



Oversight and Governance

Chief Executive's Department
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CABINET – SUPPLEMENT PACK

Monday 11 August 2025
2.00 pm
Council House, Plymouth

Members:

Councillor Evans OBE, Chair

Councillor Laing, Vice Chair

Councillors Aspinall, Briars-Delve, Dann, Haydon, Lowry, Penberthy, Cresswell and Stephens.

Members are invited to attend the above meeting to consider the additional information within this pack.

Tracey Lee

Chief Executive

Cabinet

- | | | |
|------------|--|------------------------|
| 8. | Finance Monitoring Report Q1: | (Pages 1 - 18) |
| 9. | Contract award for the provision of Community Equipment services: | (Pages 19 - 38) |
| 10. | Meadow View Update: | (Verbal Update) |
| 11. | Ofsted Focused Visit – Review of Arrangements for Care Leavers: | (Pages 39 - 52) |
| 16. | Contract award for the provision of Community Equipment services: | (Pages 53 - 56) |

Cabinet



Date of meeting: 11 August 2025
Title of Report: **Finance Monitoring Report Month 3**
Lead Member: Councillor Mark Lowry (Cabinet Member for Finance)
Lead Strategic Director: Ian Trisk-Grove (Service Director for Finance)
Author: Helen Slater (Assistant Head of Finance)
Wendy Eldridge (Lead Accountancy Manager)
Contact Email: ian.trisk-grove@plymouth.gov.uk
Your Reference:
Key Decision: No
Confidentiality: Part I - 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 June 2025, Period 3.

Recommendations and Reasons

1. Note the forecast revenue monitoring position at Month 3 is an adverse variance of £2.609m 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 £351.063m as shown in Table 14, with reconciliation and detail of the movements in the quarter set out in Tables 13 and Table 16, and recommend these amendments to Full Council for approval.

Reason: Cabinet to recommend these amendments to Full Council for approval in line with the Constitution.

3. Note the performance against Prudential Indicators for Q1 2025/26, detailed in section 13.

Reason: To ensure that the Council's borrowing remain affordable, sustainable, and aligned with its Treasury Management strategy

Alternative options considered and rejected

There are no alternative options – our 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.

Financial Risks

Financial risks concerning period 3 reporting are discussed in the body of the report and relate to the attainment of a balanced budget position in financial year 2025/26.

Legal Implications

(Provided by Liz Bryant)

The Council has a statutory obligation to maintain a balanced budget and the monitoring process enables Cabinet to monitor the Council's financial performance against the budget throughout the year.

Carbon Footprint (Environmental) Implications:

There are no impacts directly arising from this report.

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 reducing revenue and capital resources across the public sector has been identified as a key risk within our Strategic Risk register. The ability to deliver spending plans within budget is paramount to ensuring the Council can achieve its objectives

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Finance Monitoring Report Month 3							

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 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.						
	1	2	3	4	5	6	7

Sign off:

Fin	ITG.2 5.26.0 47	Leg	LS/00 0031 97/33 /LB/0 5/08/ 25	Mon Off	N/A	HR	N/A	Asset s	N/A	Strat Proc	N/A
Originating Senior Leadership Team member: Ian Trisk-Grove (Service Director for Finance)											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 05/08/2025											
Cabinet Member approval: Councillor Mark Lowry (Cabinet Member for Finance) approved via email Date approved: 05/08/2025											

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FINANCE MONITORING REPORT

Month 3 (June 2025)



I. EXECUTIVE SUMMARY

I.1. The monitoring position reported at Month 3 is an adverse variance of £2.609m. 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	256.027	2.609

I.2. The Children's Directorate is reporting budget pressure due to Children's Social Care placements; caused by an increase against budget for Independent Sector Placements, with Residential Placements at 64 (2 above budget) and Unregistered Placements at 9 (also 2 above budget).

The Children's Directorate is also reporting a net cost pressure on short breaks provision, however the service is engaged in developing mitigation plans to address.

I.3. The Customer & Corporate Directorate is forecasting an adverse variance of £1.557m against budget. This is predominately caused by additional survey requirements for the Facilities Management service, and savings target delivery pressures across the directorate.

I.4. Overall, £4.737m of the in-year planned savings targeted have been considered achieved, with the remaining balance being progressed. Ongoing monitoring of these savings, alongside further mitigations to offset in-year pressures, will be maintained to ensure that any additional pressures are promptly escalated.

I.5. Section 12 of this report sets out an update on the capital programme, which has seen a net increase of £38.213m in the quarter (see table 13). As at 30 June 2025 the 5-year capital budget 2025-2030 is currently forecast at £351.063m.

The opening budget for 2025/26 year was £195.196m. During quarter 1, £28.019m of this opening budget has been reprofiled into future years following a targeted review exercise of the more significant schemes to develop a more accurate position at the reporting date.

2. DIRECTORATE REVIEW

2.1. The reported position is an overspend of £2.609m at Month 3, an adverse movement of £2.609m from the nil variance position reported at Month 2.

Table 2: Revenue Forecast by Directorate

Directorate	Budget £m	Forecast £m	Variance £m	Status
Adults, Health and Communities Directorate	119.128	119.128	-	Nil variance
Children's Directorate	90.775	91.890	1.115	Over
Growth Directorate	29.579	29.579	-	Nil variance
Office of the Director of Public Health	3.874	3.810	(0.064)	Under
Chief Executive's Office	1.632	1.632	-	Nil variance
Customer and Corporate Services	43.316	44.873	1.557	Over
Corporate Items	(34.885)	(34.885)	-	Nil variance
Total	253.418	256.027	2.609	

3. ADULTS, HEALTH AND COMMUNITIES' DIRECTORATE

Table 3: Adults, Health and Communities Directorate Forecast

Adult Social Care		Variance £m	RAG (mitigations)
Pressure:	Care package expenditure	1.176	
	Client income forecast pressure	0.225	
Mitigation:	Joint funding contributions	(0.643)	Amber
	Forecast staffing savings	(0.051)	Amber
Targeted Budget Containment Action Plan			
Pressure:	Pressure on delivery plans	2.200	
Mitigation:	Remaining in-year delivery plan	(1.508)	Amber
	Targeted Budget Containment action plan (inc. b/f delivery plan)	(1.399)	Amber
Total		-	

3.1. The Adults, Health and Communities Directorate is reporting nil variance in Month 3 but is flagging the following risks, actions and mitigations:

- 3.1.1. £1.176m forecast pressure within Care Package expenditure budgets; with the main pressures being within Domiciliary Care (due to an increased number of clients) and in Residential Care (due to increased package costs as a result of increased complexity of need)
- 3.1.2. It is anticipated that there will be additional Joint Funding income above budgeted levels, correlating to increased package costs, which will offset part of the Care Package expenditure pressures.
- 3.1.3. The Directorate's Budget Containment Group has been mobilised for 2025/26 and activity has commenced; 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, Residential 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. This targeted activity is expected to contain the pressures currently identified in Care Package budgets

- 3.2. Underlying risks to the Adult Social Care Budget include potential increased demand within Care Package budgets, out of line with our forecasts; a further risk is the outcome of the CQC inspection, which may make recommendations that could have an impact on budgets.
- 3.3. The delivery plan target for 2025/26 is £2.733m, of this £1.225m has already been achieved, and all plans are currently expected to be achieved in year.
- 3.4. Within Community Connections, there has been an observed increase in the number of clients accessing Temporary Accommodation in the lead-up to the implementation of the Renters Reform Bill in Autumn 2025. A detailed analysis will be conducted at Month 4 to determine whether this trend represents a temporary fluctuation and to assess its financial impact for the current and future financial years.

4. CHILDREN'S DIRECTORATE

Table 4: Children's Directorate – total reported pressure

Children's Directorate	Variance £m
Children, Young People and Families Department	0.418
Education, Participation and Skills Department	-
Children's Central Spine	0.697
Total	1.115

Table 4a: Children's Directorate – CYPF Forecast

Children, Young People and Families Department		Variance £m	RAG (mitigations)
Pressure:	Looked After Children – Placements	0.418	
	Agency staffing costs	0.623	
	Potential shortfall on vacancy savings targets	0.238	
	Delivery plan pressure & additional savings targets	2.182	
Mitigation:	Vacancy savings targets achieved	(0.795)	Green
	FHFPC Workstream, Reunification & Reconnect Partnership working to identify Children transitioning into alternative placement	(1.714)	Green
	Structure redesign to align with National Reforms	(0.534)	Green
Total		0.418	

- 4.1. The CYPF service is reporting a pressure of £0.418m at Month 3
- 4.1.1. £0.418m pressure on Children's Social Care placements due to an increase in Independent Sector Placements, with Residential Placements at 64 (2 above budget) and Unregistered Placements at 9 (also 2 above budget).
- 4.1.2. 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
- 4.2. 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.

