

Oversight and Governance Chief Executive's Department Plymouth City Council Ballard House Plymouth PLI 3BJ T 01752 305155 www.plymouth.gov.uk/democracy Published 18/07/24

Delegated Decisions

Delegated Executive/Officer Decisions

Delegated Executive and Officer decisions are published and are available at the following link - <u>https://tinyurl.com/ms6umor</u>

Cabinet decisions subject to call-in are published at the following link -http://tinyurl.com/yddrqll6

Please note – urgent decisions and non-key Council Officer decisions cannot be called in. Copies of the decisions together with background reports are available for viewing as follows:

- on the Council's Intranet Site at https://modgov/mgDelegatedDecisions.aspx
- on the Council's website at https://tinyurl.com/jhnax4e

The decisions detailed below may be implemented immediately.

Delegated Decisions

I. Council Officer Decision - Matt Garrett Service Director for Community Connections:

I.I.CODI3 24/25 - Acquisition of freehold property(Pages I - 40)

EXECUTIVE DECISION

made by a Council Officer



REPORT OF ACTION TAKEN UNDER DELEGATED AUTHORITY BY AN INDIVIDUAL COUNCIL OFFICER

Executive Decision Reference Number – COD13 24/25

Deci	ision
I	Title of decision: Acquisition of a freehold property
2	Decision maker: Matt Garrett, Service Director for Community Connections
3	Report author and contact details: Jackie Kings, Head of Housing Solutions, Community Connections
4a	Decision to be taken: To approve the acquisition of the freehold property as set out in the Part II report.
4b	Reference number of original executive decision or date of original committee meeting where delegation was made: 11 December 2023 – Cabinet Decision on Housing Business Case: Purchase of Temporary Accommodation
5	Reasons for decision: On the 11 December 2023, the Cabinet approved the Housing Business Case to purchase temporary accommodation. The original decision allocated up to \pounds 15 million to the Capital Programme (\pounds 10 million Service borrowing and up to \pounds 5 million grant from Homes England (to be determined) to directly acquire property to be used as temporary accommodation for homeless households
	Delegation of authority to purchase property within the stated financial envelope was given to the Service Director (Community Connections).
	The original decision was placed on the Forward Plan of Key Decisions and Private Business, therefore this decision gives effect to the Cabinet resolution and is not considered a "new" key decision.
	A large city centre building has been identified. There have been extensive surveys into the condition and suitability of the building. Safeguards are in place and the condition of sale relies on final satisfactory survey reports in respect of concrete, cavity wall ties and drainage conditions.
6	Alternative options considered and rejected: Use of a council owned building has been considered and was rejected due to viability and condition of the building.
	Alternative City centre buildings on open sale have been considered however have been rejected due to suitability of the buildings to meet the needs of families.
	Only purchasing dispersed accommodation units such as individual houses/flats across the City. This was rejected as the number of units in the single building with on-site support delivers a better offer for families and a better value for money option with more units available. Progressing the business case with different options of accommodation also allows the Council to meet wider needs of homeless families.

