decision first published: 29/01/2026
Anticipated restriction: Open -

7.

Pride in Place Programme

Decision maker: Cabinet
Decision due: 9 March 2026
Notice of proposed decision first published: 05/02/2026
Anticipated restriction: Open -

8.

Plymouth City Council Transformation Strategy

Decision maker: Cabinet
Decision due: 23 March 2026
Lead officer: Si Bellamy
Notice of proposed decision first published: 07/02/2026
Anticipated restriction: Open -

9.

Passporting Homelessness Funding 2026/27 to the Plymouth Alliance

Decision maker: Leader of the Council
Decision due: 9 March 2026
Lead officer: Tracey Naismith
Notice of proposed decision first published: 05/02/2026
Anticipated restriction: Open -

10.

Supported accommodation for young people aged 16+

Decision maker: Leader of the Council
Decision due: Not before 9 March 2026
Lead officer: David Haley
Notice of proposed decision first published: 09/02/2026
Anticipated restriction: Open -

11.

Lipson Vale Phase 1 Trefusis Pk Flood Defence (Trefusis Park Flood Relief Scheme)

Decision maker: Leader of the Council
Decision due: Not before 1 March 2026
Notice of proposed decision first published: 05/02/2026

Anticipated restriction: Part exempt - [view reasons](#)

Explanation of anticipated restriction:
Commercially sensitive information

12.

Crisis Resilience Fund (CRF)

Decision maker: Leader of the Council
Decision due: Before 16 March 2026
Lead officer: Zoe Sydenham
Notice of proposed decision first published: 09/02/2026

Anticipated restriction: Open -

13.

Facilities Management Capital programme 2025/26 – 2027/28

Decision maker: Leader of the Council
Decision due: Between 19 March 2026 and 26 March 2026
Lead officer: Kirstie Spencer
Notice of proposed decision first published: 18/02/2026

Anticipated restriction: Open -

14.

Plymouth Playable Spaces Programme

Decision maker: Leader of the Council
Decision due: Before 26 March 2026
Lead officer: Kathryn Deeney
Notice of proposed decision first published: 18/02/2026

Anticipated restriction: Open -

15.

Four Year Highway Capital Maintenance Programme

Decision maker: Leader of the Council
Decision due: Before 31 March 2026
Lead officer: Phil Bellamy
Notice of proposed decision first published: 29/01/2026

Anticipated restriction: Open -

16.

Oceansgate Phase 3.1 **New!**

Decision maker: Leader of the Council
Decision due: Before 31 March 2026
Notice of proposed decision first published: 24/02/2026

Anticipated restriction: Part exempt - [view reasons](#)

Issue details

Plymouth City Council Bus Grant Programme (2026 – 2030)

[Issue Details](#) [Issue History](#)

The Department for Transport announced Local Authority Bus Grant allocations on Friday 5 December 2025 (Local Authority Bus Grant allocations - GOV.UK); this a consolidated grant for local transport authorities to maintain and improve bus services, comprising both capital and revenue funding.

This Decision will approve the Plymouth City Council Bus Grant Programme (2026 – 2030) allowing delivery to commence from April 2026.

The Decision will include:-

- Approval of the addition of the capital funding allocation to the Plymouth City Council Capital Programme
- Approval of the 2026 -2030 Plymouth Bus Grant programme business case
- Authorisation of the commencement of the procurement processes required to deliver the 2026 -2030 Plymouth Bus Grant programme
- Delegation of authority to the Strategic Director for Strategic Planning and Infrastructure, where they do not have the authority to do so, to award contracts for the delivery of the 2026 -2030 Plymouth Bus Grant programme and
- Delegation of authority to the Strategic Director for Strategic Planning and Infrastructure, where they do not have the authority to do so, to dynamically manage the overall programme, including the reallocation of resources between individual projects in consultation with the Cabinet Member for Strategic Planning and Transport, where necessary to achieve the overall programme objectives.

The Decision is needed in order for the Council to utilise the Local Authority Bus Grant funding allocation which has been awarded to the Council, from April 2026.

Decision type: Key

Reason Key: Expenditure;

Decision status: For Determination

Wards affected: (All Wards);

Notice of proposed decision first published: 19/12/2025

Open/Exempt: Open;

Decision due: Between 1 January 2026 and 31 March 2026 by Leader of the Council

Comment: Councillor Tudor Evans OBE

Lead member: Leader of the Council

Lead director: Strategic Director for Growth

Department: Growth

Making Representations: Please contact glenn.caplin-grey@plymouth.gov.uk if you would like to make representations. Any non-confidential document(s) may be obtained from the officer contact by email or from Plymouth City Council, Council House, Plymouth, PL1 2AA.

Information to be considered by the decision makers: Decision sheet, briefing paper, business case, EIA, CIA and any other relevant documentation

Is this decision due to be taken in private? (Yes/No): No

Reasons for private decision: N/A

Issue details

Contract procurement for the provision of Alternative Education Provision in Plymouth

[Issue Details](#) [Issue History](#) [Related Decisions](#) [Related Meetings](#)

To propose the procurement of a contract for the provision of Alternative Provision (AP) in Plymouth, ensuring compliance with Section 19 of the Education Act 1996.

To award the contract for the provision of Alternative Provision (AP) in Plymouth, ensuring compliance with Section 19 of the Education Act 1996.

The duty requires local authorities to arrange suitable, full-time education for children of compulsory school age who cannot access education due to illness, exclusion, or other reasons.

Decision type: Key

Reason Key: Expenditure;

Decision status: For Determination

Wards affected: (All Wards);

Notice of proposed decision first published: 15/01/2026

Open/Exempt: Open;

Decision due: Not before 20 February 2026 by Leader of the Council

Comment: Councillor Tudor Evans OBE

Lead member: Leader of the Council

Lead director: Director of Children's Services

Department: Childrens Services

Contact: David Haley, Director of Childrens Services Email: David.Haley@plymouth.gov.uk.

Making Representations: Please contact david.haley@plymouth.gov.uk if you would like to make representations. Any non-confidential document(s) may be obtained from the officer contact by email or from Plymouth City Council, Council House, Plymouth, PL1 2AA.

Information to be considered by the decision makers: Briefing Report, EIA, CIA, Decision Sheet and any other relevant documentation.

Is this decision due to be taken in private? (Yes/No): No

Reasons for private decision: N/A

Decisions

- **26/02/2026** - [L18 25/26 - Procurement Commencement Provision of Alternative Education Provision Services](#)

Agenda items

- **24/02/2026** - Delegated Decisions [L18 25/26 - Procurement Commencement Provision of Alternative Education Provision Services](#)

Issue details

Insurance Contracts Commencement of Procurement Process and Contract Award

[Issue Details](#)
[Issue History](#)
[Related Decisions](#)
[Related Meetings](#)

Insurance contracts are due for renewal from 01 April 2026. The timetable for consideration of options and completion of the renewal exercise means that evaluation will not take place until January-February 2026 and if a full tender exercise is undertaken the contract award needs to be made by early March 2026. This will not leave sufficient time for a report to be prepared in time for any financial implications on the insurance budget to be assessed for inclusion in the 2026/27 budget.

It is therefore proposed that the Leader of the Council authorises the procurement process and delegates authority to the Service Director for Finance to award the contract, where they would not already have the authority to do so, to ensure the provision of insurance will take effect from 01 April 2026.

Once the first decision has been taken, the Service Director for Finance will take a further decision to award the contract, where they would not already have the authority to do so, to ensure the provision of insurance will take effect from 01 April 2026.

