

Date of meeting:	14 June 2021
Title of Report:	<b>Corporate Plan 2021-2025</b>
Lead Member:	Councillor Nick Kelly (Leader)
Lead Strategic Director:	Tracey Lee (Chief Executive)
Author:	Giles Perritt (Assistant Chief Executive)
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Your Reference:	
Key Decision:	Yes
Confidentiality:	Part I - Official

### **Purpose of Report**

The aim of the revised Corporate Plan 2021-2025 at Appendix B of this report is to reflect the new Administration's vision for the city and the Council, and to reframe the Council's mission, values and priorities to support this. In addition, following fifteen months of unprecedented challenges created both nationally and locally by the COVID-19 pandemic there is an opportunity to reintegrate response and recovery activities into the Corporate Plan and the Council's associated delivery plans.

This report describes the revisions that have been made to the Corporate Plan, and asks the Council to adopt it.

### **Recommendation and Reasons**

- That the Council adopts the Corporate Plan 2021-25 at Appendix B of this report.

Maintaining consistency with the Council and city's overarching vision and values, first adopted in 2013 and spanning several administrations is an important part of the strategic leadership of the Council. There is, however an opportunity to revise the plan to reflect the experience of delivery over the last three years, to address the challenges presented by the COVID-19 pandemic and to reflect the new Administration's priorities and approach.

### **Alternative options considered and rejected**

Retaining the existing Corporate Plan 2018-2022 for its remaining year would prevent the opportunities outlined above being reflected in a revised plan.

### **Relevance to the Corporate Plan and/or the Plymouth Plan**

The Corporate Plan 2021-2025 will replace the current Corporate Plan adopted in June 2018 and will continue to reinforce the Council's contribution to the Plymouth Plan

### **Implications for the Medium Term Financial Plan and Resource Implications:**



**Sign off:**

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Originating Senior Leadership Team member: Giles Perritt (Assistant Chief Executive)

Please confirm the Strategic Director(s) has agreed the report? Yes

Date agreed: 08 June 2021

Cabinet Member approval: Councillor Nick Kelly (Leader)

Date approved: 08 June 2021

## **Appendix A: Briefing report**

### **Introduction**

The Council first adopted the 'Plan on a page' format for our Corporate Plan in July 2013. The approach, which has been maintained by successive administrations of the Council since then serves to:

- Set out the City and the Council's vision
- Highlight the fact that we are a values-led organisation
- Demonstrate a strong focus on delivery
- Provide a clear strategic framework to inform business and service planning

The aim of the revised Corporate Plan 2021-2025 is to reflect the new Administration's vision for the City and the Council, reset the Council's mission in its response to and recovery from the COVID-19 pandemic and state the Council's priorities for delivery.

### **City Vision**

The Council retains and re-endorses the city vision, as one of Europe's most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone.

### **Mission**

The revised Mission recognises the major task of recovery from the widespread impacts of the COVID-19 pandemic, but also the opportunity to learn from the city's response and build on the positive work that communities, businesses and partners have done to support a more resilient and sustainable future.

### **Values**

The Council's values have been refreshed to place more emphasis on listening to and engaging with residents, businesses and communities in the design and delivery of services, consultation over changes and taking responsibility for the impact of our actions both on others and on the environment.

### **Priorities**

The Cabinet adopted six areas of focus in May 2020 as part of the Council's recovery and renewal framework:

- Restating the Council's vision and values
- Supporting the economy
- Minimising inequalities and supporting individuals and communities
- Delivery of council services
- Responding to the climate emergency
- Managing the Council's finances

The Corporate Plan 2021-25 and its associated delivery plans will encompass these areas of focus and ensure that recovery and renewal are 'built into' the Council's planning and delivery framework over the next four years.

Revised headings have been created for the Council's priorities covering the city's built environment, economy, cultural life and the health, safety and wellbeing of its communities.

Changes to organisational priorities emphasise the importance of the quality of services, providing value for money and taking account of the views of recipients of our services.