7	to the Community Connections budget by providing a more financially viable and suitable solution for homeless families and reducing the reliance on unsuitable expensive nightly paid accommodation.					
Financial modelling shows annual savings in cost avoidance of between \pounds 412,417 and \pounds 795, per annum depending on the assumptions used and some of the final values i.e. Interest ra amount of grant funding realised.						
	As there are works to be undertaken anticipated that the savings will not be r			. , .		
	A planning application is required for t student accommodation to provide 1- application has been made and based or	., 2- an	d 3-bedroc	om self-contained family flats. A pre		
	The timeline of the purchase is agreed for and permission decisions will be post pu in: the positive pre application; the opt opportunity options the building brings.	rchase, ion of o	the purchas	se will be made at risk. This is mitigated		
	There have been extensive surveys ir commissioned for the development. U standards, and remodelling into self-cor has been granted.	pdating	the building	g to meet compliance regulations and		
	Refurbishment costs have been estimat considered in the financial modelling. Th as well as further increased costs include indicate cost avoidance savings to the re	ne risk i: ed in the	s mitigated v e financial m	with detailed high end estimated costs,		
	There is a low risk that capital grant func in positive and supportive early dialogue includes the scenario of no capital gran cost avoidance to the revenue budget in	with Ho t from	omes Englar Homes Eng	nd and; in the financial modelling, which		
	An external market valuation of the p proposed use of the building. The prop and increase the value of the building.					
	The overall project outcomes will realis	se consi	derable ann	ual savings to the Council.		
8	Is the decision a Key Decision? (please contact <u>Democratic</u>	Yes	Νο	Per the Constitution, a key decision is one which:		
	<u>Support</u> for further advice)		x	in the case of capital projects and contract awards, results in a new commitment to spend and/or save in excess of £3million in total		
x in excess of £3million in to in the case of revenue pro- when the decision involves into new commitments and making new savings in excess £1 million						
			x	is significant in terms of its effect on communities living or working in		

8b	If yes, date of publication of the			an area comprising two or more wards in the area of the local authority.		
	notice in the <u>Forward Plan of Ke</u> <u>Decisions</u>	¥				
9	Please specify how this decision i linked to the Council's corporate plan/Plymouth Plan and/or the	and		n is required to meet the homelessness accommodation demand and reduce sures.		
revenue/capital budget: w ho ac		addro well a home accor	The purchase of this property directly and positively addresses the budget pressures faced by the Council as well as improving the health and wellbeing outcomes for homeless families by providing suitable supported accommodation until they move on to a longer-term home.			
		ensur affor delive	Policy HEA8 of the Plymouth Plan outlines aims to ensure everyone has access to a decent, safe and affordable home, achieved through identifying sites and delivery programmes to develop a range of new and affordable homes to rent and buy.			
		the	Section 4.71 of the Plymouth Plan further outlines the significant need for more affordable homes in Plymouth.			
		4,550 DEV broa	Policy SPT3 of the JLP makes provisions to deliver 4,550 new affordable homes by 2034. In addition, Policy DEV7 of the JLP outlines the need to ensure there is a broad range of housing available to suit households with specific needs, including large family homes.			
10	Please specify any direct environmental implications of th decision (carbon impact)	e redu provi	ce the carl	works will be carried out which will oon impact of the building including the panels and the replacement of a very old as boiler.		
Urge	ent decisions					
П	Is the decision urgent and to be implemented immediately in	Yes		(If yes, please contact <u>Democratic</u> <u>Support</u> for advice)		
	the interests of the Council or the public?		x	(If no, go to section 13a)		
I2a	Reason for urgency:					
l 2b	Scrutiny Chair signature:		Date			

	Scrutiny Committee name:					
	Print Name:					
Con	sultation					
13a	Which Cabinet Member's portfolio does this decision relate to?			Penberthy, Cabir tive Developme	net Member for nt and Community	
I3b	Date Cabinet Member consulted	10 July	/ 2024			
	Are any other Cabinet members' portfolios affected by the decision?		x			
I3c				(If no go to sec	tion 14)	
I 3d	3d Which other Cabinet member's portfolio is affected by the decision?		cillor Mark L	owry (Cabinet I	Member for Finance)	
l3e	Date other Cabinet member(s) consulted	e mber(s) 10 July 2024				
14	Has any Cabinet member declared a conflict of interest in relation to the decision?			If yes, please discuss with the Monitoring Officer		
			x			
15	Which Corporate Management	Nam	Name Gary Walbr		9	
	Team member has been consulted?	Job title		Interim Strategic Director for Health, Adults and Communities		
		Date	Date consulted 30 J		0 June 2024	
Sign	-off					
16	Sign off codes from the relevant departments consulted:		ocratic Sup datory)	oport	DS21 24/25	
		Finan	ce (manda	tory)	HS.24.25.14	
		Legal	Legal (mandatory)		LS/00001312/1/AC/ 15/7/24	
			an Resourc cable)			
			Corporate property (if applicable)		JW 0121 16/07/24	
		Procurement (if applicable)				
Арг	bendices				·	