Decision type: Key

Reason Key: Expenditure;

Decision status: For Determination

Wards affected: (All Wards);

Notice of proposed decision first published: 04/11/2025

Open/Exempt: Open;

Decision due: Between 27 February 2026 and 6 March 2026 by Service Director for Finance

Comment: David Northey (Service Director for Finance)

Decision due: Before 28 February 2026 by Leader of the Council

Comment: Councillor Tudor Evans OBE

Lead member: Cabinet Member for Finance Leader of the Council

Lead director: Service Director for Finance

Department: Customer and Corporate Services

Contact: Julie Steer, Insurance Manager David Northey, Interim S151 and Service Director for Finance
Email: david.northey@plymouth.gov.uk Tel: 01752 304566.

Making Representations: Please contact david.northey@plymouth.gov.uk if you would like to make representations. Any non-confidential document(s) may be obtained from the officer contact by email or from Plymouth City Council, Council House, Plymouth, PL1 2AA.

Information to be considered by the decision makers: Decision Sheet, Briefing Report, CIA, EIA and any other relevant documentation.

Is this decision due to be taken in private? (Yes/No): No

Decisions

- 05/12/2025 - [DL07 25/26 - Insurance Contracts from 01 April 2026](#)

Agenda items

- 05/12/2025 - Delegated Decisions [DL07 25/26 - Insurance Contracts from 01 April 2026](#)

Issue details

Complex Needs Alliance Contract Extension 2026-28

[Issue Details](#) [Issue History](#)

A request to action a two year extension to the Complex Needs Alliance Contract PEO16175 from 01 April 2026 – 31 March 2028 in line with the Cabinet Decisions of 15 Jan 2019: Decision - Alliance for People with Complex Needs Contract Award - Modern Council and 11 March 2024 Decision - Complex Needs Alliance Contract - Modern Council

To grant authority to the Strategic Direction for Adults, Health and Communities in consultation with the relevant Portfolio Holders to award future individual contract variations under this contract, up to the value of £3 million per variation, resulting from additional grant funding (including but not limited to the Drug & Alcohol Treatment Grant (DATRIG) and the Homelessness Rough Sleeping and Domestic Abuse Grant (HRS&DAG) within the Contract Period.

The option to extend for a further + 2 years was outlined in the original decision and allows for the continuation of services to people who are at risk of or experiencing homelessness and with multiple disadvantage.

Decision type: Key

Reason Key: Expenditure;

Decision status: For Determination

Wards affected: (All Wards);

Notice of proposed decision first published: 05/02/2026

Anticipated restriction: Part exempt - [View reasons](#)

Explanation of anticipated restriction:

Commercial confidentiality

Open/Exempt: Open;

Decision due: Not before 5 March 2026 by Leader of the Council

Comment: Councillor Tudor Evans OBE

Lead member: Cabinet Member for Housing, Co-operative Development and Communities

Lead director: Strategic Director for Adults, Health and Communities

Department: Adults, Health and Communities

Contact: Gary Walbridge Email: Gary.Walbridge@plymouth.gov.uk.

Making Representations: Please contact gary.walbridge@plymouth.gov.uk if you would like to make representations. Any non-confidential document(s) may be obtained from the officer contact by email or from Plymouth City Council, Council House, Plymouth, PL1 2AA.

Information to be considered by the decision makers: Decision sheet, briefing report, EIA, CIA, Part II Contract Variation Report and any other relevant information.

Is this decision due to be taken in private? (Yes/No): No

Reasons for private decision: N/A

Issue details

Parking Services Annual Review and Proposed Updates 2026/27

[Issue Details](#) [Issue History](#) [Related Meetings](#)

To approve a suite of proposals that establish a consistent approach to fees and charges and ensure they remain aligned with those of other authorities, supporting the Council in the effective delivery of key services.

Decision type: Key

Reason Key: Expenditure;

Decision status: For Determination

Wards affected: (All Wards);

Notice of proposed decision first published: 29/01/2026

Open/Exempt: Open;

Decision due: 9 March 2026 by Cabinet

Comment: Cabinet comprises of: Councillor Tudors Evans OBE, Councillor Jemima Laing, Councillor Mark Lowry, Councillors John Stephens, Councillor Kate Taylor, Councillor Mary Aspinall, Councillor Sally Haydon, Councillor Sally Cresswell, Councillor Chris Penberthy and Councillor Briars-Delve.

Lead member: Cabinet Member for Strategic Planning and Transport

Lead director: Strategic Director for Growth

Department: Growth

Contact: Mike Artherton, Group Manager - Parking Marine Garage
Email: mike.artherton@plymouth.gov.uk Tel: 01752 304257.

Making Representations: Please contact glenn.caplin-grey@plymouth.gov.uk if you would like to make representations. Any non-confidential document(s) may be obtained from the officer contact by email or from Plymouth City Council, Council House, Plymouth, PL1 2AA.

Information to be considered by the decision makers: Cabinet Report Cover, Briefing Report, EIA, CIA and any other relevant documents.

Is this decision due to be taken in private? (Yes/No): No

Reasons for private decision: N/A

Agenda items

- 09/03/2026 - Cabinet [Parking Services Annual Review and Proposed Updates 2026/27](#)

Issue details

Plymouth Local Plan: commencement, programme and delivery arrangements

[Issue Details](#) [Issue History](#) [Related Meetings](#)

The purpose of the decision is to authorise the formal commencement of a new local plan for Plymouth by 30 June 2026, to set out a proposed timetable and programme, and to put in place appropriate delegated authorities for the programme moving forward.

The primary reason for the decision is to satisfy the Council's legal requirement to prepare a new local plan and to do so on a timetable which supports wider strategic initiatives (including the transformation of the City Centre and Team Plymouth) and enables the Council to benefit from government funding for local planning authorities that commit to start their local plans by 30 June 2026.

Decision type: Key

Reason Key: Significant impact on communities living or working in two or more wards;

Decision status: For Determination

Wards affected: (All Wards);

Notice of proposed decision first published: 29/01/2026

Open/Exempt: Open;

Decision due: 9 March 2026 by Cabinet

Comment: Cabinet comprises of: Councillor Tudors Evans OBE, Councillor Jemima Laing, Councillor Mark Lowry, Councillors John Stephens, Councillor Kate Taylor, Councillor Mary Aspinall, Councillor Sally Haydon, Councillor Sally Cresswell, Councillor Chris Penberthy and Councillor Briars-Delve.

Lead member: Cabinet Member for Strategic Planning and Transport

Lead director: Strategic Director for Growth

Department: Growth

Contact: Jonathan Bell, Head of Spatial Planning and Sustainable Development
Email: jonathan.bell@plymouth.gov.uk Tel: 01752 304353.

Consultation process

The item was heard at the 03 December 2025 meeting of the Natural Infrastructure and Growth Scrutiny Panel.

Agenda items

- 09/03/2026 - Cabinet [Plymouth Local Plan: commencement, programme and delivery arrangements](#)

Issue details

Pride in Place Programme

[Issue Details](#) [Issue History](#) [Related Meetings](#)

Pride in Place is a newly announced initiative from the Ministry of Housing, Communities and Local Government, set up to empower local communities, particularly in deprived areas, to take control of regeneration, high streets, public spaces and community assets. Two places have been selected in Plymouth – Devonport, Mount Wise and Morice Town and St Budeaux. Both places will receive up to £20 million, comprising both capital and revenue funding.

This decision will delegate authority for Plymouth City Council's representation in all Pride in Place matters, enabling the Strategic Director of Growth to sign key documents and endorse governance arrangements, and Regeneration plans.

