


EQUALITY IMPACT ASSESSMENT – PEOPLE STRATEGY

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

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Lead Officer: Head of Service, Service Director, or Strategic Director.	Si Bellamy	Signature:		Approval date:	28/11/2025
Overview:	Plymouth City Council's People Strategy 2025–2028 sets out a bold vision to develop the council as a vibrant, caring, innovative, and inclusive organisation that is equipped to meet both current and future challenges. The Equality Impact Assessment for the People Strategy provides an analysis of the risks to Plymouth City Council and its workforce, in relation to equalities legislation and practices. The People Strategy places diversity and inclusion at the heart of people practices in the council, for very real reasons of workforce planning, quality of services and aspiration for our city. PCC's workforce profile (Appendix 1) has been considered as part of this assessment.				
Decision required:	Support and approval for Plymouth City Council's People Strategy				

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.	Failure to adopt the People Strategy 2025-28 could leave the potential to negatively impact PCC employees. A full impact assessment has therefore been completed to highlight the risks of not having a strategy that supports equalities legislation and principles.			

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>	<ul style="list-style-type: none"> 50% of the PCC workforce is aged 50 and above. 12% of the PCC workforce is aged 30 and below. The PCC workforce is therefore not representative of the local age demographic. Without a strategy, this has a potential adverse impact in terms of community engagement, and a definite impact in relation to workforce planning and the risk of a significant number of staff leaving due to retirement, or looking to work in different ways (e.g. phased retirement). 	<ul style="list-style-type: none"> Workforce Planning – directorate and organisational levels Engagement with schools, colleges and universities. Work experience Supported internships Early careers' strategy 	<ul style="list-style-type: none"> Currently trialling. HROD and directorates Current Current Following agreement of People Strategy.

<p>Care experienced individuals</p> <p>(Note that as per the Independent Review of Children's Social Care recommendation s, 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>Without a strategy: - Potential adverse impact on job/career prospects for care experienced individuals; Quality of services – lack of lived experience and understanding; Impact on other public services if care leavers cannot access good employment opportunities; Risk to recruitment and age demography of the council workforce</p>	<ul style="list-style-type: none"> - Work with Children's to provide suitable Services roles, apprenticeships, internships and work experience - Guaranteed interview scheme for care leavers - Target of 25% of 'new' apprentices having care experience - Development of inclusive recruitment processes to encourage and welcome applications from all backgrounds and experiences 	<ul style="list-style-type: none"> - Happening – HROD, CYPFS - In place - In place - April 2026 - HROD
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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>	<ul style="list-style-type: none"> - 3.14% of the PCC workforce have declared they have a disability - Without a strategy, the council risks overlooking current and prospective employees, who have physical and/or mental disability. This presents a recruitment and retention risk, as well as presenting the council as not representative of our community. 	<ul style="list-style-type: none"> - Disability Confident Leader status, working with Department of Work & Pensions - Engagement through Disability and Neurodiversity staff networks - Extend network of mental health first aiders - Include in management & leadership development - Risk and DSE assessments, to determine reasonable adjustments 	<ul style="list-style-type: none"> - In place - Ongoing - May 2026 – HS&W team - In place - In place
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>	<ul style="list-style-type: none"> - Current legal uncertainties around status of gender identity may lead to potential uncertainties for some staff and a risk to mental wellbeing. 	<ul style="list-style-type: none"> - Engagement through LGBTQ+ staff network - Work with Facilities Management on signage - Equality, Diversity and Inclusion training as part of management and leadership development 	<ul style="list-style-type: none"> - Ongoing - Current - Current
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>	<ul style="list-style-type: none"> - No adverse impact linked to People Strategy 	<ul style="list-style-type: none"> - n/a 	<ul style="list-style-type: none"> - n/a
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>	<ul style="list-style-type: none"> - Risk that pregnant women and those on maternity leave are not engaged in the organisation and miss important news and career development. - Risk that PCC is not seen as a supportive organisation 	<ul style="list-style-type: none"> - Increase maternity pay to Green Book levels - Management and Leadership Development - Engagement with Women's Network. 	<ul style="list-style-type: none"> - Complete - In progress - Ongoing