17	Ref.	Title	e of appendix								
	А	Brief	ing report for publication								
	В	Equa	lities Impact Assessment								
Con	Confidential/exempt information										
18a			eed to include any ial/exempt information?	Yes	II') briefing report and indicate why it i				/ it is		
				No				blication 2A of th			
							t 1972 b b below	oy ticking /.	g the rel	evant bo	ox in
	1				E	xen	nption	Paragra	aph Nu	mber	
				I	2	2	3	4	5	6	7
18b	repo the P	rt tit urcha	tial/exempt briefing le: Part II Briefing Report on se of a Building to Provide Accommodation				x				
Back	kgrou	nd Pa	apers								
19	Please	e list a	all unpublished, background p	apers r	elevai	nt to	the de	cision in	the tabl	e below	
	repor based	rt, wh I. If so cation	d papers are <u>unpublished</u> wor ich disclose facts or matters o ome/all of the information is o by virtue of Part 1 of Schedul ox.	on whic confide	ch the ntial, j	rep you	ort or a must ind	n impor dicate w	tant par hy it is r	t of the lot for	work is
	Titl	e of l	packground paper(s)	Exemption Paragraph Number							
				I		2	3	4	5	6	7
Cou	ncil O	ffice	r Signature								
20	20 I agree the decision and confirm that it is not contrary to the Council's policy and budget framework, Corporate Plan or Budget. In taking this decision I have given 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. For further details please see the EIA attached.										
Signature			Date	of de	ecisi	on I	8/07/202	4			
Print Name Matt Garrett											

BRIEFING REPORT ON THE ACQUISTION OF A FREEHOLD PROPERTY

Community Connections, Housing Delivery Team and Finance



I. INTRODUCTION

On the 11 December 2023 a business case was approved by Cabinet for the purchase of accommodation to meet the demand for family temporary accommodation, to provide alternative suitable temporary accommodation for families, and reduce budget pressures.

The business case set out the increasing demand and cost of the provision of unsuitable, high cost, nightly paid accommodation and the cost avoidance that could be achieved to support budget pressures, as well as the improved standard of provision for families, that could be achieved as a result of the purchase of alternative suitable temporary accommodation for families.

In progressing the business case, an offer has been made and accepted on a building, which is currently a student accommodation provision. The cross departmental Strategic Housing Acquisition Steering Group has provided governance and oversight of the activity of this acquisition and expert project coordination has been commissioned to support the purchase and related reports.

2. PURPOSE

This paper outlines the development and planning of a new Council owned supported homelessness assessment and accommodation service aiming to provide 30 self-contained flats for homeless families and office space for services.

In response to the homelessness crisis and to support temporary accommodation budget pressures the Council has implemented a relentless focus around increasing cost-effective, affordable, and quality temporary housing for homeless households.

There is an evidenced need for a supported housing service that provides supported temporary accommodation for homeless families. A key function of the service will be to develop a holistic and tailored plan around the assessment of housing, support and other related needs.

The proposal is to utilise service borrowing and capital grant from Homes England to acquire the building and set up this service.

The purchase negotiations and due diligence on the building were initiated in March 2024. Extensive due diligence surveys and reports have been acquired to ensure the suitability and viability of the building.

Expert financial modelling has also been commissioned to reassure the purchase and refurbishment costs will realise the cost avoidance revenue savings to support the Councils budget pressures.

Cost avoidance has been modelled at between £412,417 and £795,335 per year if the building provides 30 units of accommodation as an alternative to nightly paid accommodation.