- 4.2.1. This stream of work is called “Steps” and is monitored monthly at the Family Homes for Plymouth Children board – we are also working with external partners such as Reconnect to help the Authority achieve its targets.
- 4.2.2. There are currently enough Children identified with suitable transition plans to achieve the remaining £1.714m balance, however it is essential to point out that delays are likely - as seen in previous financial years. Delays in Children stepping forward is not down to our practice, rather external factors having detrimental impact on our ability to place children into new placements. An example of this is placement availability – our children will be ready to move on, however if there are no placement offers from external agencies then transition will be delayed, reducing the amount of savings available.
- 4.3. 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. It is also essential to note here that delays in recruitment of permanent Social Workers will likely see the service require agency staff in statutory roles, again impacting the department’s ability to generate savings.

Table 4b: Children’s Directorate – EPS Forecast

Education, Participation and Skills Department		Variance £m	RAG (mitigations)
Pressure:	Savings delivery plan pressure	0.303	
Mitigation:	Service redesign	(0.203)	Amber
	Additional savings from Skills	(0.100)	Amber
Total		-	

- 4.4. The Education, Participation and Skills service has recently identified delivery plans of £0.303m to offset the current budget gap. A high-level action plan has been developed but it is still in the early stages and further work is required to establish more in-depth plans and work streams that can achieve these savings. Activity in recent days has already identified additional savings in school improvement. Over the next quarter, the service will be refining their delivery plans and working closely with finance to ensure it is achievable within the year.

Table 4c: Children’s Directorate – Central Spine Forecast

Children’s Central Spine		Variance £m	RAG (mitigations)
Pressure:	Short breaks cost pressures	1.318	
	Potential shortfall on vacancy savings targets	0.024	
Mitigation:	Short breaks Q1 savings identified	(0.446)	Green
	Delay in Home-to-School forecast increases	(0.188)	Amber
	Admission team savings	(0.011)	Amber
Total		0.697	

- 4.5. Some Children’s budgets have now been combined into the ‘Central Spine’, including Short Breaks, Admissions and School Transport.
- 4.5.1. 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 now tasked with identifying methods to mitigate this residual pressure.

- 4.5.2. School Transport budgets are currently forecast to make a saving of £0.188m, this is due to the delay in the forecast increase in numbers of EHCPs, which has a direct impact to SEND Home to School Transport demand.

5. GROWTH DIRECTORATE

Table 5: Growth Directorate Forecast

Growth Directorate		Variance £m	RAG (mitigations)
Pressure:	Street Scene and Waste operational pressures	0.631	Red
	Other delivery pressures within Street Services	1.370	
Mitigation:	Planned management actions	(2.001)	
Total		-	

- 5.1. The Growth Directorate are working towards a balanced revenue budget position for 2025-26. This includes containing pressures predominantly from Street Services both in terms of increasing cost base and realising income targets which in the current climate are challenging. The development of these savings plans will require the specific engagement of the recently appointed Interim Director of Street Services.
- 5.2. The Directorate had in-year savings targets for 2025/26 of £3.495m, to date £1.560m has been achieved, with £1.935m still in progress. In particular, the Directorate are reviewing the projected £1.300m income from the Energy from Waste profit share which is likely to be reduced.

6. OFFICE OF THE DIRECTOR OF PUBLIC HEALTH

Table 6: Office of the Director of Public Health Forecast

Office of the Director of Public Health		Variance £m	RAG (mitigations)
Pressure:	Contract overhead recharge in relation to Coroners arrangements	0.063	Green
	Targetted vacancy savings	0.104	
Mitigation:	Leisure Management efficiencies & planned contract savings	(0.231)	
Total		(0.064)	

- 6.1. Overall the Public Health Directorate is reporting forecast spend of £3.702m against a budget of £3.766m, resulting in a saving at Month 3 of £0.064m.
- 6.2. Within Public Protection Services and Bereavement there are various small pressures being reported as a result of vacancy savings targets, which is being offset by savings on energy costs within Leisure Management.
- 6.3. Underlying risks within the Directorate include the volatility of cremation income within the Bereavement budget, which may deviate from the forecast, and levels of fees and charges income within Public Protection Services.

7. CHIEF EXECUTIVE'S OFFICE

Table 7: Chief Executive's Office Forecast

Chief Executive's Office		Variance £m	RAG (mitigations)
Pressure:	Delivery of planned savings	0.125	Amber
	Staffing pressures	0.020	
Mitigation:	Vacancy savings targets achieved	(0.145)	
Total		-	

7.1. The Chief Executive Office is reporting a nil variance at Month 3, noting pressures from brought forward savings targets not expected to be achieved being offset by savings on vacancies held.

7.2. Costs associated with Local Government Reorganisation are currently in line with expectations but continue to be closely monitored.

8. CUSTOMER AND CORPORATE SERVICES DIRECTORATE

Table 8: Customer and Corporate Services Directorate Forecast

Customer & Corporate Services		Variance £m	RAG (mitigations)
Pressure:	Forecasted survey spends within Hard FM	0.500	Green
	Guildhall Closure until Jan 26	0.140	
	Potential shortfall on vacancy savings targets	0.388	
	Savings plan pressures	0.810	
Mitigation:	Vacancy savings targets achieved	(0.281)	
Total		1.557	

8.1. The Customer and Corporate Services Directorate is reporting a pressure of £1.557m at Month 3.

8.1.1. Within Hard FM there is an estimated £0.500m of unbudgeted surveys required to ascertain the condition of the Corporate Estate.

8.1.2. In Soft FM budgets there is an estimated £0.140m impact, due to reduced income as a result of the extended closure of the Guildhall

8.1.3. A £0.388m pressure is being forecasted across the directorate relating to unachievable vacancy savings targets due to service demand within Finance and Legal not allowing vacancies to be held.

8.1.4. Savings Plans within HR & OD, Departmental Management and ICT totaling £0.810m are unlikely to be achieved. These relate to the capitalisation of staff IT costs, council wide increase of apprenticeships and contact centre savings. The directorate will be working over the coming months to develop business plans to mitigate these pressures.

8.1.5. There are £0.281m of vacancy savings within Libraries and Business Support which partly mitigating the above pressures.

8.2. There is a risk of potential additional Transformation costs incurred prior to being capitalised that may have an impact on revenue budgets.

9. CORPORATE ITEMS

Table 9: Corporate Items Forecast

Corporate Items	Variance £m	RAG (mitigations)
Pressure: Schools PFI Contract	0.239	Green
Mitigation: Additional Support Service Recharge recoverable from funded posts	(0.239)	
Total	-	

Table 10: Progress against savings targets – Treasury Management

Treasury Management Savings Targets	Target per Budget £m	Achieved £m	In Progress £m	RAG Rating
Treasury Management Debt rescheduling	0.300	0.300	-	Green
Treasury Management Efficiencies	0.500	0.441	0.059	Amber
Treasury Management MRP adjustment for prior year overpayments	0.634	0.634	-	Green
Total	1.434	1.375	0.059	

- 9.1. There is currently no monitoring variance to report within Corporate Items. This area holds budgets relating to Treasury Management and centrally held grant funding and central expenditure budgets.
- 9.2. Within Treasury Management, borrowing costs remain managed to budget. Of the £1.434m savings targets identified in 2025/26, £1.375m has been achieved.
- 9.3. 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.
- 9.4. After the end of the period the nationally agreed NJC pay award was confirmed. Provision in the budget allows for a 3% uplift, therefore the confirmation of a 3.2% increase will be reported as a financial pressure of approximately £0.230m from Month 4.

10. CORE RESOURCES

Table 11: 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 3 there are currently no variances forecast against Core Resources which fund the net revenue budget.