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>Risk that staff feel unsupported:</p> <ul style="list-style-type: none"> - Loss of trust and confidence in PCC as an employer – potential increased turnover and reduced recruitment options - Legal and compliance risks, for example public sector equality duty - Reduction in service quality - Discrimination in the workplace - Verbal aggression from staff and public 	<ul style="list-style-type: none"> - Staff communications and engagement e.g. Black History Month - Engagement with REACH staff network - Community outreach work to promote PCC as an employer - Connection to Equality, Diversity and Inclusion action plan to pick up on pending legislation - Staff training & awareness, inc. bystander training 	<ul style="list-style-type: none"> - In progress - Ongoing - April - In place - In progress
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>	<p>Risk that Staff Feel Unsupported</p> <ul style="list-style-type: none"> - Loss of trust and confidence in PCC as an employer – potential increased turnover and reduced recruitment options - Legal and compliance risks, for example public sector equality duty - Reduction in service quality - Discrimination in the workplace - Verbal aggression from staff and public 	<p>Policy - Equality Impact Assessments, Employee Handbook, People Strategy</p> <p>Community - Faith and Belief Staff Network, links to community groups</p> <p>Training - EDI sessions, Modern Slavery awareness</p> <p>Data & Inclusion - Workforce surveys, census-informed planning</p> <p>Culture - Respectful dialogue, safe spaces including prayer rooms, inclusive language</p>	<ul style="list-style-type: none"> - In place - In place - In progress - In progress - In progress through Management & Leadership Development, staff training

Sex	51 per cent of our population are women and 49 per cent are men (2021 Census).	<p>Risks if PCC does not consider support on basis of sex:</p> <ul style="list-style-type: none"> - Legal & compliance risks, for example public sector equality duty, equal pay, grievances, whistleblowing - Loss of trust & confidence in PCC as an employer - Reduction in service quality - Failure to recruit - Reduction in wellbeing & from there, impact on service quality - Missed opportunities for leadership and innovation 	<p>Networks: Women's Network, Men's Network</p> <p>Training: e.g. Empowering Women, Henpicked webinars Men's Health Week, Alcohol Awareness, MAN culture</p> <p>Policy: Equality Act compliance, EIA reviews, Gender Pay Gap analysis</p> <p>Wellbeing: Survey feedback, menopause guidance Targeted health</p> <p>Culture: Conversations on workplace experience</p>	<ul style="list-style-type: none"> - In place - In place and ongoing - Ongoing - Wellbeing Survey feedback January – March 2026 - As part of People Strategy staff engagement
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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).	Risks if PCC does not support staff on the basis of sexual orientation: Reduced morale and engagement. Higher turnover among LGBTQ+ employees. Missed opportunities to reflect the diversity of Plymouth's communities. Increased psychosocial risks. Feelings of exclusion and isolation. Negative impacts on mental health. Reputational damage Legal and compliance risks (e.g. Equality Act)	Networks - LGBTQ+ Staff Network Policy - Equality Act compliance, EIA reviews Training - EDI sessions covering sexual orientation Wellbeing - Annual surveys, targeted support Community Links - External organisations and engagement Recruitment - Inclusive recruitment and onboarding	<ul style="list-style-type: none"> - In place - In place - In place and in progress - In place, staff engagement planned through January – March 2026 - In place through Staff Network - April 2026, as part of People Strategy implementation
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SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department
	The People Strategy should address the following areas: Legal Compliance - Must meet duties under the Human Rights Act and Equality Act.	Legal Compliance - Equality Impact Assessments, policy reviews, staff training Workforce Inclusion - Staff networks, engagement processes	<ul style="list-style-type: none"> - In place and in progress – Management and Leadership development, governance training