# OUR PLAN YOUR CITY, YOUR COUNCIL



## CITY VISION Britain's Ocean City

One of Europe's most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone.

**OUR MISSION** To build back better and make Plymouth a great place to live, work and visit.

### OUR VALUES we are:

#### DEMOCRATIC

Plymouth is a place where people can have their say about what is important to them and where they are empowered to make change happen.

#### RESPONSIBLE

We take responsibility for our actions, we are accountable for their impact on others and the environment and expect others to do the same.

#### FAIR

We will be honest and open in how we act. We will treat everyone with respect, champion fairness and create opportunities.

#### COLLABORATIVE

We will provide strong community leadership, working with residents, communities and businesses to deliver our common ambition.

### OUR PRIORITIES

#### UNLOCKING THE CITY'S POTENTIAL

- A clean and tidy city
- A green, sustainable city that cares about the environment
- Offer a wide range of homes
- A vibrant economy, developing quality jobs and skills
- An exciting, cultural and creative place
- Create a varied, efficient, sustainable transport network

#### CARING FOR PEOPLE AND COMMUNITIES

- A friendly welcoming city
- Reduced health inequalities
- People feel safe in Plymouth
- Focus on prevention and early intervention
- Keep children, young people and adults protected
- Improved schools where pupils achieve better outcomes

### DELIVERING ON OUR COMMITMENTS BY:

Empowering our people to deliver

Providing a quality service to get the basics right first time

Engaging with and listening to our residents, businesses and communities

Providing value for money

Championing Plymouth regionally and nationally

# EQUALITY IMPACT ASSESSMENT

Corporate Plan 2021 – 2025



## STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?

<b>What is being assessed - including a brief description of aims and objectives?</b>	<p>This equality impact assessment will assess the new proposed Corporate Plan 2021 – 2025. The revised Corporate Plan 2021-2025 aims to reflect the new Administration's vision and priorities for the city.</p> <p>The corporate plan will recommit the Council to promoting a friendly, welcoming city with reduced health inequalities where people are empowered to get involved in making Plymouth a great place to live, work and visit.</p> <p>Activity to support the delivery of the Corporate Plan 2021 – 2025 will require decisions associated with those activities. Equality Impact Assessments will be completed for all individual activity which require policy changes as they are developed in accordance with our normal criteria.</p>
<b>Author</b>	Laura Hill, Policy and Intelligence Officer
<b>Department and service</b>	Chief Executive Office
<b>Date of assessment</b>	10/06/2021

## STAGE 2: EVIDENCE AND IMPACT

<b>Protected characteristics (Equality Act)</b>	<b>Evidence and information (e.g. data and feedback)</b>	<b>Any adverse impact</b> See <a href="#">guidance</a> on how to make judgement	<b>Actions</b>	<b>Timescale and who is responsible</b>
<b>Age</b>	<p>The average age in Plymouth (39.0 years) is about the same as the rest of England (39.3 years), but less than the South West (41.6 years).</p> <p>Recent Council Tax records show the following ratios of customers by age group: 18-24 = 770 = 3.37 per cent</p>	<p>It is not possible to conclude if there are any adverse impacts in relation to age because of the high level nature of the plan. However, the values and priorities set out in Corporate Plan look to positively impact communities in relation to their age. For example, the Corporate Plan commits to keeping children, young people and adults</p>	<p>Equality Impact Assessments will be completed for all individual policy changes as they are developed in accordance with our normal criteria.</p>	TBC