II. SAVINGS BUDGETS

Table 12: Summary of progress against savings targets

Savings Progress	Achieved	In Progress	Not achievable	Total
Corporate items	(0.741)	(0.059)	-	(0.800)
Adult Health & Communities	(1.225)	(1.508)	-	(2.733)
Children's Directorate	(0.613)	(2.529)	-	(3.142)
Growth Directorate	(1.560)	(0.635)	-	(2.195)
Chief Executive	(0.099)	(0.419)	-	(0.518)
Customer & Corporate	(0.499)	(1.095)	-	(1.594)
Total	(4.737)	(6.245)	-	(10.982)

II.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 capital programme as at 30 June 2025 incorporates movement since the capital outturn position as at 31 March 2025 with the 5-year capital budget 2025-2030 currently forecast at £351.063m.

12.2. Table 13 reflects the change in 5-year programme scope and movement through new approvals and variations since last reported at outturn 2024/25

Table 13: Capital Programme Changes

Description	£m
Capital Programme as at 31 March 2025 for 5 year period 2024 - 2029	421.629
Restatement of five-year programme window:	
Remove completed 2024/25 year – outturn reported	(109.309)
Addition of 2029/30 to 5 year scope	0.530
New Approvals – April to June see table 16 for breakdown	56.272
Variations – April to June 2025	(18.059)
Total Revised Capital Budget for Approval (2025/26 -2029/30)	351.063

12.3. A breakdown of the current approved Capital Budget by directorate and by funding is shown in Table 14 below.

Table 14: Capital Programme by Directorate

Directorate	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	Total
Children's Services	4.474	0.075	-	-	-	4.549
Adults, Health and Communities	15.412	11.038	1.903	-	-	28.353
Growth - Economic Development	60.619	57.765	33.025	12.427	0.008	163.844
Growth - Strategic Planning & Infrastructure	79.105	30.764	6.216	9.225	0.275	125.585
Growth - Street Services	15.482	6.403	0.242	0.212	0.247	22.586
Customer & Corporate Services	3.185	2.044	0.280	0.101	-	5.610
Office for Director of Public Health	0.536	-	-	-	-	0.536
Total	178.813	108.089	41.666	21.965	0.530	351.063

Table 15: Capital Programme Financing

Financed by:	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	Total
Capital receipts	11.106	3.914	1.196	4.589	0.008	20.813
Grant funding	80.149	28.817	12.394	0.193	0.295	121.848
Corporate funded borrowing	44.936	25.992	10.965	5.324	-	87.217
Service dept. supported borrowing	38.012	40.667	16.095	11.494	0.227	106.495
Developer contributions	2.477	8.686	1.016	0.102	-	12.281
Other Contributions	2.133	0.013	-	0.263	-	2.409
Total	178.813	108.089	41.666	21.965	0.530	351.063

- 12.4.** Based on the latest 2025/26 forecast totalling £178.813m, actual spend as at 30 June 2025 was £16.431m, which equates to 9.19% of the forecast figure of the Capital Programme for 2025/26. Based on historic 5-year trend of actual expenditure compared to outturn based on actual spend at end of June, an outturn forecast closer to £130m has been calculated.
- 12.5.** Of the 5-year programme, £87.217m is forecast to be funded from corporate borrowing which equates to 24.84% of the programme. Work is ongoing to update the capital pipeline which will identify further potential corporate borrowing requirements. Assessment of the future funding assumptions and resulting revenue impact of the capital programme is under review.

Table 16: Capital approvals Q1 including funding

Service / Directorate	Governance	New Approvals	5 Year Programme Approvals £m	Financed By
ED	Exec Decision	Civic Centre Redevelopment	45.866	RF Grant, Corp Borrowing, RF Service Borrowing
ED	Exec Decision	Plymouth & South Devon Freeport – Millbay Terminal Development	5.500	RF Grant
ED	Exec Decision	Brickfields	0.900	Corp Borrowing
CS	Exec Decision	Woodlands School SEND Expansion	0.728	URF Grant
AHC	Exec Decision	Local Authority Housing Fund Phase 3	0.334	RF Grant
ED	Exec Decision/S151	Plymouth Sound National Marine Park	1.750	RF Grant
CCO	S151	MASH Accommodation move	0.111	RF Service Borrowing
CS	S151	Riverside School Phase 2	0.161	URF Grant
CS	S151	Longcause Office Conversion	0.192	URF Grant
ED	S151	Rail Station Accommodation Block	0.106	RF Grant
SPI	S151	Heat Decarbonisation B.2 – DPRO & EEBC	0.115	Corporate Borrowing
SPI	S151	Plan for Homes 4	0.006	External Contribution
CS	S151	Foster for Plymouth Carers Adaptations	0.200	RF Service Borrowing
CS	S151	Laira Green - Early Years Expansion	0.150	RCCO
CS	S151	Laira Green - Devolved Capital	0.001	RF Grant
SS	S151	Minor Traffic Schemes	0.006	S106
SS	S151	Inclusive Mobility	0.003	S106
SS	S151	Workshop HGV Ramp	0.054	RCCO
SS	S151	Central Park Improvements	0.038	S106
SS	S151	Improving Outdoor Play Phase 3	0.013	S106
SS	S151	Central Park Baseball Pitch Improvements	0.024	S106
PH	S151	Rees Centre Wellbeing Hub	0.013	S106
Total Capital Approvals			56.272	

Glossary		Glossary	
AHC	Adults, Health and Communities	RF	Ring Fenced
CS	Children's Services	URF	Unringfenced
SPI	Strategic Planning & Infrastructure	CB	Corporate Borrowing
SS	Street Services	SB	Service Borrowing
ED	Economic Development	Cap Rec	Capital Receipts
PH	Public Health	Cont	External Contribution
CCO	Customer & Corporate		

Capital Programme 2025/26 monitoring

- 12.6.** The opening budget for 2025/26 was £195.196m. During quarter 1, £28.019m of this opening budget has been reprofiled into future years following a targeted review exercise of the more significant schemes to develop a more accurate Q1 position, alongside routine Q1 monitoring. The amount reprofiled included £21.3m identified as part of the targeted exercise and this element was financed by £10.369m borrowing.
- 12.7.** Together with new approvals programmed for 2025/26, and variations, this produces a latest forecast for 2025/26 totalling £178.813m. Finance officers continue to work with Project Officers reviewing forecasts to ensure any necessary reprofiling is reported.
- 12.8.** Post completion of Month 3 monitoring, further meetings have been held with Project Officers which have resulted in additional re-profiling of £4.4m of the capital programme into later years which will be included within Month 4 (July) monitoring position.

12.9. Table 17 below includes a breakdown by directorate of actual cash spend as at 30 June 2025 shown as a value and percentage against latest forecast (overall, 9.19%). This low figure reflects outstanding accruals processed in 2024/25 accounts which are yet to be matched off with actual invoice payments, and is a comparable percentage to Q1 2024/25 (9.03%).

Table 17: 2025/26 Programme including actual spend and % spent compared to latest forecast

Directorate	Latest Forecast 2025/26 £m	Actual Spend as at 30 June 2025 £m	Spend as a % of Latest Forecast
Children's Services	4.474	0.197	4.40%
Adults, Health and Communities	15.412	2.234	14.49%
Growth - Economic Development	60.620	4.520	7.46%
Growth - Strategic Planning & Infrastructure	79.106	6.184	7.82%
Growth - Street Services	15.482	2.525	16.31%
Customer & Corporate Services	3.185	0.651	20.44%
Office for Director of Public Health	0.536	0.120	22.40%
Total	178.813	16.431	9.19%

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

13 Prudential Indicators Q1 2025/26

13.1 The Authority measures and manages its capital expenditure, borrowing and commercial and service investments with reference to the following indicators. It is now a requirement of the CIPFA Prudential Code that these are reported on a quarterly basis.

Table 18: Capital Financing Requirement

Capital Financing Requirement	2024/25 actual £m	2025/26 forecast £m	2026/27 budget £m	2027/28 budget £m
General Fund services	869.516	931.960	975.528	976.784

Capital Financing Requirement: The Authority's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP / loans fund repayments and capital receipts used to replace debt. The actual CFR is calculated on an annual basis.