	<p>Workforce Inclusion - Strategy must support all protected groups.</p> <p>Policy Development - All programmes arising from the strategy must undergo EIA screening.</p> <p>Public Trust - Failure to uphold rights could damage reputation and community relations.</p> <p>Operational Delivery - Embedding human rights improves service quality and staff wellbeing.</p>	<p>Wellbeing and Safety – Health and Safety plan, Wellbeing action plan</p> <p>Accountability - Strategic risk register, governance updates, monitoring frameworks</p> <p>Culture and Values - Embedding kindness, respect, and dignity in strategy and practice</p>	<ul style="list-style-type: none"> - Wellbeing survey engagement – January – March 2026 - People Strategy staff engagement – Values & Behaviours – January – March 2026
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SECTION FIVE: OUR EQUALITY OBJECTIVES

Equality objectives	Implications	Mitigation Actions	Timescale and responsible department
<p>Work together in partnership to:</p> <ul style="list-style-type: none"> ▪ promote equality, diversity and inclusion ▪ facilitate community cohesion ▪ support people with different backgrounds and lived experiences to get on well together 	<p>If the People Strategy did not support PCC's equality objectives:</p> <p>Legal - Breach of Equality Act and PSED; tribunal cases</p> <p>Operational - Loss of talent, poor recruitment, reduced service delivery</p> <p>Cultural - Decline in morale, exclusion, disengagement</p> <p>Reputational - Loss of public trust, failure to reflect community diversity</p> <p>Strategic - Misalignment with Plymouth Plan and Corporate Vision</p> <p>Procurement - Non-compliance with equality standards in contracts</p>	<p>Mitigating actions are presented above. Individual programmes of work will be subject to an equality impact assessment.</p>	
<p>Give specific consideration to care experienced people to improve their life outcomes, including access to training, employment and housing.</p>			
<p>Build and develop a diverse workforce that represents the community and citizens it serves.</p>			
<p>Support diverse communities to feel confident to report crime and anti-social</p>			

behaviour, including hate crime and hate incidents, and work with partners to ensure Plymouth is a city where everybody feels safe and welcome.	<p>Care experience – the People Strategy gives specific consideration to care experienced people. Without a strategy there could be a potential adverse impact on job/career prospects for care experienced individuals. See section 3 above.</p> <p>The first outcome in the People Strategy reflects this corporate equality objective. We want to ensure that the workforce is representative of the communities we serve and inclusive to all who work for us and use our services.</p>		
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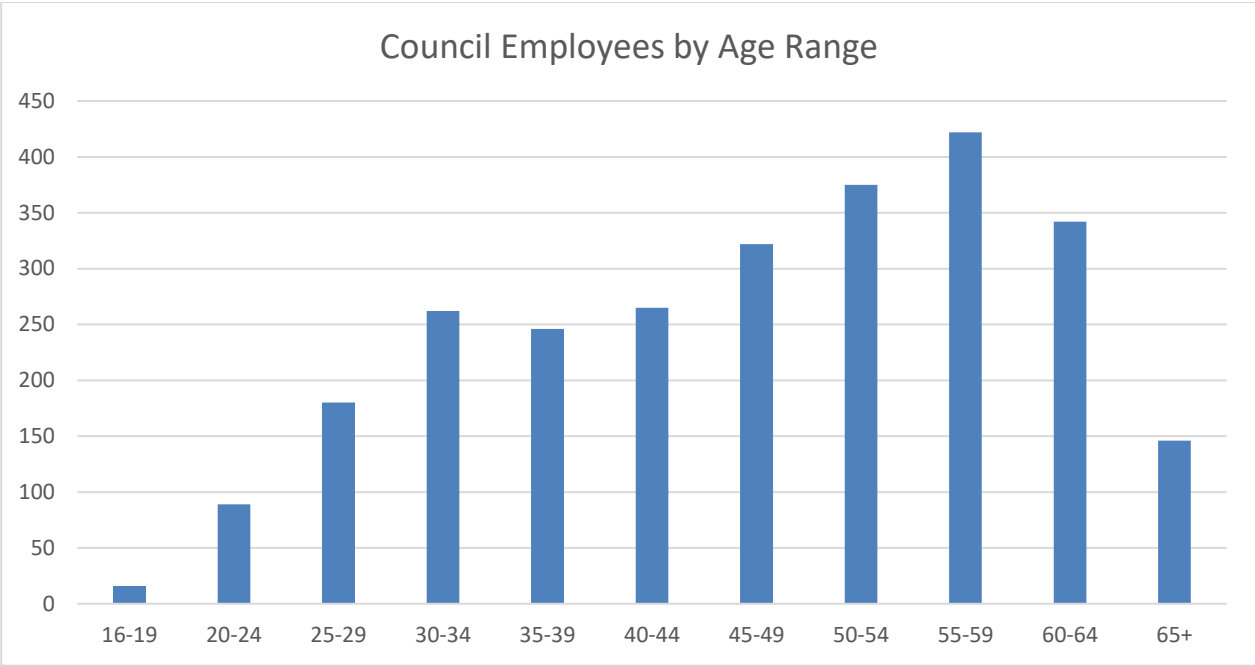
EQUALITY INFORMATION

