

**Oversight and Governance**

Chief Executive's Department

Plymouth City Council

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Delegated Decisions

Delegated Executive/Officer Decisions

Notice of call-in for non-urgent decision must be given to the Democratic Services Team by 4.30 pm on Wednesday 23 July 2025. 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/3hwmppzp>

The decision detailed below may be implemented on Thursday 24 July 2025 if it is not called-in.

Delegated Decisions

I. Councillor John Stephens - Cabinet Member for Strategic Planning and Transport:

Ia. SPT06 25/26 - Plymouth City Council Bus Stop Suspension Charges **(Pages 1 - 20)**

EXECUTIVE DECISION

made by a Cabinet Member



REPORT OF ACTION TAKEN UNDER DELEGATED AUTHORITY BY AN INDIVIDUAL CABINET MEMBER


Executive Decision Reference Number – SPT06 25/26

Decision	
1	Title of decision: Plymouth City Council Bus Stop Suspension Charges
2	Decision maker: Councillor John Stephens – Cabinet Member for Strategic Planning and Transport
3	Report author and contact details: James Quintrell-Harris, Tel: 01752 307597, Email: james.quintrell-harris@plymouth.gov.uk
4	Decision to be taken: To approve the implementation of an administration fee for the suspension of bus stops in the city.
5	Reasons for decision: The reason for this decision is to allow Plymouth City Council to introduce a new administration fee relating to the temporary suspension of bus stops in Plymouth. Council officers can spend a significant amount of time liaising with the relevant stakeholders on the suspension of a bus stop and the fee will allow appropriate remuneration for the administrative costs incurred.
6	Alternative options considered and rejected: The following option has been considered and rejected: Option 1: Do not implement an administration fee This option has been rejected due to the amount of time council officers can spend liaising with the relevant stakeholders on the suspension of a bus stop. This administration fee will allow appropriate remuneration for the administrative costs incurred and allow the funds to be reinvested within the Sustainable Transport Team. Option 2: Implement an administration fee and charge for the installation of any required temporary bus stop infrastructure This option has been rejected due to the fact that the installation of any required temporary stop is currently carried out by the developer and or contractor at nil cost to the Council. Plymouth City Council do not have the resources to be able to deliver this function.
7	Financial implications and risks: The introduction of an administration fee will generate a revenue income for the Council which has been forecast at £5,000 per annum based on the number of temporary bus stop suspension requests over the last two years and a charge of £50.59 + VAT. In 25/26 the estimated income would be £2,500 based on implementation from 1 st October 2025. The fee will be added to the Strategic Planning and Infrastructure fees and charges policy

	There is a risk that should the decision not be implemented that the income target for this budget will not be achieved.														
8	Legal Implications: (For completion by Legal Officers) None that are apparent.														
9	Is the decision a Key Decision? (please contact Democratic Support for further advice) Please type an X into the relevant boxes	<table border="1"> <thead> <tr> <th>Yes</th><th>No</th><th>Per the Constitution, a key decision is one which:</th></tr> </thead> <tbody> <tr> <td></td><td>X</td><td>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</td></tr> <tr> <td></td><td>X</td><td>in the case of revenue projects when the decision involves entering into new commitments and/or making new savings in excess of £1million annually</td></tr> <tr> <td></td><td>X</td><td>is significant in terms of its effect on communities living or working in an area comprising two or more wards in the area of the local authority.</td></tr> </tbody> </table>	Yes	No	Per the Constitution, a key decision is one which:		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 the case of revenue projects when the decision involves entering into new commitments and/or making new savings in excess of £1million annually		X	is significant in terms of its effect on communities living or working in an area comprising two or more wards in the area of the local authority.	
Yes	No	Per the Constitution, a key decision is one which:													
	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 the case of revenue projects when the decision involves entering into new commitments and/or making new savings in excess of £1million annually													
	X	is significant in terms of its effect on communities living or working in an area comprising two or more wards in the area of the local authority.													
	If yes, date of publication of the notice in the Forward Plan of Key Decisions	N/A													
10	Please specify how this decision is linked to the Council's corporate plan/Plymouth Plan and/or the policy framework and/or the revenue/capital budget:	<p>The introduction of an administration fee for the suspension of bus stops supports both the Corporate Plan and Plymouth Plan.</p> <p>Links to the Corporate Plan:-</p> <p>The introduction of the administration fee supports the city's mission to '[make] Plymouth a fairer, greener city where everyone does their bit.' As lead for the co-ordination of temporary bus stop suspensions, we are taking responsibility for the co-ordination of bus stop suspensions. However, the fee reflects that the process is co-operative and involves more than one party.</p> <p>Links to the Plymouth Plan:-</p> <p>The introduction of the administration fee also aligns with the delivery of the strategy set out within the Plymouth Plan and in particular policies HEA6 (Delivering a safe, accessible, sustainable and health enabling transport system) and GRO4 (Using transport investment to drive growth, and commitment to facilitate the use of sustainable transport modes).</p> <p>Specifically Plymouth Plan policy commitments to:-</p> <ul style="list-style-type: none"> • HEA6(1) [Use] the planning process to: 													