Decision type: Key

Reason Key: Expenditure and Significant impact on communities living or working in two or more wards;

Decision status: For Determination

Notice of proposed decision first published: 05/02/2026

Open/Exempt: Open;

Decision due: 9 March 2026 by Cabinet

Comment: Cabinet comprises of: Councillor Tudors Evans OBE, Councillor Jemima Laing, Councillor Mark Lowry, Councillors John Stephens, Councillor Kate Taylor, Councillor Mary Aspinall, Councillor Sally Haydon, Councillor Sally Cresswell, Councillor Chris Penberthy and Councillor Briars-Delve.

Lead director: Strategic Director for Growth

Department: Growth

Consultation process

Consultation with local MPs in accordance with Pride in Place guidance.

Making Representations: Please contact glenn.caplin-grey@plymouth.gov.uk if you would like to make representations. Any non-confidential document(s) may be obtained from the officer contact by email or from Plymouth City Council, Council House, Plymouth, PL1 2AA.

Information to be considered by the decision makers: Committee Cover Sheet, CIA, EIA, briefing note and any other relevant documentation.

Is this decision due to be taken in private? (Yes/No): No

Reasons for private decision: N/A

Agenda items

- 09/03/2026 - Cabinet [Pride in Place](#)

Issue details

Plymouth City Council Transformation Strategy

[Issue Details](#) [Issue History](#)

The complex and multiple financial pressures on the Council require us to undertake further corporate Transformation particularly in the areas of early intervention and prevention as well as overall operational effectiveness. To create capacity and reduce costs whilst ensuring we continue to innovate and test new ideas.

This Decision will endorse the Council's Transformation Strategy and associated programmes and projects.

The Decision will include:

- Approval of the structure of our Transformation Portfolio including the themed workstreams.
- Approval of the key projects and programmes in terms of what they seek to achieve.
- Approval of the governance principles controlling decision making over the portfolio.
- Approval of the financial contribution, investment and savings, to be made by the portfolio over the period of the Medium-Term Financial Plan.
- Note the financial principles underpinning the use of flexible capital receipts to help fund the investment required to deliver the portfolio.
- Noting the establishment of a Corporate Programme Management Office to provide support and assurance to the delivery of the portfolio.
- The Decision is needed to continue the delivery of our Transformation Portfolio.

Decision type: Key

Reason Key: Expenditure;

Decision status: For Determination

Wards affected: (All Wards);

Notice of proposed decision first published: 07/02/2026

Open/Exempt: Open;

Decision due: 23 March 2026 by Cabinet

Comment: Cabinet comprises of: Councillor Tudors Evans OBE, Councillor Jemima Laing, Councillor Mark Lowry, Councillors John Stephens, Councillor Kate Taylor, Councillor Mary Aspinall, Councillor Sally Haydon, Councillor Sally Cresswell, Councillor Chris Penberthy and Councillor Briars-Delve.

Lead member: Cabinet

Lead director: Chief Operating Officer

Department: Customer and Corporate Services

Contact: Si Bellamy, Chief Operating Officer Email: Si.Bellamy@plymouth.gov.uk.

Making Representations: Please contact si.bellamy@plymouth.gov.uk if you would like to make representations. Any non-confidential document(s) may be obtained from the officer contact by email or from Plymouth City Council, Council House, Plymouth, PL1 2AA.

Information to be considered by the decision makers: Decision Sheet, Briefing Note, CIA, EIA and any other relevant documentation.

Is this decision due to be taken in private? (Yes/No): No.

Reasons for private decision: N/A

Issue details

Passporting Homelessness Funding 2026/27 to the Plymouth Alliance

[Issue Details](#) [Issue History](#)

The purpose of this decision is to passport a proportion of Homelessness Grant, comprising of funding from the Rough Sleeping Accommodation Programme, Rough Sleeping Prevention and Recovery Grant and Accommodation for Ex-offenders to the Plymouth Alliance

This allocation of more than £1million (2026/27) enables the Council to meet its statutory duties, focus on prevention and reduce rough sleeping.

Decision type: Key

Reason Key: Expenditure;

Decision status: For Determination

Wards affected: (All Wards);

Notice of proposed decision first published: 05/02/2026

Open/Exempt: Open;

Decision due: 9 March 2026 by Leader of the Council

Comment: Councillor Tudor Evans OBE

Lead member: Cabinet Member for Housing, Co-operative Development and Communities

Lead director: Strategic Director for Adults, Health and Communities

Department: Adults, Health and Communities

Contact: Tracey Naismith, Head of Community Safety Email: Tracey.Naismith@plymouth.gov.uk.

Making Representations: Please contact gary.walbridge@plymouth.gov.uk if you would like to make representations. Any non-confidential document(s) may be obtained from the officer contact by email or from Plymouth City Council, Council House, Plymouth, PL1 2AA.

Information to be considered by the decision makers: Decision Sheet, Briefing Note, EIA, CIA and any other relevant information.

Is this decision due to be taken in private? (Yes/No): No

Reasons for private decision: N/A

Issue details

Supported accommodation for young people aged 16+

[Issue Details](#) [Issue History](#)

To consider a business case to carry out a procurement for a contract for accommodation and support provision for young people in care, aged 16 and 17 and young care leavers. This is part of our approach to ensuring we meet our statutory duty to have sufficient local placements for children and young people in care.

To commence the procurement case and delegated the contract award to the Director for Children's Services.

A further decision will be taken in order to award the contract.

Decision type: Key

Reason Key: Expenditure;

Decision status: For Determination

Wards affected: (All Wards);

Notice of proposed decision first published: 09/02/2026

Open/Exempt: Open;

Decision due: Not before 9 March 2026 by Leader of the Council

Comment: Councillor Tudor Evans OBE

Lead member: Cabinet Member for Children's Social Care, Culture, and Communications

Lead director: Director of Children's Services

Department: Childrens Services

Contact: David Haley, Director of Childrens Services Email: David.Haley@plymouth.gov.uk.

Making Representations: Please contact david.haley@plymouth.gov.uk if you would like to make representations. Any non-confidential document(s) may be obtained from the officer contact by email or from Plymouth City Council, Council House, Plymouth, PL1 2AA.

Information to be considered by the decision makers: Decision sheet, Business Case, CIA, EIA and any other relevant documentation.

Is this decision due to be taken in private? (Yes/No): No.

Reasons for private decision: N/A

Issue details

Lipson Vale Phase 1 Trefusis Pk Flood Defence (Trefusis Park Flood Relief Scheme)

[Issue Details](#) [Issue History](#)

The Leader will be asked to:

Allocate an additional £502,465 for the Trefusis Park Flood Relief Scheme into the capital programme, funded by Environment Agency Flood Defence Grant in Aid of £12,465 and Department for Education funding of £490,000;

Recognise the forecasted cost of £32,500 to the Revenue Budget from financial year 2030/31 onwards.

Decision type: Key

Reason Key: Expenditure;

Decision status: For Determination

Notice of proposed decision first published: 05/02/2026

Anticipated restriction: Part exempt - [View reasons](#)

Explanation of anticipated restriction:
Commercially sensitive information

Open/Exempt: Open;

Decision due: Not before 1 March 2026 by Leader of the Council

Comment: Councillor Tudor Evans OBE

Lead member: Cabinet Member for Environment and Climate Change

Lead director: Strategic Director for Growth

Department: Growth

Making Representations: Please contact glenn.caplin-grey@plymouth.gov.uk if you would like to make representations. Any non-confidential document(s) may be obtained from the officer contact by email or from Plymouth City Council, Council House, Plymouth, PL1 2AA.