Plymouth has a statutory duty to publish workforce equality data and has published on an annual basis since 2011; the latest report is on our website, under ‘[Equality and Diversity](#)’.

Information is taken from the iTrent database and is based on data from 30th September 2025,

Gender by Directorate						
	Female		Male		Total	
	No.	%	No.	%	No.	%
Adults, Health & Communities	264	80.24%	65	19.76%	329	12.35%
Children's Services	664	85.24%	115	14.76%	779	29.23%
Customer and Corporate Services	382	69.71%	166	30.29%	548	20.56%
Executive Office	47	58.75%	33	41.25%	80	3.00%
Growth	273	33.66%	538	66.34%	811	30.43%
Office of the Director of Public Health	73	61.86%	45	38.14%	118	4.43%
Grand Total	1703	63.90%	962	36.10%	2665	100.00%

Age Range by Directorate							
	Directorate						
Age Ranges	Adults, Health & Communities	Children's Services	Customer and Corporate Services	Executive Office	Growth	Office of the Director of Public Health	Grand Total
16-19		5	8		3		16
20-24	8	19	31	5	22	4	89
25-29	27	42	43	8	51	9	180
30-34	33	75	51	7	87	9	262
35-39	24	84	43	3	79	13	246
40-44	35	84	45	10	80	11	265
45-49	42	97	60	10	98	15	322
50-54	59	107	71	14	105	19	375
55-59	52	114	84	11	137	24	422
60-64	36	94	78	9	113	12	342
65+	13	58	34	3	36	2	146
Grand Total	329	779	548	80	811	118	2665



Disability Status

Building on our status as Disability Confident Committed, the Council became recognised as a Disability Confident Employer in 2019.

Disability by Directorate							
	Directorate						
Disability Response	Adults, Health & Communities	Children's Services	Customer and Corporate Services	Executive Office	Growth	Office of the Director of Public Health	Grand Total
Yes	7	29	19		25	4	84
Not Declared	322	750	529	80	786	114	2581
Grand Total	329	779	548	80	811	118	2665

*fewer employees have disability information reported within iTrent than did in CoreHR before the change of system on 6th June 2025

Data migrated from CoreHR to iTrent included those employees who declared themselves 'with a disability' or who had declared 'no known disability'. The full data set will be migrated in the coming weeks to include where employees had responded 'no'.