13.2 Gross Debt and the Capital Financing Requirement

Statutory guidance is that total debt should remain below the capital financing requirement, except in the short term. The Authority has complied with, and expects to continue to comply with, this requirement in the medium term as is shown below.

Table 19: Gross Debt/Capital Financing Requirement

Gross Debt /Capital Financing Requirement	2024/25 actual £m	2025/26 forecast £m	2026/27 budget £m	2027/28 budget £m	2028/29 budget £m	Q1 2025/26 actual £m
Debt (incl. PFI & leases)	795.360	857.804	926.372	927.628	916.305	800.360
Capital Financing Requirement	869.516	931.960	975.528	976.784	965.460	

- 13.2.1 Note that whilst the underlying driver for Plymouth City Council's borrowing is capital investment, actual borrowing levels are driven by cash flow needs. Therefore, the level of borrowing above also includes the impact of working capital financing, including the cumulative deficit in the Dedicated Schools Grant.
- 13.2.2 Included in the debt balance are amounts relating to 'PFI liabilities & finance leases'. These represent the gross value of the total long-term financing obligations payable or long-term service delivery contracts, e.g. the Energy from Waste plant. Whilst these are both analysed alongside borrowing, these are financing arrangements directly linked to underlying assets, which represent a prudent approach to enabling key operational initiatives to proceed.

13.3. Debt and the Authorised Limit and Operational Boundary:

- 13.3.1 The Authority is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.
- 13.3.2 The Council manages its borrowing activity in line with its approved Capital Strategy and Treasury Management Strategy, ensuring that borrowing is managed responsibly, and sustainably. The setting of the Authorised Limit is informed by the CIPFA Prudential Code, and the Council continues to operate well within these defined parameters.
- 13.3.3 Maintaining borrowing within these limits is essential to ensure that the Council's capital investment programme remains financially sustainable and that any future implications for Council Tax are manageable and proportionate.

Table 20: Debt and Authorised Limit/Operational Boundary

	Max. debt Q1 2025/26 £m	Debt at Q1 2025/26 £m	Operational Boundary £m	Authorised Limit £m	Complied? Yes/No
Borrowing	769.976	707.532	788.286	838.286	Yes
PFI and Finance Leases	92.828	92.828	217.000	217.000	Yes
Total debt	862.804	800.360	1005.286	1055.286	

Since the operational boundary is a management tool for in-year monitoring it is not significant if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

13.4 Proportion of Financing Costs to Net Revenue Stream

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP/loans fund repayments are charged to revenue. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 21: Proportion of Financing Costs to Net Revenue Stream

	2024/25 actual £m	2025/26 forecast £m	2026/27 budget £m	2027/28 budget £m
Financing costs (£m)	43.480	50.369	53.895	59.135
Proportion of net revenue stream				
- all financing costs	18.38%	19.91%	21.09%	22.35%
- financing costs exc. Service Borrowing	10.73%	12.48%	13.07%	14.08%

13.4.1 The increase in financing costs is driven by assumptions surrounding use of borrowing to support the approved capital programme and cashflow requirements. Currently this includes assumptions on financing required to fund the cumulative High Needs Block DSG deficit, however we are seeking guidance to clarify how this financing cost should be disclosed within Prudential Code indicators. The level of borrowing incurred, and therefore MRP, may be reduced where external funding sources, e.g. grants, are secured.

13.4.2 It is important to note that (in line with guidance) we have measured total financing costs against the core (net) revenue streams for the authority. However, a large proportion of the financing costs relate to borrowing for investments – known as ‘service borrowing’ - which generate non-core income streams, mainly rents through the authority’s Property Regeneration Fund (PRF) property portfolio. This makes the financing costs more affordable for the Council, providing that risks relating to the income streams are well-managed.

13.4.3 Short-term borrowing with other local authorities is currently being secured at 4.25% to 4.30% with comparable 1-year PWLB at 4.5% as at 30 June 2025.

13.5 Net Income from Commercial and Service Investments to Net Revenue Stream

The Authority’s income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated below.

Table 22: Net Income from Commercial and Service Investments to Net Revenue Stream

	2024/25 actual £m	2025/26 forecast £m	2026/27 budget £m	2027/28 budget £m
Total net income from service & commercial investments (£m)	(11.281)	(11.666)	(11.705)	(13.637)
Proportion of net revenue stream	4.77%	4.61%	4.58%	5.15%

13.5.1 As detailed in 13.4.2 above, this income relates to the strategic investments made into the Property Regeneration Fund (PRF), currently held as a portfolio of assets with a gross capital cost of £223.6m. The PRF has regenerated areas of the city, encouraged private investment and created or retained employment in the city.

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Cabinet



Date of meeting:	11 August 2025
Title of Report:	Contract award for the provision of Community Equipment services
Lead Member:	Councillor Mary Aspinall (Cabinet Member for Health and Adult Social Care)
Lead Strategic Director:	Gary Walbridge (Strategic Director for Adults, Health and Communities)
Author:	James Stannard (Market Improvement Manager)
Contact Email:	James.stannard@plymouth.gov.uk
Your Reference:	
Key Decision:	Yes
Confidentiality:	Part I - Official

Purpose of Report

The purpose of the report is to propose an award of a contract for the provision of community equipment services in Plymouth.

Plymouth City Council and NHS Devon ICB jointly commission a Community Equipment Service (CES) for adults and children within the Plymouth City Council area or those on the outskirts if registered with a GP in Plymouth.

This service provides equipment relating to a prescribed, clinical need to support a person in their own home, including when they return from hospital. This includes equipment such as beds, mattresses and mobility aids. Equipment may be provided to support someone with a short-term need while they recover from illness, or longer term or permanent ill health.

There is a need to award a new contract for this essential service as the current provider (NRS) has informed local authorities they will become insolvent by 31st July 2025. A short-term contract for a period of 2 months was put in place with Millbrook between 1st August 2025 and 30th September 2025 to ensure the urgent continuation of the service over the summer and while further contract negotiations and planning could take place.

Recommendations and Reasons

1. It is recommended to direct award a new contract for the provision of community equipment services to Millbrook Healthcare from 01 October 2025 until 31 January 2029.

Reasons: There is an urgent need to ensure the continuity of the service to ensure that people are able to receive equipment to support their safety and wellbeing. This service is also critically important in ensuring that people are able to leave hospital safely with the equipment they need.

With the current provider entering into insolvency nationally, a large number of local authorities will be seeking to re-procure their community equipment services. This is likely to place a significant strain on providers to be able support engagement with multiple procurements. The duration of the contract will allow time for a redesign of the service to take place and a full procurement.

Millbrook has significant experience of providing services of this type. The company previously delivered the service in Plymouth and delivers the current service for Devon County Council. In addition Torbay Council is seeking to award a contract to Millbrook.

Alternative options considered and rejected

Ceasing to deliver the service:

This option was rejected as the provision of equipment is a statutory service. The removal of the service would leave people who need equipment without support and also stop the essential maintenance of equipment which is currently in people's homes to help them to continue to live independently. This would present a significant safety and wellbeing risk.

Carrying out a full procurement:

This option was rejected as there is a need to ensure the continuity of the service in Plymouth for the safety and wellbeing of the people who rely on it and a full procurement for a service of this complexity would take in the region of 3 years to fully review, redesign and procure the service.

Delivering the service in-house:

This option was rejected as the resource and capability to deliver a service of this scale and complexity rapidly and safely does not exist currently. This is also likely to have been a more expensive option as experienced community equipment providers have well established relationships with equipment suppliers and often their own abilities to manufacture equipment.

Relevance to the Corporate Plan and/or the Plymouth Plan

This report aligns to the Corporate plan priorities of keeping children, adults and communities safe and working with the NHS to provide better access to health, care and dentistry.

This report aligns to the Plymouth Plan priority of supporting a Healthy City.

Implications for the Medium Term Financial Plan and Resource Implications:

The provision of community equipment services is jointly funded by Plymouth City Council and NHS Devon ICB via the Better Care Fund with an estimated annual budget of £2.2m. Any changes to the funding allocation or pressures in terms of spend are jointly considered by the Strategic Director for Adults, Health and Communities with finance colleagues and partners from the ICB.