3. BACKGROUND

The continued impact of rising inflation and the lack of affordable housing across all housing tenures has resulted in further demand for housing and homelessness services. The private rented sector in Plymouth has historically provided affordable housing. This provision has shrunk significantly as landlords exit the market or increase rents to the point where there is very little affordable private sector accommodation available. This is at the same time as the number of available social housing lets has also

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declined, reducing by 36% over the last 5 years. In 2022/23, the number of households in significant need of an affordable home (Band B and C) outstripped supply by 2,575.

Plymouth City Council has a statutory duty to provide temporary accommodation to homeless families.

There are an increasing number of households presenting as homeless or at risk of homelessness and staying in statutory temporary accommodation for longer as existing temporary accommodation has become silted up. Subsequently households are increasingly placed in high cost nightly paid accommodation. These demand pressures have a significant financial impact, with an overspend of $\pounds 2.4$ million reported in 2023/24.

The business case to purchase accommodation agreed by Cabinet in December 2023 responds to this challenge and supports reduction in budget pressures.

4. PROPOSAL

It is proposed that Plymouth City Council acquires a building in Plymouth City Centre for refurbishment to provide thirty 1, 2 and 3-bedroom self-contained flats for homeless families and an office base for services.

There have been extensive surveys into the condition of the building as well as outline drawings for the residential units and a concept drawing for the downstairs office space.

Updating the building to make it compliant with regulations and standards, as well as remodelling into 2-3 room self-contained flats will need to be undertaken, once planning permission has been granted. The Council's requirement is for mostly two bedroomed, self-contained flats with some one and three beds.

Detailed estimates of related costs have been compiled. A specialist company has provided project management and co-ordination support to Council staff around the acquisition process, including negotiation and contact with the vendor and leading on the planning process requirements.

Identified refurbishment costs have been estimated and included in the financial viability modelling.

It is anticipated that this building will be ready to let in 2025.

A managing agent is expected to oversee the building and provide an Intensive Housing Management service to families.

5. HOUSING ACQUISITION PROCESS

A cross departmental Strategic Housing Acquisition Steering Group has been established to oversee the acquisition of accommodation for temporary accommodation provision and meets on a regular basis, reporting to Portfolio Holders, Corporate Management Team, and the Homelessness Recovery Programme Board.

As the Council has not bought any residential housing properties in recent years, having undergone a full Voluntary Stock Transfer of its homes to Plymouth Community Homes in 2009, and in recognition of the capacity challenges across departments, a specialist consultant has been procured to support the acquisition process.

6. PLANNING REQUIREMENTS

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The current planning consent restricts the use of the building to the provision of student accommodation. The Council will apply to the Local Planning Authority for a new planning consent for the provision of supported family temporary accommodation for homeless families.

Evidence will be provided regarding the current lack of affordable temporary accommodation supply and the Council's statutory duties in respect of homeless households to show that there is a need for temporary accommodation.

The timeline of the purchase is agreed for completion in September 2024.

As the planning process and permission decisions will be post purchase, the purchase will be made at risk. This is mitigated in: the positive pre application advice received; the option of continued delivery of current use; and the future opportunity options the building brings.

The full planning application is currently being progressed.

To submit a planning application for the flats in the building, the following will be provided.

- A completed planning application form.
- A completed Community Infrastructure Levy (CIL) form.
- A completed Climate Emergency Compliance (CEC) form and associated statement.
- A Site Location Plan.
- Existing and proposed floor plans and elevations of the property.
- Crime and Disorder Statement.
- Fire Statement.
- Flood Risk Assessment and Drainage Strategy (can be combined);
- Details of existing on-site waste management and any proposed changes.
- Community Involvement Statement.

Major applications have a statutory determination period of 13 weeks from validation. A Public Consultation will be carried out prior to submitting the planning application.