Religion Status

Religion by Directorate							
	Directorate						
Religion Response	Adults, Health & Communities	Children's Services	Customer and Corporate Services	Executive Office	Growth	Office of the Director of Public Health	Corporate
Buddhist		3			6		9
Christian	86	266	186	21	181	35	775
No Religion	136	344	231	39	380	57	1208
Not Known	93	152	119	15	222	25	605
Any Other Religion Or Belief	9	11	8	3	13	1	45
Christian - Roman Catholic	1	1		1	4		7
Christian - Church of Scotland		1					1
Christian - Other Denomination			1				1
Muslim	4		2	1	1		8
Jewish		1	1		1		3
Atheist					3		3
Grand Total	329	779	548	80	811	118	2665

Ethnic Origin

Ethnic Origin by Directorate							
Ethnic Origin Response	Adults, Health & Communities	Children's Services	Customer and Corporate Services	Executive Office	Growth	Office of the Director of Public Health	Grand Total
Asian or Asian British - Indian					3	1	4
Asian or Asian British - Pakistani			1				1
Black or Black British - African	2	21	1		5	1	30
Black or Black British - Caribbean			2		1		3
Chinese		2	1				3
Mixed - White and Asian	1	4		1	5	1	12
Mixed - White and Black African	2	1	2				5
Mixed - White and Black Caribbean	2	2			1		5
Not Known	45	72	22		76	8	223
Other Asian Background	2	2		3	2		9
Other Black Background		2			1		3
Other Ethnic Group	3	3	2		2		10
Other Mixed Background	3	2	1		2		8
Other White Background	11	18	12	2	26	2	71
White - British	254	649	500	73	686	105	2267
Asian or Asian British - Bangladeshi	2				1		3
White - Irish	2	1	1	1			5
Prefer Not To Say			2				2
Gypsy or Traveller			1				1
Grand Total	329	779	548	80	811	118	2665

Sexual Orientation

Sexual Orientation by Directorate							
	Directorate						
Sexual Orientation Response	Adults, Health & Communities	Children's Services	Customer and Corporate Services	Executive Office	Growth	Office of the Director of Public Health	Grand Total
Bisexual	6	20	10	1	14	1	52
Gay Man	2	6	10	1	13	4	36
Heterosexual	218	561	376	59	512	82	1808
Not Declared	88	149	117	17	222	23	616
Other	1	2	4		1		8
Prefer Not to Say	9	28	27	1	39	7	111
Gay Woman/Lesbian	5	13	4	1	10	1	34
Grand Total	329	779	548	80	811	118	2665

ADDITIONAL EQUALITY INFORMATION

This category shows additional information about employees employed within the Council;

- Care (Service) Leaver
- Carer
- Reservist (or part of any military family)

Carer Information by Directorate						
	Directorate					
Carer	Adults, Health & Communities	Children's Services	Customer and Corporate Services	Executive Office	Growth	Grand Total
Yes	4	7	8	1	3	23
Grand Total	4	7	8	1	3	23

Service (Care) Leaver by Directorate		
Service (Care) Leaver	Children's Services	Grand Total
Yes	2	2
Grand Total	2	2

Defence Categories by Directorate					
Directorate	Reservist	Veteran	Military Spouse/Ptnr	Cadet Force-AdultVol	Grand Total
Adults, Health & Communities	0	1	2	0	3
Children's Services	0	6	0	0	6
Customer and Corporate Services	1	7	1	1	10
Executive Office	1	0	0	0	1
Growth	0	13	1	0	14
Office of the Director of Public Health	0	0	1	0	1
Grand Total	2	26	3	1	32

EMPLOYEE NETWORKS

Ten internal employee networks have been set up to connect and support our diverse workforce:

- Men's network
- Disability network
- LGBTQ+ network
- Race
- Ethnicity and Cultural Heritage network
- Women's network
- Faith and Belief network
- Carer's network
- Armed Forces network
- Neurodiversity network

WHITE RIBBON ACCREDITATION

Bystander training has been rolled out to support the VAWG campaign alongside successful white ribbon accreditation.