Appendix 2 - Equality Impact Assessment

EQUALITY IMPACT ASSESSMENT – TRANSFORMATION STRATEGY

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

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Lead Officer: Head of Service, Service Director, or Strategic Director.	Si Bellamy, Chief Operating Officer	**Signature:**	Si Bellamy	**Approval date:**	03/03/2026
Overview:	**Scope of this Equality Impact Assessment:** This Equality Impact Assessment (EIA) relates to the Council's Transformation Strategy, which is scheduled for Cabinet on 9 March 2026. The strategy sets out the structure, financial contribution and governing principles for the delivery of the Council's Transformation portfolio. Whilst it is not a statutory requirement, this EIA also considers the impact of these proposals on people who share the characteristic of being care experienced, which was adopted by the Council as a local protected characteristic in March 2023, as well as on low income households and others who are particularly exposed to cost of living pressures-income households and others who are particularly exposed to cost-of-living pressures This Equality Impact Assessment does not cover individual departmental savings proposals or other decisions that may be taken as part of "business as usual" change initiatives. Any such savings proposals will be developed separately by Departmental Management Teams and considered through the Council's established decision-making procedures. Where a savings proposal requires an Executive Decision, a proportionate Equality Impact Assessment will be completed to inform that decision.-setting process.				

Context:

The transformation strategy sets out the Plymouth City Council's strategic drivers for change, in terms of the three areas of challenge: (1) more demand for services than capacity; (2) insufficient resources to go around; and (3) the need to design services that better meet the needs of our customers. This strategy therefore has a defining main effort: to reduce demand, reduce costs and increase the positive impact of our services; particularly in the high demand/high-cost areas of Adult Social Care, Children's Services, Homelessness and provision of SEND (including home to school transport).

In the context of the Medium-Term Financial Plan (MTFP), this equates to an urgency of scaling up prevention and redesigning services to reduce long-term pressure on the system. The MTFP forecast models a cumulative gap before mitigations (by March 2031) of £54.851m. After mitigations this reduces to a cumulative gap of £7.351m. Transformation projects and programmes are therefore required to deliver 'additionality' – above minimum of £5m annual savings from Business as Usual within each directorate from FY27/28 – of the following:

- Reduce the demand pressures (prevention and cost avoidance) required within the Children's and Adults' Directorates, with an initial saving assumed of £5m for the first two full years of the MTFP and £2.5m the following year. These numbers will be refined as the early intervention and prevention programmes develop. Total anticipated transformation saving of c. £7.5m
- New Target Operating Model (TOM) to be developed and scheduled for Cabinet approval in May 2026; with implementation from Q1 of FY26/27. The TOM anticipated to reduce the structural deficit which has been traditionally funded by one-offs.
- Growth and income from other programmes

Impact of transformation strategy on low income families:

The English Indices of Deprivation 2025 show that, of the 317 lower tier local authority districts in England, Plymouth is ranked 87th most deprived based on the overall average score measure. This places the city within the 40% most deprived local authorities nationally. Although Plymouth's relative position has improved since 2019, a significant number of neighbourhoods remain among the most deprived in England. For residents living in these areas, ongoing cost of living pressures are likely to exacerbate existing financial

	insecurity and may contribute to widening inequalities across the city.-tier local authority districts in England, Plymouth is ranked 87th most deprived based on the overall average score measure. This places the city within the 40% most deprived local authorities nationally. Although Plymouth's relative position has improved since 2019, a significant number of neighbourhoods remain among the most deprived in England. For residents living in these areas, ongoing cost-of-living pressures are likely to exacerbate existing financial insecurity and may contribute to widening inequalities across the city. Low income households and other financially vulnerable groups are disproportionately affected by reductions in frontline council services. The Council continues to face significant demand and cost pressures across key statutory services, including Adult Social Care, Children's Social Care, homelessness and the use of bed and breakfast accommodation, and its duty to provide home to school transport for the most vulnerable children.-income households and other financially vulnerable groups are disproportionately affected by reductions in frontline council -to-school transport for the most vulnerable children. Our 2026/27 budget does not include reductions to critical frontline services. The transformation strategy supports these frontline services through initiatives to "create capacities and reduce costs" through developing Plymouth's own capacity for social care, SEND provision and temporary accommodation. As part of the transformation portfolio, work will also focus on providing early intervention and prevention services designed to avoid residents finding themselves accessing critical front line services when in crisis.
Decision required:	Cabinet will consider approval of the transformation strategy in March 2026.