		<ul style="list-style-type: none"> ○ deliver safe and convenient facilities for walking, cycling and public transport; ○ actively promote and facilitate sustainable travel choices and quiet connected communities. <ul style="list-style-type: none"> • HEA6(2) [Design] transport infrastructure projects to take full account of the needs of all users, the wider community and place shaping needs of the area, whilst also helping to minimise air quality, carbon emissions and noise pollution. • HEA6(5) [Deliver] a public transport system that everyone can use, including working with the bus companies to provide clear journey planning and timetable information and • GRO4 (11) Development and implementation of powers to reduce the impact of works being undertaken by statutory providers. <p>The fee also supports the following policies of the Plymouth and South West Devon Joint Local Plan:- SPT9 (6), which seeks to get the most out of our existing network and encourage behavioural change, and SPT9(9) delivering transport projects which provide a safe and effective transport system.</p>
11	Please specify any direct environmental implications of the decision (carbon impact)	<p>Cutting emissions from travel is a top priority for the city. Transport accounted for the largest part of our city's CO₂e emissions in 2019 (29%) and transport as a sector is not decarbonising at the necessary pace to make Plymouth carbon neutral by 2030.</p> <p>Public transport, particularly buses, plays a key role in the net zero transition. Enabling buses to continue to operate, with minimal disruption to bus passengers when bus stops have to be temporarily suspended, is therefore important in helping to instil passenger confidence in Plymouth's bus services and grow bus patronage. This Decision therefore helps to ensure that bus stop suspensions are kept to a minimum and delivered efficiently, where required, supporting Plymouth's bus services and, indirectly, the Council's efforts to encourage modal shift and reduce carbon emissions from private cars.</p>
Urgent decisions		
12a	Is the decision urgent and to be implemented immediately in the interests of the Council or the public?	Yes
	Please type an X into the relevant box	No
		X
		(If yes, please contact Democratic Support (democraticsupport@plymouth.gov.uk) for advice)
		(If no, go to section 13a)
12b	Reason for urgency:	

I2c	Scrutiny Chair Signature:		Date	
	Scrutiny Committee name:			
	Print Name:			
Consultation				
I3a	Are any other Cabinet members' portfolios affected by the decision? Please type an X into the relevant box	Yes		
		No	X	(If no go to section I4)
I3b	Which other Cabinet member's portfolio is affected by the decision?			
I3c	Date Cabinet member consulted			
I4	Has any Cabinet member declared a conflict of interest in relation to the decision? Please type an X into the relevant box	Yes		If yes, please discuss with the Monitoring Officer
		No	X	
I5	Which Corporate Management Team member has been consulted?	Name	Glenn Caplin-Grey	
		Job title	Strategic Director for Growth	
		Date consulted	10 July 2025	
Sign-off				
I6	Sign off codes from the relevant departments consulted:	Democratic Support (mandatory)	JSI6 25/26	
		Finance (mandatory)	ITG.25.26.028	
		Legal (mandatory)	LS/4552(04)/RH/080725	
		Procurement (if applicable)	N/A	
		Corporate property (decisions involving Council owned land or facilities) (if applicable)	N/A	
		Human Resources (if applicable)	N/A	