7. SERVICE OFFER

The service will work closely with families to provide temporary housing and practical support, including help to set up their new home during their stay and subsequent move into permanent accommodation. Families often experience a sense of loss caused by homelessness and moving away from family, friends, schools and communities, increasing stress and anxiety and trauma. Feeling safe and having access to quality accommodation to rebuild routines and resilience as a family is central to the new service model and offer.

The Council currently funds a family support service through the Plymouth Alliance, which will be extended to support the families living in the flats. This service is expected to meet the full training requirements so that the building will also meet provision of Safe Accommodation under the recent Domestic Abuse Act.

The Housing Options Service and related Alliance staff can be based on the ground floor, and this will enable staff to work closely with families with compound needs living in this provision.

8. FINANCIAL MODELLING AND VIABILITY

Extensive surveys have been undertaken to understand the estimated upgrade and refurbishment costs required to the building.

Based on all known and estimated costs, detailed financial viability modelling has been commissioned to ensure viability of the purchase and upgrade.

The modelling has included a social rent plus 10% model demonstrating that this is an affordable option for homeless families, including working families.

The purchase is expected to produce revenue savings to the budget by providing a more financially viable solution for homeless families and reducing the reliance on expensive nightly paid accommodation. The building will also provide office space for services who would otherwise need to rent or purchase alternative office space.

Financial modelling shows annual savings in cost avoidance of between \pounds 412,417 and \pounds 795,335. This would not be realised in this financial year as, once acquired, the building requires upgrading and remodelling work (refurbishment) to be completed prior to occupation.

There have been extensive surveys into the condition of the building as well as outline drawings for the residential units and a concept drawing for the downstairs office space. Updating the building to make it compliant with regulations and standards, as well as remodelling into self-contained family flats will be undertaken, once planning permission has been granted.

As is always the case, refurbishment costs could increase higher than the current estimated costs and as a result, the financial modelling has taken account of increased costs in this area to the extent that should the acquisition, related costs and refurbishment costs rise to $\pounds 2$ million more than anticipated, the modelling shows that the Council would still make savings.

Furthermore, detailed estimates of costs related to planning and refurbishment have been compiled to make the financial modelling robust.

There is a low risk that capital grant funding from Homes England may not be awarded. There have been initial discussions with Homes England and these have been supportive. One of the financial scenarios modelled involves not receiving capital grant. If this were to happen there would still be a significant overall saving to revenue budgets.

Risk	Mitigation
Delays to the building acquisition	At the current time the project is proceeding on schedule with completion scheduled for 2 September 2024.
As the planning process	Positive pre application advice received
and permission decisions will be post the vendor- imposed purchase date,	There is an option of continued delivery of current use as student accommodation
the purchase will be made at risk of not receiving a positive outcome from the full planning application	There are potential alternative uses for the building
	The financial viability modelling identifies this as a good purchase for the Council.
Lower level of capital grant funding	Early conversations have been had with Homes England who are supportive of the project. The financial modelling shows that savings are made without capital grant.

9. RISKS AND MITIGATION

Planning Delays	A Planning Consultant has been appointed to manage the process
As this is a complex project, not having a detailed plan in place at handover stage could result in a breach of the regulatory or health and safety standards, and/ or create financial loss and reputational risk	A rapid procurement exercise is being undertaken to identify a managing agent and how to award contracts needed to meet all day- to-day building standard requirements, health and safety compliance, and other related contracts A detailed project plan to be put in place to ensure full regulatory compliance, effective handover of the building and to minimise rent loss through voids
Not being able to source/ engage a managing agent	PCC could potentially directly manage this provision however are in talks with a partner Registered Provider who is willing to do this. Whether PCC directly manages, or a managing agent is engaged, it is subject to the same regulatory structure as it is a Registered Provider and the costs will be covered in the rents.
Delays in families moving into the building	Families to be identified to move in prior to handover
Once families are placed, they are unable to move on due to a lack of affordable longer-term accommodation	The support service will be focused on move on and resettlement of families into longer-term accommodation Devon home Choice currently has 50% preference to homeless households to support move on for homeless families
Cost of works higher than anticipated due to increased prices or unexpected works	Modelling has been carried out using works costs that are considerably higher than anticipated and this still shows a significant annual revenue saving.