Information to be considered by the decision makers: Decision Sheet, EIA, CIA, Briefing Report and a Part II Capital Business Case Change Request

Is this decision due to be taken in private? (Yes/No): No

Reasons for private decision: N/A

Issue details

Crisis Resilience Fund (CRF)

[Issue Details](#) [Issue History](#)

Allocations and guidance for the CRF were announced by DWP on 16 January 2026. This is a multi-year agreement of 3 years starting on 1 April 2026. There is an urgent need to agree on a budgeting framework for the programme. The particular focus will be on:

Crisis payments: Households in crisis, with children in need and/or with a cash shortfall or multiple debt.

Housing payments: Prevent households from becoming homeless and support those affected by homelessness and/or in crisis. From April 2026, Discretionary Housing Payment will be replaced by the Housing Payment strand of the CRF. Housing payment provides financial support towards housing costs for eligible households. Housing payments will be an opportunity to offer a gateway to wider support.

Resilience Services: Activities that reduce material deprivation, reduce the need for emergency food parcels, increase access to appropriate and quality advice services, increase savings, reduce debt and maximise individual incomes

Community Coordination of activities that connect and enhance the local landscape to support a 'no wrong door' approach working closely with the voluntary and community sector to ensure effective joint working, service co-design, co-location, capacity building, supported referrals and feedback loops.

DWP funding allocation for Plymouth.

Year 1: April 2026 to 31 March 2027

£4.2m total of which £423,350 is designated for Housing Payment

Year 2: April 2026 to 31 March 2027

£4.2m total of which £423,350 is designated for Housing Payment

Year 3: April 2026 to 31 March 2027

£4.1m total of which £311,114 is designated for Housing Payment

Decision type: Key

Reason Key: Expenditure;

Decision status: For Determination

Wards affected: (All Wards);

Notice of proposed decision first published: 09/02/2026

Open/Exempt: Open;

Decision due: Before 16 March 2026 by Leader of the Council

Comment: Councillor Tudor Evans OBE

Lead member: Cabinet Member for Housing, Co-operative Development and Communities

Lead director: Strategic Director for Adults, Health and Communities

Department: Adults, Health and Communities

Contact: Zoe Sydenham, Community Empowerment and Operational Lead
Email: zoe.sydenham@plymouth.gov.uk.

Making Representations: Please contact gary.walbridge@plymouth.gov.uk if you would like to make representations. Any non-confidential document(s) may be obtained from the officer contact by email or from Plymouth City Council, Council House, Plymouth, PL1 2AA.

Information to be considered by the decision makers: Decision Sheet, Briefing Note, EIA, CIA and any other relevant documentation.

Is this decision due to be taken in private? (Yes/No): No.

Reasons for private decision: N/A

Issue details

Facilities Management Capital programme 2025/26 – 2027/28

[Issue Details](#) [Issue History](#)

The creation of a three-year FM Financial Programme of Works which will:

- Improve planning and predictability of FM activities
- Enable bulk procurement and longer-term contracts to reduce costs
- Accelerate delivery times and improve operational responsiveness
- Enhance transparency and reporting through a single governance framework

Decision type: Key

Reason Key: Expenditure;

Decision status: For Determination

Wards affected: (All Wards);

Notice of proposed decision first published: 18/02/2026

Open/Exempt: Open;

Decision due: Between 19 March 2026 and 26 March 2026 by Leader of the Council

Comment: Councillor Tudor Evans OBE

Lead member: Cabinet Member for Housing, Co-operative Development and Communities

Lead director: Chief Operating Officer

Department: Customer and Corporate Services

Contact: Kirstie Spencer, Head of Health Safety and Wellbeing Email: kirstie.spencer@plymouth.gov.uk.

Making Representations: Please contact si.bellamy@plymouth.gov.uk if you would like to make representations. Any non-confidential document(s) may be obtained from the officer contact by email or from Plymouth City Council, Council House, Plymouth, PL1 2AA.

Information to be considered by the decision makers: Decision Sheet, Business Case, EIA, CIA and any other relevant information.

Is this decision due to be taken in private? (Yes/No): No.

Reasons for private decision: N/A

Issue details

Plymouth Playable Spaces Programme

[Issue Details](#) [Issue History](#)

The decision to approve the business case will enable the investment which aims to create a sustainable, safe, and highquality network of play spaces across Plymouth by addressing ageing equipment and rising maintenance pressures. Despite previous investment, many sites now require further improvement, and without action the city risks losing quality play provision. The proposal sets out a longterm plan to prioritise investment, modernise play areas, and better align them with community needs. It will focus on delivering flagship destination sites, new natural play spaces, and quickwin safety improvements, ensuring children and young people continue to have accessible, inclusive, and enjoyable places to play across the city.

Decision type: Key

Reason Key: Expenditure;

Decision status: For Determination

Wards affected: (All Wards);

Notice of proposed decision first published: 18/02/2026

Open/Exempt: Open;

Decision due: Before 26 March 2026 by Leader of the Council

Comment: Councillor Tudor Evans OBE

Lead member: Cabinet Member for Environment and Climate Change

Lead director: Strategic Director for Growth

Department: Growth

Contact: Kathryn Deeney, Head of Environmental Planning Email: kathryn.deeney@plymouth.gov.uk.

Consultation process

External consultation will be part of the programme development.

Making Representations: Please contact glenn.caplin-grey@plymouth.gov.uk if you would like to make representations. Any non-confidential document(s) may be obtained from the officer contact by email or from Plymouth City Council, Council House, Plymouth, PL1 2AA.

Information to be considered by the decision makers: Decision sheet, Capital Business Case, EIA, CIA and any other relevant documentation.

Is this decision due to be taken in private? (Yes/No): No.

Reasons for private decision: N/A

Issue details

Four Year Highway Capital Maintenance Programme

[Issue Details](#) [Issue History](#)

Allocation of DFT, S106 and corporate borrowing to enable Plymouth Highways to deliver on our statutory duty under the Highways Act 1980 - to maintain their local road network in a safe and usable condition, inspect the network regularly, respond to safety issues (with urgent repairs where necessary) and manage maintenance in a way consistent with national guidelines and standards. DFT / Corporate Governance embedded in delivery.

In addition, the installation of Hostile Vehicle Mitigation for the City Centre is included within the proposal.

Decision type: Key

Reason Key: Expenditure;

Decision status: For Determination

Wards affected: (All Wards);

Notice of proposed decision first published: 29/01/2026

Open/Exempt: Open;

Decision due: Before 31 March 2026 by Leader of the Council

Comment: Councillor Tudor Evans OBE (Leader of the Council)

Lead member: Cabinet Member for Strategic Planning and Transport

Lead director: Strategic Director for Growth

Department: Growth

Contact: Phil Bellamy, Head of Plymouth Highways Email: phil.bellamy@plymouth.gov.uk.

Making Representations: Please contact glenn.caplin-grey@plymouth.gov.uk if you would like to make representations. Any non-confidential document(s) may be obtained from the officer contact by email or from Plymouth City Council, Council House, Plymouth, PL1 2AA.

Information to be considered by the decision makers: Decision Sheet, EIA, CIA, Highway Maintenance Business Case and any other relevant documentation.

Is this decision due to be taken in private? (Yes/No): No.

Reasons for private decision: N/A

Issue details

Oceansgate Phase 3.1

[Issue Details](#) [Issue History](#)

Enter into the construction contract to allow for the development of eight innovation barns, at Oceansgate within the South Devon Freeport site, South Yard.