Appendices								
17	Ref.	Title of appendix						
	A	Briefing report for publication						
	B	Equality Impact Assessment						
Confidential/exempt information								
18a	Do you need to include any confidential/exempt information? Please type an X into the relevant box	Yes		If yes, prepare a second, confidential ('Part II') briefing report and indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box in 18b below. (Keep as much information as possible in the briefing report that will be in the public domain)				
		No	X					
		Exemption Paragraph Number						
		1	2	3	4	5	6	7
18b	Confidential/exempt briefing report title:							
Background Papers								
19	<p>Please list all unpublished, background papers relevant to the decision in the table below.</p> <p>Background papers are <u>unpublished</u> 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. If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</p>							
Title of background paper(s)		Exemption Paragraph Number						
		1	2	3	4	5	6	7
Cabinet Member Signature								
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 (2010) and those who do not. For further details please see the EIA attached.							
Signature				Date of decision		16 July 2025		
Print Name		Councillor John Stephens						

CABINET MEMBER BRIEFING NOTE**INTRODUCTION OF AN ADMINISTRATION FEE FOR THE SUSPENSION OF BUS STOPS****1. EXECUTIVE SUMMARY**

This decision is to allow Plymouth City Council to introduce an administration fee relating to the temporary suspension of bus stops in Plymouth.

Council officers can spend a significant amount of time liaising with the relevant stakeholders on the suspension of a bus stop and the fee will allow appropriate remuneration for the administrative costs incurred.

It is forecast that the introduction of this new administration fee will generate an income of circa £5,000 per annum.

2. BACKGROUND

Plymouth City Council does not currently charge any contractor to suspend bus stops. The current process is as follows:

1. Contractors are advised to contact the Sustainable Transport Team via email with the request to suspend a stop.
2. This request is then forwarded onto the relevant bus operator(s) to advise them of the closure and to ask if a temporary stop is required at an alternative location. This is dependent on the nature and duration of the works.
3. If a temporary stop is required, the Sustainable Transport Team then email the contractor with permission and details of where any temporary stop needs to be located. For major works a site visit with the contractor and bus operators might be arranged.
4. The contractor is required to close the permanent stop and provide and install the temporary infrastructure in the agreed location
5. Once the work is complete the contractor is also required to remove the temporary infrastructure and re-open the permanent stop.

The Sustainable Transport Team have been recording the number of requests that are made for bus stop suspensions. Between November 2022 and September 2024, the requests were for 240¹ bus stops to be suspended for a total of 971 days.

3. PROPOSED CHANGES AND REASONS

The proposals set out in this document have been discussed with the Council's Highways department to ensure that any outcomes do not replicate anything they do or conflict with their requirements.

3.1 Proposed Changes

Council officers can spend a significant amount of time liaising with the relevant stakeholders on the suspension of a bus stop. It is therefore proposed that an administration fee is introduced to allow appropriate remuneration for the administrative costs incurred.

¹ This figure excludes closures due to the bus shelter replacement work

The fee proposed is £50.59 + VAT.

For internal Plymouth City Council (PCC) projects it is proposed that a budget code is requested for the cost to be charged to from the requesting Team.

For external projects, PCC's Highways Team will provide all developers and contractors who wish to suspend bus stops/shelters the Public Transport email address. The Sustainable Transport Team will then provide the organisation with the relevant form (Appendix Two). Upon receipt of the completed form, the Sustainable Transport Team will then copy Highways into the final response to the organisation where approval to suspend the stop(s) in question would either be given or refused.

The administration fee would also be charged upfront to external parties.

It is also proposed that the fee is waived for any work benefiting bus services, both those delivered by an internal PCC Team and those delivered by an external party, with the Sustainable Transport Team making the decision whether or not the works benefit bus services.