Financial Risks

The budget for community equipment services is demand led and dependent on the number of adults and children who require equipment in any year. This also varies dependent on the type of equipment required, from smaller items such as bed rails to full hoist systems.

Commercial workshops have taken place with Millbrook as the proposed provider to consider the cost of the contract. It is recognised that Millbrook will incur some additional costs to support the rapid mobilisation of the new service and this will be monitored closely by Finance and commissioning staff in the Council and NHS Devon ICB. It is considered that this will be significantly lower when considered against the likely costs of directly providing the service in-house.

Legal Implications

(Provided by R. Hargreaves)

It is understood that the direct award criteria under the Procurement Act 2023 have been considered as justified for this matter on the grounds of extreme urgency. This appears to be even more so given the Orders of the High Court of Justice, winding up the two NRS companies with effect from 8.28am on 1 August 2025.

Carbon Footprint (Environmental) Implications:

Community equipment services are predominantly delivered within the city boundaries, to help people to be able to remain living independently in their own home. By aiming to deliver high quality services locally we will continue to review the opportunities to reduce the carbon footprint of the service, for example through deliveries, collections and the recycling of equipment.

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.*

A key requirement of Children's and Adult Social Care is to consider Equalities, Diversity and Inclusion in the provision of care and support for those we work with. This includes consideration of the Equalities Act and how we are ensuring consistent and appropriate access to advice, care and support and equipment, including for those people and communities who may be seldom heard.

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Briefing report: Contract Award for the provision of Community Equipment services							
B	Contract Award for the provision of Community Equipment services – Part 2			X				
C	Equalities Impact Assessment							
D	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)
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BRIEFING REPORT**Contract Award for the provision of Community Equipment services
PART I****1. INTRODUCTION**

This contract award report is in relation to the procurement of the Plymouth Community Equipment Services (CES) for the period between 2025 and 2029. The previous contract was in place between 01/03/2023 and 31/07/2025 and held by Nottingham Rehab Ltd (T/A NRS Healthcare), approximately 17,000 people are supported by the service every year. The contract will continue to be in partnership with NHS Devon ICB.

The need to review the existing contract arrangements were driven by the local authority being informed by NRS Healthcare that they would become insolvent by 31st July 2025. The provision of community equipment services is a statutory duty, any gaps in service provision present a range of risks to health and social care services in Plymouth.

Every effort has been made to secure the continuity of the service via a 2-month contract with Millbrook Healthcare to support the urgent mobilisation of a new service. The recommendation is to award a further contract to Millbrook Healthcare from 1st October 2025 until 31st January 2029 to stabilise the service while a full redesign and procurement is carried out.

2. BACKGROUND

Plymouth requires a Community Equipment Service (CES) for adults and children within the Plymouth City Council area or those on the outskirts if registered with a GP in Plymouth.

This service provides equipment relating to a prescribed, clinical need to support a person in their own home. This includes equipment such as beds, mattresses and mobility aids. Equipment may be provided to support someone with a short term need, while they recover from illness, or longer term or permanent ill health. Referrals to the service are made by prescribing organisations such as Livewell Southwest, University Hospitals Plymouth NHS Trust, St Luke's Hospice and Practice Plus Group Hospitals.

CES includes the provision of a range of Core Stock equipment which is most frequently used, more specialist Non-Stock equipment ordered on an ad-hoc basis and Minor Adaptations. It is a requirement that the service is supported by a comprehensive web based IT platform for the provider and those referring to the service.

A team of Plymouth City Council and Livewell staff have been working together across children's and adult services to enact a contingency plan for the contract. This has included liaison with key partners who rely on the service, including University Hospitals Plymouth and St Lukes'.

3. RISK

The following are risks which have been considered as part of the process of contingency planning:

Risk to	Possible impact
Reputation of the Council and ICB	Reputational damage from not being able to deliver a statutory service
Children and adults	Risk of physical harm due to not having required equipment or un-serviced/ faulty equipment which is not maintained.
Prescribers/staff	Exposure to unsafe working environments, increased risk of injury
Carers (Employed and family/foster carers)	Harm caused by default if take on additional tasks such as lifting without suitable equipment in place
Hospitals	Delays in discharging patients, more admissions and reduction in use of virtual wards.
Provider staff	Uncertainty about security of employment, not being able to access stock or vehicles
End of life care	Delays in discharge or the provision of appropriate equipment to meet need
Care and support providers	Reluctance to accept new care packages for people without appropriate equipment in place or escalation into residential care for those who cannot be supported safely at home without equipment
Schools	Children being unable to access education without required equipment
Wider supply chain	Loss of data, lack of payments, over or under ordering of alternative equipment

4. PROCUREMENT PROCESS

A background paper titled “Contract Award for the provision of Community Equipment services Part 2” details the procurement considerations. A direct award of the Community Equipment Services Contract to Millbrook Healthcare is recommended under the Procurement Act 2023 direct award grounds for urgency.

5. FINANCIAL IMPLICATIONS



The financial implications for the procurement and contract award are described in the Part 2 paper.

6. APPROVAL

Authorisation of Contract Award Report

Author (Responsible Officer / Project Lead)

Name: James Stannard

Job Title:	Market Improvement Manager		
Additional Comments (Optional):			
Signature:		Date:	01/08/2025
Head of Service / Service Director [Signature provides authorisation to this award report and award of Contract]			
Name:	Gary Walbridge		
Job Title:	Strategic Director of Integrated Commissioning		
Additional Comments (Optional):			
Signature:		Date:	01/08/2025

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EQUALITY IMPACT ASSESSMENT – ADULT SOCIAL CARE IMPROVEMENT PLAN

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s): The person completing the EIA template.	Emma Crowther, Service Director Integrated	Department and service:	Adults, Health and Communities	Date of assessment:	18 July 2025
Lead Officer: Head of Service, Service Director, or Strategic Director.	Gary Walbridge, Strategic Director, Adults, Health and Communities	Signature:	Gary Walbridge	Approval date:	04 August 2025
Overview:	<p>This EIA relates to a paper to be considered at Cabinet on 11th August 2025, which sets out the proposal to award a new contract for the provision of Community Equipment for Plymouth to support the ongoing availability of equipment for people who need it to support their health and wellbeing.</p> <p>Plymouth City Council and NHS Devon ICB jointly commission a Community Equipment Service (CES) for adults and children within the Plymouth City Council area or those on the outskirts if registered with a GP in Plymouth. Plymouth City Council is the lead commissioner. The budget for the service is jointly funded from the Better Care Fund.</p> <p>This service provides equipment relating to a prescribed, clinical need to support a person in their own home, including when they return from hospital. This includes equipment such as beds, mattresses and mobility aids. Equipment may be provided to support someone with a short-term need while they recover from illness, or longer term or permanent ill health. It is critical that the service remains in place to provide continuity of care and support for the people who rely on it, some of whom will have protected characteristics. Equipment is also provided to support children with additional needs to be able to attend school.</p>				
Decision required:	For Cabinet to consider the recommendation to award a new contract for the provision of community equipment services.				

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	X
Potential internal impacts:	Yes		No	X

Does the proposal have the potential to negatively impact Plymouth City Council employees?				
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	X
If you do not agree that a full equality impact assessment is required, please set out your justification for why not.	N/A			

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
Age	<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>None identified – Adult Social Care services are accessible to all those aged 18+ with an eligible need under the Care Act.</p> <p>We are aware that our local population is ageing, and we will need to ensure that our Adult Social Care services are able to adapt to meet future need.</p> <p>The contract specifically supports children with additional needs, to help them to remain living at home and also to be able to attend school.</p>	<p>Having a community equipment service in place ensures that as people age and potentially become more frail they have access to equipment than can help them to remain living in the place of their choice for as long as possible, for example rails, walking aids, or more intensive support such as specialist beds.</p>	<p>Ongoing through contract monitoring of the provider by Plymouth City Council and NHS ICB Devon.</p>