Decision type: Key

Reason Key: Expenditure;

Decision status: For Determination

Wards affected: Devonport;

Notice of proposed decision first published: 24/02/2026

Anticipated restriction: Part exempt - [View reasons](#)

Open/Exempt: Open;

Decision due: Before 31 March 2026 by Leader of the Council

Comment: Councillor Tudor Evans OBE

Lead member: Leader of the Council

Lead director: Strategic Director for Growth

Department: Growth

Making Representations: Please contact glenn.caplin-grey@plymouth.gov.uk if you would like to make representations. Any non-confidential document(s) may be obtained from the officer contact by email or from Plymouth City Council, Council House, Plymouth, PL1 2AA.

Information to be considered by the decision makers: Decision sheet, briefing note, CIA, EIA, Contract Award Report and any other relevant documentation.

Is this decision due to be taken in private? (Yes/No): No.

Reasons for private decision: N/A

Health and Adult Social Care Scrutiny Panel

Work Programme 2025/26



Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance.

For general enquiries relating to the Council's Scrutiny function, including this Committee's work programme, please contact Elliot Wearne-Gould (Democratic Advisor) on 01752 305155.

Date of Meeting	Agenda Item	Prioritisation Score	Reason for Consideration	Responsible Cabinet Member/Lead Officer
15 July 2025	Performance, Finance and Risk Reports for H&ASC + Livewell SW performance	3	Standing Item	Helen Slater, Stephen Beet, Ian Lightley (NHS Devon)
	End of Life Care MoN I Motion on Notice - End of Life Care.pdf	4	Referred by City Council	NHS Devon ICB. Chris Morley
	NHS Changes and re-structures	4	To scrutinise upcoming changes to the structure and operation of NHS management	NHS England + NHS Devon
14 October 2025 Moved to 21 November 2025	Quarterly Finance and Performance Reports for H&ASC	3	Standing Item	Helen Slater + Gary Walbridge
	Winter Planning	4	To review preparations and readiness for Winter Pressures	Chris Morley (NHS Devon) + Rachel O'Connor (UHP)
	Outcomes	3	Readmission rates, discharges and outcomes	Chris Morley (NHS Devon)

	Devon Health and Care Strategy Discussion	4	For the Panel to discuss and feedback to NHS Devon following the Masterclass on 29/10/2025.	NHS Devon
25 November 2025	Site Visit to Dartmoor Building (UTC) Derriford.	N/A	To view new Urgent Treatment Centre	Amanda Nash (UHP)
02 December 2025 Moved to 27 January	PCC CQC Outcome Report	4	To review the implications for PCC following the CQC outcomes report.	Gary Walbridge Ian Lightley Louise Ford Julia Brown
	Armed Forces GP / Surgery / Dental Update	3	To receive an update on Armed Forces' health care in the city. -Action Plan	NHS Devon Vanessa Crossey
	Unpaid Carers	4	Post-decision scrutiny of Carers Strategy & next steps	Kate Lattimore, Mark Collings & Karlina Hall
	Winter Pressures Update –	3	To present current capacity and pressure figures including the new urgent treatment centre	UHP, NHS Devon
03 February 2026 Moved to 11 March	Winter Planning Evaluation – Vaccination Campaign Focus	3	Analysis of vaccination programme effectiveness	NHS Devon ICB Public Health
	Electronic Patient Record Introduction	3	Pre-implementation scrutiny of EPRs	Amanda Nash
	ICB Reforms and Restructures update	3	Update on reform &	NHS Devon ICB

			restructures to ICB and system	
	Armed Forces Care	3	Dental, GP and Surgery care for Armed Forces Personnel and Families.	NHS Devon NHS England
	UHP New Hospital's Programme Update – Emergency Care Building	3	To provide an update on progress of UHP construction facilities and services	Sadie Chambers (UHP)
	Dental Taskforce Update & Dental Update	3	Latest performance and progress within dental provision	Teresa Cullip NHS Devon
	Workloads for Social Workers	3	Staff overview, including recruitment, retention, capacity, demand, sickness and agency Staff.	Gary Walbridge Livewell SW
Items to be scheduled for 2025/26				
2025/26	Local Care Partnership Plan	3	To ensure greater engagement and collaboration with the LCP	LCP / NHS Devon
2025/26	Independent Prescribing Pathfinder Programme (NHS Devon)	3	Review of performance of the programme following prior scrutiny	NHS Devon
2025/26	UHP Readmissions	3	To receive an update on UHP readmission performance, including the Building Brilliance programme.	Anjula Mehta (UHP) Rachel O'Connor (UHP)
Items to be scheduled for 2026/27				
2026/27				

Items Identified for Select Committee Reviews				
2025/26	Transitions to Adult Social Care (from Children's)	4	To be held in a Joint Select Committee with Children's Scrutiny Panel	Gary Walbridge David Haley

Scrutiny Prioritisation Tool

		Yes (=1)	Evidence
Public Interest	Is it an issue of concern to partners, stakeholders and/or the community?		
Ability	Could Scrutiny have an influence?		
Performance	Is this an area of underperformance?		
Extent	Does the topic affect people living, working, or studying in more than one electoral ward of Plymouth?		
Replication	Will this be the only opportunity for public scrutiny?		
	Is the topic due planned to be the subject of an Executive Decision?		
Total:			High/Medium/Low

Priority	Score
High	5-6
Medium	3-4
Low	1-2

Housing and Community Services Scrutiny Panel
Work Programme 2025/26



Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance.

For general enquiries relating to the Council's Scrutiny function, including this Committee's work programme, please contact Elliot Wearne-Gould (Democratic Advisor).

Date of Meeting	Agenda Item	Prioritisation Score	Reason for Consideration	Responsible Cabinet Member/Lead Officer
16 July 2025	Grit Bin Policy Review	3	Following planned changes to Grit Bin provision / policy	Cllr Stephens/Andy Sharp
	Central Park Ponds Project	4	Amanda Pannell (petition author) has emailed to say the actions haven't been completed. Item was added to work programme for re-consideration in 2024/25.	Cllr Tom Briars-Delve/Kat Deeney
22 October 2025	Building Bridges to Opportunity Update	4	Report to be brought back to Scrutiny prior to being presented to Cabinet	Cllr Penberthy/Steve Maddern
	Homelessness Services Update - Planned savings in homelessness services	3	Action from Budget Scrutiny	Councillor Penberthy/Jackie Kings
	City Centre Car Parking	3	Added at the 16 July 2025 meeting	Cllr Stephens/Mike Artherton
	Renters Rights Bill	3	Changes in renters rights	Cllr Penberthy/Matt

			through new bill/law	Garrett/Dave Ryland
10 December 2025	Plymouth Active Leisure	3	Pre-decision	Cllr Dann/Liz Slater
	Public Toilets Strategy Review	3	Motion on Notice from 19 January 2024 meeting of City Council	Cllr Penberthy/Ann Thorp
	Central Park Ponds	3	Requested a written update 22 October meeting following comms release of further delays.	Kat Deeney / Cllr Briars-Delve
	Commemorations and Celebrations PCC Policy	3	Pre-Decision of Commemorations and Celebrations PCC Policy	Glenda Favor-Ankersen/Cllr Chris Penberthy
11 February 2025	Community Cohesion	3	CRF funding. Updated data from the City Survey.	Matt Garrett Gary Walbridge Cllr Penberthy
	Community Safety	3	Partnership Update (annual update – priorities and delivery)	Cllr Haydon Matt Garrett D&C Police
	Community Empowerment Programme (Thriving Communities programme)	3	Progress Update. Outcomes and future.	Professor Steve Maddern Cllr Penberthy Zoe Sydenham
	Renters Rights Bill	3	Latest developments of RRB and any implications for PCC	Matt Garrett Cllr Penberthy
Items to be scheduled for 2026/27				
2026/27	Building Bridges to Opportunity	(3)	Pre-decision scrutiny. Agreed to return prior	Councillor Penberthy

			to Cabinet Decision.	
2026/27	Housing and Homelessness	(3)	Breakdown of households approaching the Council for housing advice. Geographic and demographic trends. Updates on the implications of the national budget for housing provision.	Councillor Penberthy
2026/27	Renters Rights Bill	(3)	Agreed to receive ongoing updates on progress, including any significant policy changes or implications for enforcement.	Councillor Penberthy
2026/27	Food Waste	3	Post-decision scrutiny of Food Waste collections and recycling.	Andy Sharp Councillor Tom Briars-Delve
2026/27	Allotments	(2)	Requested at 22 October meeting	Chris Avent Councillor Penberthy
Items Identified for Select Committee Reviews				