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The following relates to exempt or confidential matters (Para(s) 1, 2, 3 of Part 1, Schedule 12A of the Local Govt Act 1972). An breach of confidentiality could prejudice the Council/person/body concerned & might amount to a breach of the councillors /employees codes of conduct.

Document is Restricted

EQUALITY IMPACT ASSESSMENT – ACQUISITION OF A BUILDING

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s): The person completing the EIA template.	Jackie Kings	Department and service:	Community Connections	Date of assessment:	9 July 2024	
Lead Officer: Head of Service, Service Director, or Strategic Director.	Matt Garrett	Signature:	Alacel	Approval date:	9 July 2024	
Overview:	Plymouth City Council is facing increased demand from people who are homeless or threatened with homelessness and in urn is expending significant resources on providing emergency and temporary accommodation. This project will directly deliver good quality and affordable temporary accommodation in Plymouth for homeless families by converting a building currently in use as student accommodation.					
Decision required:	To approve the purchase of	approve the purchase of the building				

SECTION TWO: EQUALITY IMPACT ASSESSMENT SCREENING TOOL

Potential external impacts:	Yes	No	х
Does the proposal have the potential to negatively impact service users, communities or residents with protected characteristics?			
Potential internal impacts:	Yes	No	х
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	Νο	x

If you do not agree that a full equality impact assessment is required, please set out your	Full EIA not required as the purchase and provision of	
justification for why not.	supported accommodation is inclusive to those	
	experiencing homelessness in line with legislation.	
	There is no risk of discrimination.	

SECTION THREE: FULL EQUALITY IMPACT ASSESSMENT

	Evidence and information (e.g. data and consultation feedback)	Adverse impact	0	Timescale and responsible department	
(Equality Act, 2010)					

OFFICIAL

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Age	Plymouth
	 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.
	South West
	 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.
	England
	 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.

Care experienced individuals (Note that as per the Independent Review of Children's Social	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.		
Care	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.		
	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).		
	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.		
Disability	9.4 per cent of residents in Plymouth have their activities limited 'a lot' because of a physical or mental health problem.		
	12.2 per cent of residents in Plymouth have their activities limited 'a little' because of a physical or mental health problem (2021 Census)		

Gender reassignment	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 a non-binary and, 0.1 per cent identify as a trans women (2021 Census).		
Marriage and civil partnership	40.1 per cent of residents have never married and never registered a civil partnership. 10 per cent are divorced, 6 percent are widowed, with 2.5 per cent are separated but still married.		
	0.49 per cent of residents are, or were, married or in a civil partnerships of the same sex. 0.06 per cent of residents are in a civil partnerships with the opposite sex (2021 Census).		
Pregnancy and maternity	The total fertility rate (TFR) for England was 1.62 children per woman in 2021. The total fertility rate (TFR) for Plymouth in 2021 was 1.5.		

Race	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)		
	People with a mixed ethnic background comprised 1.8 per cent of the population. I per cent of the population use a different term to describe their ethnicity (2021 Census)		
	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).		
Religion or belief	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).		
	Those who identified as Muslim account for I.3 per cent of Plymouth's population while Hindu, Buddhist, Jewish or Sikh combined totalled less than I per cent (2021 Census).		
Sex	51 per cent of our population are women and 49 per cent are men (2021 Census).		
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).		

SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department

SECTION FIVE: OUR EQUALITY OBJECTIVES

Equality objectives	Implications	Mitigation Actions	Timescale and responsible department
Work together in partnership to:			
 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.			
Build and develop a diverse workforce that represents the community and citizens it serves.			
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.			