<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>None identified – Adult Social Care services are accessible to all those aged 18+ with an eligible need under the Care Act.</p> <p>Children in care with additional needs requiring support via the provision of equipment are included in the contract.</p>	<p>The community equipment service supports children and young people with additional needs as well as adults and the intention is for any child or young person who needs equipment to be able to access it to support them to live independently. This includes young people who are care experienced.</p>	<p>Ongoing through contract monitoring of the provider by Plymouth City Council and NHS ICB Devon.</p>
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Disability	<p>9.4 per cent of residents in Plymouth have their activities limited 'a lot' because of a physical or mental health problem.</p> <p>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>None identified – Adult Social Care services are accessible to all those aged 18+ with an eligible need under the Care Act.</p> <p>Children and young people with an eligible need are supported by the service.</p>	<p>The community equipment service is essential for people with a disability where having access to equipment will make a difference to their daily living and quality of life. Having the new contract in place will ensure that this support continues to be available.</p>	<p>Ongoing through contract monitoring of the provider by Plymouth City Council and NHS ICB Devon.</p>
Gender reassignment	<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>None identified – the Council's services are accessible to all those with eligible needs.</p>	<p>None identified</p>	<p>N/A</p>
Marriage and civil partnership	<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.</p> <p>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>None identified</p>	<p>None identified</p>	<p>N/A</p>
Pregnancy and maternity	<p>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.</p>	<p>None identified</p>	<p>None identified</p>	<p>N/A</p>

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>	<p>None identified – the Council's services are accessible to all those with eligible needs.</p> <p>We recognise that we need to ensure that we regularly connect with all communities in our city to ensure we consistently understand the needs of people who may be more seldom heard.</p>	None identified	N/A
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>	None identified	None identified	N/A

Sex	51 per cent of our population are women and 49 per cent are men (2021 Census).	<p>None identified – the Council's services are accessible to all those with eligible needs.</p> <p>We know that women in our city are statistically more likely to live for more years experiencing ill health and also that more women than men are unpaid carers - with the highest number in the 50-59 age group. We need to ensure that support for carers is available and includes a focus on the health of the carer.</p>	The community equipment service focuses on supporting people to be able to remain living independently for as long as possible, and this includes secondary support for the people who are carers for loved ones.	Ongoing through contract monitoring of the provider by Plymouth City Council and NHS ICB Devon.
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).	None identified	None identified	N/A

SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department
	None identified	None identified	N/A

SECTION FIVE: OUR EQUALITY OBJECTIVES

Equality objectives	Implications	Mitigation Actions	Timescale and responsible department
Work together in partnership to: <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			
Give specific consideration to care experienced people to improve their life outcomes, including access to training, employment and housing.	None identified	None identified	N/A
Build and develop a diverse workforce that represents the community and citizens it serves.	None identified	None identified	N/A
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.	None identified	None identified	N/A

Plymouth Community Equipment Service

Project details

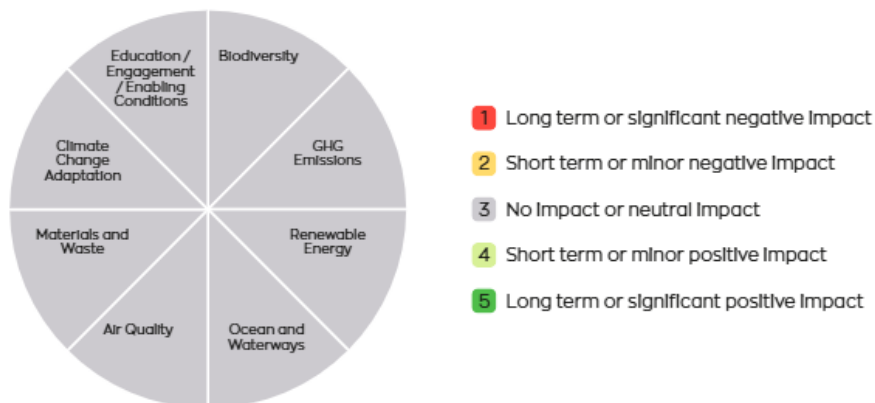
Assessment author

James Stannard

Project summary

Plymouth City Council and NHS Devon ICB jointly commission a Community Equipment Service (CES) for adults and children within the Plymouth City Council area or those on the outskirts if registered with a GP in Plymouth. This service provides equipment relating to a prescribed, clinical need to support a person in their own home, including when they return from hospital. This includes equipment such as beds, mattresses and mobility aids. Equipment may be provided to support someone with a short-term need while they recover from illness, or longer term or permanent ill health.

Summary of assessment



Assessment scores

Biodiversity

Score

(3) No impact or neutral impact

Score justification

The Community Equipment Service makes use of existing infrastructure, buildings and road networks. Cleaning and disinfecting of equipment is completed in line with ISO 14001, and is a continuation of an existing service.

GHG Emissions

Score

(3) No impact or neutral impact

Score justification

The service is a continuation of the existing Community Equipment Service, and there is not anticipated increase or decrease in Greenhouse Gas Emissions

Renewable Energy

Score

(3) No impact or neutral impact

Score justification

There is no perceived impact on renewable energy.

Ocean and Waterways

Score

(3) No impact or neutral impact

Score justification

The service is a continuation of the existing Community Equipment Service with no perceived different impact on ocean and waterways.

Air Quality

Score

(3) No impact or neutral impact

Score justification

The service is a continuation of the existing Community Equipment Service with no perceived different impact on Air Quality.

Materials and Waste

Score

(3) No impact or neutral impact

Score justification

The service is a continuation of the existing Community Equipment Service with no perceived different impact on materials and waste.

The service routinely recycles equipment where appropriate, reducing the need for new / replacement equipment.

Climate Change Adaptation

Score

(3) No impact or neutral impact

Score justification

No an assessment will no be conducted on the vulnerability of the service to climate change impacts. It will not have an impact on making Plymouth more or less resilient to the anticipated effects of climate change.

Education / Engagement / Enabling Conditions

Score

(3) No impact or neutral impact

Score justification

The service is a continuation of the existing Community Equipment Service with no perceived different impact on education / engagement or enabling conditions.

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Cabinet



Date of meeting: 11 August 2025

Title of Report: **Ofsted Focused Visit – Review of Arrangements for Care Leavers**

Lead Member: Councillor Jemima Laing (Deputy Leader, and Cabinet Member for Children's Social Care, Culture and Communications)

Lead Strategic Director: David Haley (Director for Childrens Services)

Author: Karen Blake, Head of Service (Permanence and Fostering)

Contact Email: Karen.blake@plymouth.gov.uk

Your Reference:

Key Decision: No

Confidentiality: Part I - Official

Purpose of Report

This report highlights the key findings of the Ofsted Focused Visit to Plymouth City Council to review arrangements for our Care Leavers which took place on 1st and 2nd July 2025 and was published on 31st July 2025. The report also sets out the key actions taken to address the priority areas for improvement.

Recommendations and Reasons

1. To note the published Ofsted report;
2. To endorse that all areas for improvement and further development are being incorporated into the Care Leavers Service Plan and monitored through Corporate Parenting Operational Managers Group (monthly) and Corporate Parenting Board (Quarterly).

Alternative options considered and rejected

1. No alternative options have been considered as this is a publicly available document and the recommended actions are in accordance with the findings of the report.

Relevance to the Corporate Plan and/or the Plymouth Plan

This recommendation aligns to the Corporate Plan in relation to keeping young people safe.

This recommendation aligns to the Council's mission and values of Democracy, Responsibility, Fairness and Cooperation as set out in the Corporate Plan.

Implications for the Medium Term Financial Plan and Resource Implications:

Additional staffing within the Care Leavers Team has already been agreed and budgeted for within the 2025/26 staffing budget.

There may be financial implications of moving care experienced young people out of Bed & Breakfast accommodation to more suitable accommodation. In some cases this will be a positive financial impact given the cost of temporary accommodation.

The provision of more suitable accommodation for all care leavers, especially those with a high level of complex need, could create a financial pressure across Children's Services and Community Connections.

Financial Risks

There is a financial risk related to the provision of high quality, suitable accommodation for all care leavers, especially those with a high level of complex need, across Children's Services and Community Connections.

Legal Implications

(Provided by LB)

There are no legal implications arising directly from this report.

Carbon Footprint (Environmental) Implications:

No environmental implications noted.

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 recommendations are relevant to Plymouth City Council's commitment to treat Care Experience as a Protected Characteristic.