Scrutiny Prioritisation Tool

		Yes (=1)	Evidence
P ublic Interest	Is it an issue of concern to partners, stakeholders and/or the community?		
A bility	Could Scrutiny have an influence?		
P erformance	Is this an area of underperformance?		
E xtent	Does the topic affect people living, working, or studying in more than one electoral ward of Plymouth?		
R eplication	Will this be the only opportunity for public scrutiny?		
	Is the topic due planned to be the subject of an Executive Decision?		
Total:			High/Medium/Low

Priority	Score
High	5-6
Medium	3-4
Low	1-2

Natural Infrastructure and Growth Scrutiny Panel

Work Programme 2025/26



Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance.

For general enquiries relating to the Council's Scrutiny function, including this Committee's work programme, please contact Hannah Chandler-Whiting (Democratic Advisor) on 01752 305155.

Date of Meeting	Agenda Item	Prioritisation Score	Reason for Consideration	Responsible Cabinet Member/Lead Officer
09 July 2025	Plan for Homes 4: Year 1 Progress Report	3	Added for 2025/26	Cllr Penberthy/Matt Garrett/Nick Carter/Neil Mawson
	Economic Intelligence and Insight	Standing Item	Standing Item	David Draffan/Amanda Ratsey/Lauren Paton
	Productive Growth and High Value Jobs (Economic Strategy Pillar 1)	3	Added for 2025/26	Cllr Evans OBE/David Draffan/Amanda Ratsey/Richard Davies
	Freeport Annual Update	3	Annual Update	Cllr Evans OBE/Richard May/Ian Cooper
Site Visit 15 August 2025	Naval Base Tour			
10 September 2025	Skills (Economic Strategy Pillar 5)	4	Added for 2025/26	Cllr Cresswell/David Draffan/Tina Brinkworth/Amanda Davis
Site Visit 07 October 2025	Tinside Tour			

15 October 2025	Inclusive Growth (Economic Strategy Pillar 2)	3	Added for 2025/26	Cllr Penberthy/Anna Peachey/Amanda Ratsey/Lindsey Hall
	Plan for Nature and People	4	Added at agenda set 10 Sept 2025	Cllr Briars- Delve/Kat Deeney
	Brand Strategy	3	Added by Chair 18 Sept 2025	Cllr Evans OBE/Amanda Lumley
	The Box Annual Update	3	Annual Update	Cllr Laing/Victoria Pomery/Rebecca Bridgman
03 December 2025	Sustainable Growth (Economic Strategy Pillar 3) (To include Economic Intelligence and Insight)	3	Added for 2025/26	Cllr Briars- Delve/Amanda Ratsey/Richard Stevens
	Plymouth Plan Update and Review	3	Added for 2025/26	Cllr Stephens/Paul Barnard/Jonathan Bell/Rebecca Miller/Sarah Gooding
	Plymouth Local Plan: Next Steps and Timetable	3	Added for 2025/26	Cllr Stephens/Paul Barnard/Jonathan Bell/Rebecca Miller
	Tree Management Principles Document	5	As part of a Council Motion/pre- decision scrutiny	Cllr Briars- Delve/Kat Deeney
29 January 2026	Waterfront Business Improvement District (BID) Renewal	4	Suggestion by officers November 2025	Cllr Evans/David Draffan/Patrick Knight

	Plymouth Ports Strategy Update	3	Added for 2025/26	Cllr Evans/Amanda Ratsey
Site Visit 04 February 2026	Civic Centre			
04 February 2026	Civic Pride and Regeneration (Economic Strategy Pillar 4)	4	Added for 2025/26	Cllr Laing/David Draffan/Emma Wilson/Victoria Pomery/Mike Page/James McKenzie Blackman
	Visitor Plan/Culture Plan Annual update	3	Annual Update	Cllr Laing/Hannah Harris/Amanda Lumley/James McKenzie Blackman/Paul Fieldsend-Danks
	National Marine Park Annual Update	3	Annual Update	Cllr Evans/Cllr Briars-Delve/Elaine Hayes/Kat Deeney
Items to be scheduled for 2025/26				
2025/26				
Items to be scheduled for 2026/27				
July 2026	Draft Net Zero Action Plan 2026-29 & Draft Net Zero Route Map	3	Added for 2025/26	Cllr Briars-Delve/Paul Barnard/Jonathan Bell
2026/27	Freeport Annual Update	3	Annual Update	Cllr Evans OBE/David Draffan/Ian Cooper
2026/27	Update on Plan for Homes inc modelling on long term impact new homes/jobs impact will have on rent	4	Action from 09 July 2025 Panel meeting. To include Min 4ll	Cllr Penberthy/Paul Barnard/Nick Carter
2026/27	Strategic Heat Network Procurement	5	Identified for consideration at	Cllr Briars-Delve/John

			the October 2024 meeting.	Green/Jonathan Selman
2026/27	Plan for Nature and People	3	Annual Update	Cllr Briars-Delve/Kat Deeney
2026/27	Plymouth Plan for Nature and People Action Plan Annual Update	3	Annual Update	Cllr Briars-Delve/Chris Avent/Kat Deeney
2026/27	Co-op Strategy	4	Added prior to pre meet on 10 June 2024.	Cllr Penberthy/Anna Peachey/ Amanda Ratsey
2026/27	Cattewater Harbour Site Visit			
2026/27	Mount Edgcumbe Site Visit (NMP work)			
TBC	Chelson Meadow Solar Farm	5	Agreed via recommendation at the March 2023 meeting.	Cllr Briars-Delve/Kat Deeney
Items Identified for Select Committee Reviews				
2026/27	Water/Flooding		Identified for consideration at the 15 October 2025 meeting	

Scrutiny Prioritisation Tool

		Yes (=1)	Evidence
P ublic Interest	Is it an issue of concern to partners, stakeholders and/or the community?		
A bility	Could Scrutiny have an influence?		
P erformance	Is this an area of underperformance?		
E xtent	Does the topic affect people living, working, or studying in more than one electoral ward of Plymouth?		
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Children, Young People and Families Scrutiny Panel
Work Programme 2025/26



Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance.

For general enquiries relating to the Council's Scrutiny function, including this Committee's work programme, please contact Jake Metcalfe (Democratic Advisor) on 01752 305155.

