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

The key financial risk is that no new external factors create higher than anticipated demand for crisis support services in Plymouth.

Legal Implications

The delivery of the transformation strategy will follow the Council's constitution and governance procedures, including where these are subject to revision.

Key learnings from the Armada Way learning review have been factored into the governance principles described in the strategy.

Carbon Footprint (Environmental) Implications:
The climate impact assessment describes the impact of this strategy as overall neutral, specific implications may emerge from key projects and will be assessed when decisions are required.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:
** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*
The equalities impact assessment describes the potential impacts of some of the strategy, in combination with the budget. The EIA also provides mitigations to any of the potential negative impacts.

Appendices
**Add rows as required to box below*

Ref.	Title of Appendix	**Exemption Paragraph Number** (if applicable) *If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.*						
		1	**2**	**3**	**4**	**5**	**6**	**7**
A	Transformation Strategy							
B	Equalities Impact Assessment							
C	Climate Impact Assessment							

Background papers:
**Add rows as required to box below*

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	**Exemption Paragraph Number** (if applicable) *If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.*						
	1	**2**	**3**	**4**	**5**	**6**	**7**
FY 2026/27 Budget Report							

Sign off:

Fin	DN.25.26.037	Leg	N/A	Mon Off	N/A	HR	N/A	Assets	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											