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Briefing report: Ofsted Focused Visit to Plymouth City Council's Children's Services - Review of Arrangements for Care Leavers							
B	Ofsted Letter							

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)
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Sign off:

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Originating Senior Leadership Team member: Karen Blake											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 31/07/2025											
Cabinet Member approval: Cllr Jemima Laing, approved by email											
Date approved: 31/07/2025											

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Ofsted Focused Visit to Plymouth City Council's Children's Services -Review of Arrangements for Care Leavers**Karen Blake, Head of Service (Permanence, Care Leavers and Fostering)****1. EXECUTIVE SUMMARY**

- 1.1. Ofsted completed a Focused Visit to Plymouth Children's Services as part of the Ofsted Inspection Framework. The focused visit took place on 1st and 2nd July 2025 and reviewed the arrangements for care leavers as well as the progress that had been made since the previous ILACS inspection that took place in January 2024.
- 1.2. Ofsted published a letter summarising the findings of the focused visit on 31st July 2025.
- 1.3. Ofsted found that "Plymouth City Council is an ambitious Corporate Parent, driven effectively by the Director of Children's Services. Senior leaders have secured many improvements for care-experienced young people in response to the areas for development identified in the previous inspection in February 2024".

2. BACKGROUND

- 2.1. Ofsted completed a Focused Visit to Plymouth Children's Services as part of the Ofsted Inspection Framework.
- 2.2. The focused visit reviewed the arrangements for care leavers and the progress that had been made since the previous ILACS inspection that took place in January 2024.
- 2.3. Alongside the two days spent on site inspecting the service, they considered a broad range of evidence, including reviewing care-experienced young people's records, case discussions with personal advisers, social workers and managers and spoke with a number of care-experienced young people. Inspectors also reviewed relevant local authority performance and quality assurance information and a range of supporting documentation from the Local Authority and our partners.

3. SUMMARY OF FINDINGS: STRENGTHS AND IMPROVEMENTS

- 3.1. Ofsted found many improvements for care leavers since the ILACS inspection in January 2024, when the quality and consistency of services for care-experienced young people was judged to be requires improvement to be good. They concluded that the self-evaluation evidenced that senior leaders know their service well and this reflected what inspectors saw during the visit.
 - Plymouth City Council's Local Offer to Our Care Leavers is comprehensive and has been thoughtfully strengthened in response to consultation with young people with full political support.
 - Senior leaders have strengthened work with partner agencies.
 - Young people told inspectors how much they value their Personal Advisers (PAs), saying that their PAs help them, stay alongside them are responsive and kind. Care-experienced young people receive timely practical and emotional support from social workers and PAs who know them well. PAs and multi-agency professionals are ambitious for care-experienced young people and advocate strongly for them.
 - Those at risk of exploitation are supported by the multi-agency 'Be Safe Team'.
 - The quality of Pathway Plans has improved since the previous inspection. The codesign of the new template with care experienced young people has supported their engagement in

completion of their plans. Plans are sensitively written and are co-produced with the young person.

- PA's' written visit records for their young people have improved since the previous inspection. They now demonstrate how well PAs know each of their young people and are written in a positive and trauma-informed style to the young person.
- The physical health needs of young people are well considered and met with young people benefiting from access to a flexible, co-located care experienced nursing team.
- The Corporate Parenting Board was seen to provide effective governance and oversight.
- It is recognised that Plymouth City Council has made additional resources and investment decisions, guided by the voices of care experienced young people, that have made positive differences for care experienced young people.
- Leaders have increased the range of support and programmes available to promote opportunities for care-experienced young people. There is support to engage young people in learning opportunities from when they are Not In Education, Employment or Training (NEET).
- Care experienced young people who are pregnant or are parents continue to receive dedicated effective support.
- All young people in custody are visited regularly and receive strong advocacy from their PAs.
- Senior leaders and managers are committed to continuous improvement in practice with audits providing excellent opportunities for young people to talk about their experiences with managers.
- PAs are very positive about working in Plymouth, despite very busy workloads. They emphasised a new culture of optimism and a Director of Children's Services who listens and is passionate about getting the right services for all care-experienced young people.

4. SUMMARY OF FINDINGS: AREAS OF IMPROVEMENT

4.1. Ofsted identified two key areas that need to improve:

4.1.1 The effectiveness of joint working across the council with housing to improve the quality and availability of accommodation for care leavers.

- Approaches have not yet been sufficiently effective in developing accommodation sufficiency for all care-experienced young people.
- A small number of vulnerable care-experienced young people are moved into bed and breakfast accommodation and some live in this accommodation for too long, which impacts on their stability, emotional well-being and life chances.
- Pathways to accommodation for young people leaving custody are not well developed, with those not moving to approved premises or family, being placed in bed and breakfast accommodation.

4.1.2 The quality of supervision and management oversight, including the identification and management of risk.

- It was noted that while risk is well identified, the focus on risk can reduce with time and not be sufficiently reviewed through supervision and planning.

- 4.2. Ofsted also noted that while improvements have been made in many aspects of care-experienced young people's lives, it is too early to see the full impact of improvement plans in all aspects of their lives.
- 4.3. Pathway plans are now ambitious and capture young people's wishes well, but there is still more improvement required in respect of detailed action setting.

5. ACTIONS UNDERTAKEN

- 5.1. All young people in Bed and Breakfast were immediately reviewed and clear plans agreed to progress their move into suitable accommodation. A supervision has taken place or been scheduled for each Personal Adviser alongside the Quality Assurance Team to ensure that the individual risk assessment and plan is incorporated into a reflective supervision, SMART actions are set and reviewed through supervision. Quality Assurance activity is planned for October to ensure that learning has been embedded, actions have been completed, and the risk has reduced for the young person and will report findings to the Quality Assurance Performance Improvement Board, chaired by the Director of Children's Services, in November 2025.
- 5.2. A weekly review meeting, chaired by the Service Manager or Head of Service, has been implemented for all young people in Bed and Breakfast accommodation to increase senior leadership oversight of risk, track and progress plans to move to suitable accommodation and identify and remove barriers. Progress report will be provided to each Quality Assurance Performance Improvement Board and Corporate Parenting Board for at least the next 6 months.
- 5.3. Operational managers across the Care Leavers Service and Community Connections are meeting to develop a Targeted Accommodation Action Plan chaired by the Head of Service Permanence (13/08/2025).
- 5.4. Strategic managers from One Children's Service and Community Connections are meeting to review the agreed approach, chaired at a Director level (15/08/2025)
- 5.5. An additional Team Manager had already been recruited to increase management capacity and reduce both the number of PAs and young people each Team Manager oversees. This person has now started within the team. This will improve management oversight and capacity for quality assurance addressing concerns around the quality of supervision and management oversight, including the identification and management of risk.
- 5.6. The Quality Assurance Team are supporting each PA and their Team Manager in improving supervision through role modelling and quality assurance activity.

6. RECOMMENDATION

- 6.1. All areas for improvement and further development is being incorporated into the Care Leavers Service Plan and monitored through Corporate Parenting Operational Managers Group (monthly) and Corporate Parenting Board (Quarterly).

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31 July 2025

David Haley
Director of Children's Services Plymouth City Council
Ballard House
26 West Hoe Road
Plymouth
PL1 3BJ

Dear Mr Haley,

Focused visit to Plymouth children's services

This letter summarises the findings of the focused visit to Plymouth children's services on 1 and 2 July 2025. His Majesty's Inspectors for this visit were Joy Howick, Monique Lindsay and Michele Henry.

Inspectors looked at the local authority's arrangements for care leavers.

This visit was carried out in line with the inspection of local authority children's services (ILACS) framework. This visit was carried out entirely on site. Inspectors considered a broad range of evidence, including care-experienced young people's records and undertook case discussions with personal advisers, social workers and managers. Inspectors spoke with a number of care-experienced young people. Inspectors also reviewed relevant local authority performance and quality assurance information.

Headline findings

Plymouth City Council is an ambitious Corporate Parent, driven effectively by the Director of Children's Services. Senior leaders have secured many improvements for care-experienced young people in response to the areas for development identified in the previous inspection in February 2024, when the quality and consistency of services for care-experienced young people was judged to be requires improvement to be good.