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**	✓
Potential internal impacts: Does the proposal have the potential to negatively impact Plymouth City Council employees?	**Yes**	✓	**No**	
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**	

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	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. (2021 Census)	Older people are disproportionately impacted by reductions in Adult Social Care provision. Children and younger people are disproportionately impacted by reductions in Children's Social Care and Home to School Transport.	The FY 2026/27 budget has included around £23m of additional budget for Adult and Childrens Social care as well as home to school Transport. Over the term of the MTFP the Transformation Strategy will offset demand growth through early intervention and prevention work as well as reducing the impact on families and individuals in Plymouth by creating more capacity to support those in crisis in the city.	For FY 2026/27 and FY 2027/28 the transformation work will deliver £5m of additional savings through prevention and cost reduction for services supporting those in crisis. In FY 2028/29 it will deliver a further £2.5m worth of savings in these areas.

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).	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. 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.	Care experienced individuals may be disproportionately affected by cuts to the homelessness, and Skills, Education and Children's Services budgets.	The budget allocates and additional £0.797m to relieve pressure on the budget from households in bed and breakfast accommodation. Our transformation work focusing on early intervention and prevention will work with children and families from an early age to help more of them thrive in their education and go on to fulfilling careers.	Some of the initiatives delivering early intervention and support children in care will take many years to evidence the impact on NEET levels. However, supporting more children to remain in Plymouth outside of the care system and within mainstream education will benefit them and their families immediately.

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)	Disabled people are disproportionately impacted by reductions in Adult Social Care provision. Disabled Children and younger people are disproportionately impacted by reductions in Children's Social Care. Disabled Children and younger people are particularly vulnerable to cuts in Home and School Transport.	Mitigations as previously noted above.	As noted above early intervention initiatives will take time to deliver their full benefits but greater support for SEND in the city will help more children stay in mainstream education and or go to school within the city.
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 impact identifiable from measures proposed in the transformation strategy.	N/A	Departments to ensure transformation proposals don't inadvertently impact.
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 impact identifiable from measures proposed in the transformation strategy.	N/A	Departments to ensure transformation proposals don't inadvertently impact.

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 impact identifiable from measures proposed in the transformation strategy.	N/A	Departments to ensure transformation proposals don't inadvertently impact.
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. 1 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).	Refugees, Unaccompanied Asylum-Seeking Children and victims of Modern Slavery may be disproportionately affected by cuts to the homelessness budget and children's social care budget.	Mitigations as previously noted above.	Departments to ensure transformation proposals don't inadvertently impact.
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 1.3 per cent of Plymouth's population while Hindu, Buddhist, Jewish or Sikh combined totalled less than 1 per cent (2021 Census).	No adverse impact identifiable from measures proposed in the transformation strategy.	N/A	Departments to ensure transformation proposals don't inadvertently impact.

Sex	51 per cent of our population are women and 49 per cent are men (2021 Census).	Women are the majority of the over 75 population and may therefore be disproportionately affected by cuts in the Adult Social Care budget as noted for older people above.	As noted for older people above.	Departments to ensure transformation proposals don't inadvertently impact.
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 impact identifiable from measures proposed in the transformation strategy.	N/A	Departments to ensure transformation proposals don't inadvertently impact.

SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department
	Article 8 provides that everyone has the right to respect for his private and family life, his home and his correspondence. The first protocol, article 2 provides that no person shall be denied the right to an education.	We will need to exercise due care that transformation proposals to meet stretch savings targets around homelessness, bed and breakfast accommodation and home to school transport are consistent with Article 8 and Article 2 of the first protocol.	Childrens Services and Community Connections Departments to ensure transformation proposals don't inadvertently impact.

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	While there are no direct implications as a result of the transformation strategy, all savings proposals will be carefully considered with detailed business cases outlining impacts on the local community and the people of Plymouth.	To carefully review each saving proposal business case with CMT.	Throughout the 2026/27 financial year and 2027/28 budget setting process.
Give specific consideration to care experienced people to improve their life outcomes, including access to training, employment and housing.	This is not applicable for this report	This is not applicable for this report	This is not applicable for this report
Build and develop a diverse workforce that represents the community and citizens it serves.	The transformation strategy does not impact the diversity or representation of our community amongst the Council workforce.	N/A	HR to ensure changes proposed consider and mitigate any impact on the diversity and representation of our community amongst the workforce.
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.	This is not applicable for this report	This is not applicable for this report	This is not applicable for this report