3.2 Market research of other Local Transport Authorities

A benchmarking exercise has been undertaken with other Local Transport Authorities to identify areas where bus stop suspension charges are implemented. This was done via ATCO (Association of Transport Co-ordinating Officers), with Local Authorities being asked

- If they charged for the suspension of a bus stop, and if yes,
- What they charged for
- The fee and

4. The justification for it.

A summary of the results of this engagement can be found in Appendix One. The proposed Bus Stop Suspension administration fee is felt to be in line with what other Local Transport Authorities charge because currently the onus is on the contractor to close the affected bus stop, implement a temporary stop if required and reopen the stop on completion of the works, Plymouth City Council are only responsible for the administration work and liaising between contractors and bus operators, hence an administration fee, only, is appropriate.

5. ALTERNATIVE OPTIONS

The following option has been considered and rejected:

4.1 Option 1: Do not implement an administration fee

This option has been rejected due to the amount of time council officers can spend liaising with the relevant stakeholders on the suspension of a bus stop. This administration fee will allow appropriate remuneration for the administrative costs incurred and allow the funds to be reinvested within the Sustainable Transport Team.

4.2 Option 2: Implement an administration fee and charge for the installation of any required temporary bus stop infrastructure

This option has been rejected due to the fact that the installation of any required temporary stop is currently carried out by the developer and or contractor at nil cost to the Council. Plymouth City Council do not have the resources to be able to deliver this function.

6. FINANCIAL IMPLICATIONS AND RISK

The introduction of an administration fee will generate a revenue income for the Council which has been forecast at £5,000 per annum based on the number of temporary bus stop suspension requests over the last two years and a charge of £50.59 + VAT. In 25/26 the estimated income would be £2,500 based on implementation from 1st October 2025.

The fee will be added to the Strategic Planning and Infrastructure fees and charges policy

There is a risk that should the decision not be implemented that the income target for this budget will not be achieved.

7. TIMESCALES

Should this Decision be approved then it would be implemented from 01 October 2025, in order to advise internal and external teams to be notified of the new administration fee for the suspension of bus stops.

8. RECOMMENDATION

It is recommended that the Cabinet Member for Strategic Planning and Transport:

9. Approves the implementation of an administration fee for the suspension of bus stops in the city.

APPENDICES**Appendix One - Examples of other local authority charges – information correct as of October 2022**

Authority	Charge	Justification
Suffolk County Council	£130 per day	Suffolk County Council undertake all of the administration work and the manual work in regard to the closure.
Halton Borough Council	£192 per bus stop closure	Halton Borough Council commission the temporary stop resulting in more staff time required
Central Bedfordshire Council	Only charge if the contractor is unable to suspend the stop themselves. Up to and including 20 miles by road from Dunstable: £162 21 to 30 miles by road from Dunstable: £220.87 31 to 40 miles by road from Dunstable: £279.74	Charges are based on the mileage cost from the office base and the amount of time it would take for an officer to suspend the stop and then remove the suspension.
West Berkshire	£150 for a single bus stop £180 for a pair	The charge covers the notice that is put on the stop and any temporary stop that is required.
Thurrock	£150 per stop per day + VAT capped at a maximum charge of 2 days £300 per stop.	Printing and adding a notice to the affected stops prior to the suspension and subsequent removal of this notice The cost of displaying any message on RTPI Notifying operators Administration time and mileage covered for the notices

Appendix 2**Draft Contractor Form Template**



Sustainable Transport
Strategic Planning & Infrastructure
Bus Stop Suspension Application Form

This form must be completed in full prior to any work commencing. For work in which the duration is expected to be more than one week, a site visit with the relevant operator may be required.

Exact location of affected bus stops	
Bus Stop Number(s)/Nam(s)	
Nature of the work	
Proposed start date	
Street works permit number	
Proposed works duration and hours of work	
Proposed location of temporary bus stop	
Contractor details and Contact Details	

This application should be sent via e-mail to the Sustainable Transport Team at publictransport@plymouth.gov.uk

Enquires should also be made email to publictransport@plymouth.gov.uk

Please note that approval will not be granted without a street works permit number.