Senior leaders have strengthened work with partner agencies. While this has resulted in improvements in many aspects of care-experienced young people's lives, it is too early to see the full impact of improvement plans in all aspects of their lives. The renewed focus on improvement via the 'One Council' approach to support young people has not yet been sufficiently effective in developing accommodation sufficiency for all care-experienced young people. The lack of a timely accommodation pathway with the housing department has meant that a small number of vulnerable care-experienced young people continue to be moved to live in bed and breakfast accommodation. This leaves the most vulnerable care-experienced

young people in a situation of heightened risk and this impacts on their sense of stability, emotional well-being and their life chances.

Leaders accept the findings of this visit and have agreed to take immediate action to improve the experiences of a small number of care-experience young people not living in permanent accommodation.

What needs to improve in this area of social work practice?

- The effectiveness of joint working across the council with housing to improve the quality and availability of accommodation for care leavers. (Enabler 1 national framework)
- The quality of supervision and management oversight, including the identification and management of risk. (Enabler 2 national framework)

Main findings

Personal advisers (PAs) are introduced and allocated to children in care with sufficient time for children to get to know and build a trusting relationship with their PA. This helps to ensure that important plans for adulthood are started in good time.

Young people and their families told inspectors how much they value their PAs, saying that their PAs help them and stay alongside them, no matter what is going on in their lives. Young people describe their PAs as always being responsive and kind. They regularly refer to their PAs as 'family members' and many young people continue to remain in contact after they reach 25 years old, sharing their photos and news. Young people are supported to have a PA post their 21st birthday. Those young people who choose not to remain in contact with their PA, including those aged 21 and over, still continue to receive regular updates and contacts. This means that young people, especially those who are vulnerable, always know that they can come back for support. This also provides an opportunity to ensure that these young people are fully aware of any new offers for care-experienced young people that have become available.

Care-experienced young people receive timely practical and emotional support from social workers and PAs who know them well. PAs and multi-agency professionals are ambitious for care-experienced young people and advocate strongly for them. Most PAs have a clear understanding of young people's journey into care and their support needs. PAs demonstrate a good understanding of safeguarding risks for care-experienced young people and act swiftly to educate them about risks to help reduce the risks.

Those at risk of exploitation are supported by the multi-agency 'Be Safe Team'. The team identify and address risks and set immediate actions to keep individual young people safe. The additional support of a specialist worker from the 'Be Safe Team'

has enhanced the persistent approach taken by all PAs in respect of risk. Young people are supported to be aware of their own safety by their PAs. Despite this, the focus on risk can sometimes get diluted as time passes. The level of risk is not always revisited sufficiently within the young person's supervision records to measure whether it has reduced or increased.

The quality of pathway plans has improved since the previous inspection. Care-experienced young people redesigned the template which has supported their engagement in completion of their plans, which now better reflects care-experienced young people's wishes. The plans are sensitively written and are co-produced with the young person.

PAs mostly record a thorough exploration of a young person's needs, showing curiosity about the issues that are impacting on them. PAs routinely update pathway plans. However, due to work pressures, this does not always happen in a timely way. Consequently, for some young people, there is a lack of clarity regarding the actions that need to be taken in response to their changing needs. While plans clearly capture young people's desires and are ambitious, there is still more improvement required in respect of detailed action setting. In stronger examples, the actions are clear for both the young person and professionals, providing the best opportunity of success for the young person.

PAs' written records of their visits have improved since the previous inspection. They show how well PAs know their young person. The records are written in a positive and trauma-informed style, providing an invaluable record for the young person about what has been happening for them in their lives.

The physical health needs of young people are well considered and well met. Care-experienced young people benefit from access to a flexible nursing team. The team supports young people to access the specific help they need, including mental health services. Leaders recognise that there is more to do to ensure that care-experienced young people have access to bespoke mental health support. A plan is in place to address this. Dental services for care-experienced young people is effective. This ensures that both routine care and emergency treatment are accessible for care-experienced young people, who are increasingly using these services. All young people receive a health passport from the nurses, which can be easily replaced if mislaid.

The Corporate Parenting Board provides effective governance and oversight of the council's work with care-experienced young people. Plymouth City Council has made available additional resources that have made positive differences for care-experienced young people. These important investment decisions have been guided by thoughtful and careful consultations with young people, using their views, for example, to determine future accommodation developments.

Since the previous inspection, the council has continued to strengthen the local offer to care-experienced young people. With full political support, this has become more comprehensive. Care-experienced young people, no matter where they live, are exempt from paying council tax, have leisure passes in Plymouth, which includes taking a friend at no cost, £200 worth of driving lessons, and a contribution to their water bills. Also, thoughtful items such as covering the cost of hiring a cap and gown and having a professional photo from a graduation ceremony are now fully funded, which provides an important memory for a celebratory stage in a young person's life.

Leaders have increased the range of support and programmes available to promote opportunities for care-experienced young people, which includes local employers. Positively, all care-experienced young people are automatically offered an interview for appropriate Plymouth City Council employment opportunities. Despite this, too many care-experienced young people remain not in employment, education or training (NEET).

When young people are NEET, the virtual school supports them to engage in learning opportunities in line with their wishes and interests. Senior managers recognise there is more to do to ensure that more care-experienced young people, and particularly those over 21 years of age who are NEET, are helped to develop the skills to support them into having the security of being in training, education or employment.

Care-experienced young people who are pregnant or parents continue to receive dedicated effective support. This has been further improved with a specialist service to help young parents succeed in their parenting, and reduce risks in meeting the needs of their children.

Senior leaders have used external scrutiny from a sector-led improvement partner to contribute to service-wide improvements. This has resulted in tangible improvements in the quality of support for care-experienced young people who were formally unaccompanied asylum-seeking children. A new dedicated team for these former unaccompanied asylum-seeking children has been created since the previous inspection. These specialist workers have the skills to develop trusting relationships to facilitate culturally sensitive direct work. They understand the needs of their young people and seek to find them the right place to live, and this means these young people live in accommodation that meets their needs. No matter how far away young people live, the same high quality of service is maintained to protect them and promote their welfare.

All young people in custody now receive regular visiting and support from their PAs. This is an improvement since the previous inspection. PAs advocate strongly on behalf of young people and help ensure that important family members and friends can visit the young person in custody. Despite these improvements, young people leaving custody do not benefit from suitable accommodation on their release. Rather, young people are required to present as homeless on release and tend to be placed

in bed and breakfast. This poor transition for these vulnerable young people into the community creates uncertainty and, in turn, increases the risks for them at this crucial time. Leaders accept these concerns and are taking immediate steps to address this to ensure that any young person leaving custody now moves into suitable accommodation.

Most young people benefit from access to a range of suitable housing options, including 'staying put' with carers. However, due to the lack of sufficient housing options, a very small number of care-experienced young people continue to move into bed and breakfast accommodation, before being able to move into a permanent home. Leaders are addressing this shortfall. A sustainable number of accommodation options for care-experienced young people are due to open imminently.

Senior leaders and managers are committed to continuous improvement in practice. The local authority's redesigned quality assurance framework provides managers with a thorough overview of the quality of practice as well as its impact on young people's experiences. The refreshed audit tool is effective at highlighting areas requiring improved practice. This means that, overall, senior leaders know their services well, as identified in their self-evaluation, which reflected what inspectors saw during the visit.

Audits provide an excellent opportunity for young people to talk about their experiences with managers. Young people are supported to review their records. All the young people that inspectors met made positive comments about their PAs, highlighting just how important they are in their lives. For example, one care leaver shared about her PA, 'She is amazing, I have no negatives about her, she is trying her best to get the right support for me.'

Senior leaders and managers have ensured that training and support have been provided to staff to continually improve practice. Some training has been delayed as PAs have high workloads, preventing them from undertaking training. Leaders are addressing this through a significant increase in both staff and management capacity.

PAs are very positive about working in Plymouth, despite very busy workloads. They are clear that their work environment has improved 'immeasurably' with a new culture of optimism, as a result of a Director of Children's Services who listens to them and is passionate about getting the right services for all care-experienced young people.

Ofsted will take the findings from this focused visit into account when planning the next inspection or visit.

Yours sincerely

Joy Howick
His Majesty's Inspector

The following relates to exempt or confidential matters (Para(s) 3 of Part 1, Schedule 12A of the Local Govt Act 1972). Any breach of confidentiality could prejudice the Council/person/body concerned & might amount to a breach of the councillors /employees codes of conduct.

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