Date of Meeting	Agenda Item	Prioritisation Score	Reason for Consideration	Responsible Cabinet Member/Lead Officer
18 February 2026	Annual Education Outcomes Report (Final Report)		Comparative data – over a number of years Attendance comparative data. To provide a young person friendly version. To also include a breakdown by gender and SEND.	Cllr Cresswell/ Amanda Davis/ Isabelle Kolinsky
	Children's Services Finance Monitoring		Financial Monitoring Q3	Cllr Cresswell/ Cllr Laing/ Matt Fulton
	Performance Scorecard		Standing item. To ensure EHCP timeliness data is included.	Cllr Cresswell/ Cllr Laing/ Paul Stephens
	Local Area SEND Inspection update		Inspection update following the SEND inspection in November. Strengths and challenges.	Cllr Cresswell / David Haley/ Amanda Davis
	30 Hours Free Childcare		How is this going? Are there any issues/concerns? Are schools having to fill funding gaps? Catered, what is the plan, how will it affect schools and children in the city?	Cllr Cresswell/ Amanda Davis
	Children's Services AI		Report to provide an understanding on what was being done in the AI space to aid Children's services workforce and ensure workers spent more time with the families they were working with.	Cllr Taylor/ Si Bellamy/ Lisa Davis
Items to be scheduled for 2025/26				
2025/26	Childrens Social Media use and impact on education	3	To understand the impacts of children's social media use in school and what the issues were being faced in school. (Agreed to add at the 06 February 2025 Scrutiny Panel meeting)	Cllr Cresswell / Cllr Aspinall / EPS / School Reps / Young people`

	Female Empowerment Programmes	3	For the Panel to receive a report on the empowerment programmes and to have young people involvement. <i>(Agreed to add at the 06 February 2025 Scrutiny Panel meeting)</i> To be scheduled for the first meeting of the new municipal year	Cllr Laing / Martine Aquilina
	Young Carers: Implementation of Carers Strategy for CYP.		Been to Cabinet in November. Likely request to have an update on how this was going?	
	SEND White Paper review			
Items to be scheduled for 2026/27				
2026/27	Belonging Framework and Place Based Plan		Scrutiny requested a further update to review its implementation.	Rob Williams/Amanda Davis/Isabelle Kolinsky
	Families First Partnership Programme reforms		Added at the meeting that took place in December 2025.	
	Elective Home Education		Update following meeting held in December 2025.	
	SEND White Paper Review		Added at the meeting that took place in December 2025.	
Items Identified for Select Committee Reviews				
	Children's Emotional Health and Wellbeing	5	Agreed by Scrutiny Management Board in February 2025.	Health, CYPFS, EPS, Voluntary Sector, young people, Cllr Aspinall, Cllr Laing, Cllr Cresswell.

Scrutiny Prioritisation Tool

		Yes (=1)	Evidence
Public Interest	Is it an issue of concern to partners, stakeholders and/or the community?		

A bility	Could Scrutiny have an influence?		
P erformance	Is this an area of underperformance?		
E xtent	Does the topic affect people living, working, or studying in more than one electoral ward of Plymouth?		
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High	5-6
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Scrutiny Management Board

Work Programme 2025/26



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For general enquiries relating to the Council's Scrutiny function, including this Committee's work programme, please contact Elliot Wearne-Gould (Democratic Advisor) on 01752 398261

Date of Meeting	Agenda Item	Prioritisation Score	Reason for Consideration	Cabinet Member/Lead Officer
23 July 2025	Finance Monitoring Report	Standing Item	Maintain oversight of Finance Council-wide	Helen Slater
	Risk Monitoring Report	Standing Item	Maintain oversight of Risk Monitoring Council-wide	Paul Stephens
	Leader's Forward Plan	Standing Item	To maintain sight of upcoming decisions and inform work programming	The Leader/Cabinet Member for Finance
	Update from Scrutiny Chairs and Work Programmes	Standing Item	To appropriately work programme across Scrutiny Panels to ensure coordination of agenda items	All Scrutiny Chairs
	SMB Work Programme	Standing Item	To consider topics for inclusion in future agendas	SMB Chair
	SMB Action Log	Standing Item	To maintain oversight of actions and ensure completion.	SMB Chair
	Cyber Risk and Response Briefing		Requested report	Cllr Sue Dann + Pete Honeywell
24 September 2025	Select Committee Review PID – Cycling in the City Centre	3	To review draft PID for a Select Committee Review	Elliot Wearne-Gould
	Finance Monitoring Report	Standing Item	Maintain oversight of Finance Council-wide.	Helen Slater + Ian Trisk-Gove
	Corporate Plan Performance Report –KPIs	Standing Item	Maintain oversight of Corp Plan Performance Council-wide.	Paul Stephens
	Risk Monitoring Report (to inform work programming)	Standing Item	Maintain oversight of Risk Monitoring Council-wide.	Paul Stephens

	Leader's Forward Plan	Standing Item	To maintain sight of upcoming decisions and inform work programming	The Leader / Cabinet Member for Finance
	Update from Scrutiny Chairs and Work Programmes	Standing Item	To appropriately work programme across Scrutiny Panels to ensure coordination of agenda items	All Scrutiny Chairs
	Scrutiny Panel Action Logs	Standing Item	To ensure oversight and tracking of recommendations and actions made by the Scrutiny Panels.	All Scrutiny Chairs
	SMB Work Programme	Standing Item	To consider topics for inclusion in future agendas	SMB Chair
	SMB Action Log	Standing Item	To maintain oversight of actions and ensure completion.	SMB Chair
<p>05 November 2025</p> <p>Moved to</p> <p>12 November 2025</p>	Draft of the Local Government Reorganisation Business Case	5	Pre-decision To provide an update on the draft Local Government Reorganisation proposal.	Emmanuelle Marshall + Paul Barnard + Ross Jago
	People Strategy	4	Pre-decision A comprehensive and evolving framework that outlines how the Council supports, develops, and empowers its workforce to meet the city's current and future needs.	Chris Squire + Cllr Dann
	(Prevention Strategy) City Help and Support Programme	4	Pre-decision An initiative is designed to address medium and long-term spending on crisis interventions by shifting to a more proactive and integrated service model. The approach is rooted in a Prevention-First strategy and aims to build on, connect, and scale the great work already happening across the city.	Thomas Fowler + Cllr Dann
	Finance Monitoring Report M6	Standing Item	Maintain oversight of Finance Council-wide.	Helen Slater + Ian Trisk-Grove
	Corporate Plan Performance Report	Standing Item	Maintain oversight of Corp Plan Performance Council-wide.	Paul Stephens
	Risk Monitoring Report	Standing Item	Maintain oversight of Risk Monitoring Council-wide.	Paul Stephens
	Leader's Forward Plan	Standing Item	To maintain sight of upcoming decisions and inform work programming	The Leader / Cabinet Member for Finance

	Update from Scrutiny Chairs and Work Programmes	Standing Item	To appropriately work programme across Scrutiny Panels to ensure coordination of agenda items	All Scrutiny Chairs
	SMB Work Programme	Standing Item	To consider topics for inclusion in future agendas	SMB Chair
	SMB Action Log	Standing Item	To maintain oversight of actions and ensure completion.	SMB Chair
21-22 January 2026	Budget Scrutiny	Annual	Annual Budget Scrutiny process	All Cabinet Members + All Lead Officers
28 January 2026	Budget Scrutiny Day 3	Annual	Annual Budget Scrutiny process	The Leader Tracey Lee
	PCC Transformation Plan	4	The transformation strategy sets out the Plymouth City Council's strategic drivers for change, in terms of the three areas of challenge: (1) more demand for services than capacity; (2) insufficient resources to go around; and (3) the need to design services that better meet the needs of our customers.	Pete Honeywell, Cllr Taylor
	Budget Scrutiny Recommendation Responses	4	To consider responses from Cabinet	David Northey
	Finance Monitoring Report	Standing Item	Maintain oversight of Finance Council-wide.	Helen Slater
	Corporate Plan Performance Report	Standing Item	Maintain oversight of Corporate Plan Performance Council-wide.	Paul Stephens
	Risk Monitoring Report	Standing Item	Maintain oversight of Risk Monitoring Council-wide.	Paul Stephens
	Leader's Forward Plan	Standing Item	To maintain sight of upcoming decisions and inform work programming	The Leader
	Update from Scrutiny Chairs and Work Programmes	Standing Item	To appropriately work programme across Scrutiny Panels to ensure coordination of agenda items	All Scrutiny Chairs
	SMB Work Programme	Standing Item	To consider topics for inclusion in future agendas	SMB Chair
	SMB Action Log	Standing Item	To maintain oversight of actions and ensure completion.	SMB Chair