Bus Stop Closure Rates

£50.59 + VAT admin fee per bus stop


If this application is approved an invoice will be processed by Plymouth City Council, please provide the following details:

Company Name	
Invoice Address	
Email Address	
Contact Number	
Purchase Order Number	

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EQUALITY IMPACT ASSESSMENT – PLYMOUTH CITY COUNCIL BUS STOP SUSPENSION CHARGES

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s): The person completing the EIA template.	James Quintrell-Harris	Department and service:	Place – Strategic Planning & Infrastructure	Date of assessment:	13 February 2025
Lead Officer: Head of Service, Service Director, or Strategic Director.	Philip Heseltine	Signature:		Approval date:	14 February 2025
Overview:	<p>BACKGROUND</p> <p>The Equality Act 2010 harmonised and replaced pre-existing legislation and extended statutory protection across nine ‘protected characteristics’. It recognised forms of discrimination that were previously beyond the scope of legislation and introduced the concept of the Public Sector Equality Duty (PSED).</p> <p>The PSED placed specific responsibilities on public sector organisations to consider equality in their decision making. It consists of a general equality duty, supported by specific duties, which are imposed by secondary legislation. In summary, those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:</p> <ul style="list-style-type: none">Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct.Advance equality of opportunity between people who share a protected characteristic, and those who do not.Promote good relations between people who share a protected characteristic and those who do not <p>CONTEXT</p> <p>This assessment relates to the decision to implement a charge to contractors or organisations who wish to suspend bus stops in order to complete their works. Currently all contractors need to seek approval from the Sustainable Transport Team in order for the bus stop suspension to be approved, contractors are also required to put a temporary stop when it is needed while also closing off the existing stop during the works. In line with the time it takes the Sustainable Transport Team to liaise between the contractor, bus operator and Highways we deem it would be appropriate for an admin fee to be requested for each bus stop closure. This admin fee will be in line with existing Plymouth City Council models. Once this has been approved this fee can be added to the SP&I Fees and Charging Policy midyear.</p>				

Decision required:	<p>This decision seeks approval to implement an admin charge to contractors who wish to suspend bus stops in order to complete their works.</p> <p>It is recommend that the Cabinet Member for Strategic Planning and Transport:</p> <p>Approves the implementation of the initial admin fee in relation to the suspension of bus stops in the city</p>
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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: Does the proposal have the potential to negatively impact Plymouth City Council employees?	Yes		No	X
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.				

SECTION THREE: FULL EQUALITY IMPACT ASSESSMENT

Protected characteristics (Equality Act, 2010)	Evidence and information (e.g. data and consultation feedback)	Adverse impact	Mitigation activities	Timescale and responsible department
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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>	No adverse impacts are anticipated.	None	N/A
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Care experienced individuals (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>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>	No adverse impacts are anticipated.	None	N/A
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>	No adverse impacts are anticipated.	None	N/A

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 non-binary and, 0.1 per cent identify as a trans women (2021 Census).	No adverse impacts are anticipated.	None	N/A
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).	No adverse impacts are anticipated.	None	N/A
Pregnancy and maternity	The total fertility rate (TFR) for England was 1.62 children per woman in 2021. The total fertility rate (TFR) for Plymouth in 2021 was 1.5.	No adverse impacts are anticipated.	None	N/A

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>	No adverse impacts are anticipated.	None	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>	No adverse impacts are anticipated.	None	N/A
Sex	51 per cent of our population are women and 49 per cent are men (2021 Census).	No adverse impacts are anticipated.	None	N/A
Sexual orientation	88.95 per cent of residents aged 16 years and over in Plymouth describe their sexual orientation as straight or heterosexual. 2.06 per cent describe their sexuality as bisexual, 1.97 per cent of people describe their sexual orientation as gay or lesbian. 0.42 per cent of residents describe their sexual orientation using a different term (2021 Census).	No adverse impacts are anticipated.	None	N/A

SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department
	No adverse impacts on human rights are anticipated.	N/A	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	No adverse impacts are anticipated.	N/A	N/A
Give specific consideration to care experienced people to improve their life outcomes, including access to training, employment and housing.	No adverse impacts are anticipated.	N/A	N/A
Build and develop a diverse workforce that represents the community and citizens it serves.	No adverse impacts are anticipated.	N/A	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.	No adverse impacts are anticipated.	N/A	N/A