Items to be scheduled for 2025/26				
2025/26	Staffing vacancies and vacancy savings	3	Added at 24 September 2025 meeting – minute 20.	Chris Squire, Cllr Taylor
Items to be scheduled for 2026/27				
2026/27	Plymouth Local Plan 2026-2050	4	Action from City Council 18 September 2023.	Paul Barnard, Jonathan Bell, Cllr Stephens
2026/27	Hybrid Working Strategy	4	Pre-decision Following consultation with Unions and Staff.	Chris Squire, Cllr Taylor
2026/27	Plymouth's LGR Communications Plan	3	Requested 12 November 2025 - Plymouth's LGR Communications Plan is reported back to the Scrutiny Management Board prior to the Government's statutory consultation period, expected to be in 2026.	Paul Barnard, Ross Jago, Elinor Firth, The Leader
Items Identified for Select Committee Reviews				
2025/26	Cycling/Food Delivery in the City Centre	3	Identified for consideration in 2025 following safety concerns of pedestrians	SMB Chair, Glenn Caplin-Grey

Scrutiny Prioritisation Tool (P-Score)

Criteria	Explanation	Yes (=1)	Evidence
P ublic Interest	Is it an issue of concern to partners, stakeholders and/or the community?		
A bility	Could Scrutiny have an influence?		
P erformance	Is this an area of underperformance?		
E xtent	Does the topic affect people living, working, or studying in more than one electoral ward of Plymouth?		
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SCRUTINY MANAGEMENT BOARD ACTION LOG 2025-26

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Key:	
	Complete
	In Progress
	Not Started
	On Hold

Minute No	Resolution	Date Due & Progress
Minute 30 Plymouth City Council's Draft Local Government Reorganisation Proposal for Devon 12 November 2025	<ol style="list-style-type: none"> 1. To recommend that the 'Plymouth principles' for local government reorganisation set out in the options appraisal be broadened to apply to the whole of Devon; 2. To request that Plymouth's LGR Communications Plan is reported back to the Scrutiny Management Board prior to the Government's statutory consultation period, expected to be in 2026. 3. To request that the financial modelling included in the proposal be updated to include enhanced detail of assumptions made in relation to the savings, costs and transition expenses in order to provide further transparency on the methodology used for the local government reorganisation proposal. 	Status: Complete Officer Responsible: Paul Barnard, Ross Jago, The Leader. Progress: <ol style="list-style-type: none"> 1. Accepted. The principles have been updated to reflect the proposal for the whole of Devon and these have been applied within an updated Options Appraisal; 2. Accepted. The Government, having considered the submitted local government reorganisation proposals for Devon, are expected to make an announcement on the timing of its statutory consultation in Spring 2026. A report on the

Scrutiny Management Board Action Log 2025-26

		<p>draft Plymouth City Council Communications Plan that will raise awareness of the proposed four unitary model for Devon, will be brought to a future Scrutiny Management Board meeting;</p> <p>3. The financial section of the appendix to the proposal will be expanded to further clarify the assumptions that have been used to develop the financial modelling for the local government proposal. A 'Finance Assumptions' appendix was included in publication for City Council 24 November 2025.</p> <p>Page 11 - DOCUMENT TITLE</p>
<p>Minute 30</p> <p>Plymouth City Council People Strategy</p> <p>12 November 2025</p>	<p>4. Officers to circulate the Civic Engagement Agreement and briefing to enable members to question large employers in their wards about what they had done under the agreement to support local people;</p> <p>5. Requested that the People Strategy return to Scrutiny at suitable intervals to enable ongoing scrutiny of progress, performance and impact;</p>	<p>Status: Complete</p> <p>Officer Responsible: Chris Squire + Sue Dann (now Cllr Taylor)</p> <p>Progress:</p> <p>4. The Civic Engagement Agreement and briefing paper was circulated to members on 09 January 2026;</p> <p>5. The People Strategy will be added to the Work Programme for further scrutiny at appropriate intervals.</p>

Scrutiny Management Board Action Log 2025-26

<p>Minute 34</p> <p>Budget Scrutiny Plan</p> <p>12 November 2025</p>	<p>6. To delegate authority to the Chair and Vice-Chair to adjust the timings allocated to individual scrutiny sessions, ensuring that areas of greatest financial pressure receive proportionately more time;</p> <p>7. To request early confirmation of the scrutiny dates and timely publication of all Budget Scrutiny papers to enable members to prepare fully</p>	<p>Status: Complete</p> <p>Officer Responsible: Councillor Mark Coker (Chair)</p> <p>Progress:</p> <p>These requests were completed and thorough Budget Scrutiny was undertaken on 21-22 & 28 January 2026.</p>
<p>Minute 18</p> <p>Finance Monitoring Report, Month Three</p> <p>24 September 2025</p>	<p>8. Requested that Officers provide a breakdown of Private Finance Initiative (PFI) and finance leases to future reports of the Audit and Governance Committee.</p>	<p>Status: Complete</p> <p>Date Due: ASAP</p> <p>Officer Responsible: Ian Trisk-Grove.</p> <p>Progress: Action referred to the Audit and Governance Committee. This figures are included in the Mid-year TM report.</p>
<p>Minute 20</p> <p>Corporate Plan Monitoring Report 2024-25 Q45</p> <p>24 September 2025</p>	<p>9. Requested further details on vacancy levels and vacancy targets across Council departments;</p> <p>10. Requested further information relating to the increase in Section 21 evictions and resulting trends in temporary accommodation pressures;</p> <p>11. Agreed to schedule further scrutiny of legal and finance department vacancies and staffing demand following commencement of a business case;</p>	<p>Status: Complete</p> <p>Date Due: November 2025</p> <p>Officer Responsible: Elliot Wearne-Gould, Cllr Mark Lowry & Ian Trisk-Grove.</p> <p>Progress:</p> <p>9. This data (Establishment data) was provided to members during Budget Scrutiny. A further item</p>

Scrutiny Management Board Action Log 2025-26

	12. Requested a detailed breakdown of new housing figures by type of accommodation.	<p>on staffing and vacancies has been added to the work programme for 2026/27;</p> <p>10. This data was presented to the Housing and Community Services Panel 11 February 2026 under the item: 'Renters Rights';</p> <p>11. Added to work programme;</p> <p>12. Data provided to members via email 03/11/25</p>
<p>Minute 46</p> <p>Cycling in the City Centre</p> <p>27 arch 2025</p>	13. Agreed that a Select Committee of the Scrutiny Management Board was arranged to explore further the issues of e-bikes, food delivery and cycling in the city centre.	<p>Status: In Progress</p> <p>Date Due: 30 September 2025</p> <p>Officer Responsible: Elliot Wearne-Gould</p> <p>Progress: A Select Committee Proposal was agreed by the Scrutiny Management Board in September 2025. Arrangements are underway with witnesses to confirm a date for the meeting. Due to key stakeholder engagement and availability, the Select Committee has been deferred to 2026/27.</p>