	<p>25-34 = 3325 = 14.56 per cent                  35-44 = 3589 = 15.72 per cent                  45-54 = 3387 = 14.83 per cent                  55-64 = 3579 = 15.67 per cent                  65-74 = 3828 = 16.76 per cent                  75+ = 4162 = 18.22 per cent</p> <p>Compared to the overall population, children are more likely to be in low income households.</p> <p>Working-age adults in working families are less likely to be in relative low income than those in families where no-one is in work.</p> <p>Recent data showed that there are 241 care leavers of which 140 live within Plymouth.</p> <p>Excluding key workers most people in the bottom tenth of earnings distribution are in sectors that have been forced to close due to COVID-19. Young people are more affected than others by this (IFS, 2020).</p> <p>There will be a shift in the population structure of Plymouth over the next 20 years as the proportion of the population aged 65 and over increases and the population aged 0-4 year's decreases.</p> <p>ONS projects a rise in the percentage of the Plymouth 65+ population from 17.9 per cent in 2016 to 22.7 per cent by 2034. An ageing population suggests an increasing need for care and support services and also an increasing burden placed on the working age population (Plymouth Plan, 2019).</p>	<p>protected along with improved schools where pupils achieve better outcomes.</p>		
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<p><b>Disability</b></p>	<p>A total of 31,164 people (from 28.5 per cent of households) declared themselves as having a long-term health problem or disability (national figure 25.7 per cent of households), compared with the total number of people with disabilities in UK 11.6m (2011 Census).</p> <p>10 per cent of our population have their day-today activities limited a lot by a long-term health problem or disability (2011 Census).</p> <p>In January 2019, Schools identified 18.2 per cent of Plymouth’s school cohort (Year R to Y11) as requiring additional support for an identified Special Education Need and/or disability.</p> <p>Recent data showed that 33 per cent of Council Tax Support (CTS) claimants are disabled.</p> <p>After housing costs, the proportion of working age people with disabilities living in poverty (26 per cent ) is higher than the proportion of working age non-disabled people (20 per cent ) (Scope, 2020).</p> <p>On average, tax and benefit changes on families with a disabled adult will reduce their income by about £2,500 per year; if the family also includes a disabled child, the impact will be over £5,500 per year. This compares to a reduction of about £1,000 on non-disabled families (EHRC, 2017).</p> <p>In 2017 there were over 26,500 people (aged 18-64) in Plymouth estimated to be</p>	<p>It is not possible to conclude if there are any adverse impacts in relation to age because of the high level nature of the plan.</p> <p>However, the values and priorities set out in Corporate Plan look to positively impact those with a disability. For example, the Corporate Plan commits to Plymouth being a city where an outstanding quality of life is enjoyed by everyone where people are treated fairly and with respect. The Corporate Plan also commits to reducing health inequalities, with a focus on prevention and early intervention and creating opportunities.</p>	<p>Equality Impact Assessments will be completed for all individual policy changes as they are developed in accordance with our normal criteria.</p>	<p>TBC</p>
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	suffering from common mental health problems including depression, anxiety, and obsessive compulsive disorder (Plymouth Plan, 2019).			
<b>Religion or belief</b>	<p>Christianity is the biggest faith in the city with more than 58 per cent of the population identifying as Christian (2011 Census).</p> <p>32.9 per cent of the Plymouth population stated they had no religion (2011 Census).</p> <p>Those who identified as Muslim was just under one per cent while the Hindu, Buddhist, Jewish or Sikh combined totalled less than one per cent (2011 Census).</p>	<p>It is not possible to conclude if there are any adverse impacts due to the high level nature of the Corporate Plan.</p> <p>However, the values and priorities set out in Corporate Plan look to positively impact people in relation to their religion or belief. For example, the Corporate Plan commits to Plymouth being a city where an outstanding quality of life is enjoyed by everyone and where people are treated fairly and with respect. The Corporate Plan also commits to listening to communities and working together to deliver our common ambition.</p>	Equality Impact Assessments will be completed for all individual policy changes as they are developed in accordance with our normal criteria.	TBC
<b>Sex - including marriage, pregnancy and maternity</b>	50.2 per cent of our population are women and 49.8 per cent are men.	<p>It is not possible to conclude if there are any adverse impacts in relation to age because of the high level nature of the plan.</p> <p>However, the values and priorities set out in Corporate Plan look to positively impact both males and females. For example, the Corporate Plan commits to Plymouth being a city where an outstanding quality of life is enjoyed by everyone where people are treated fairly and with respect. The Corporate Plan also commits to reducing health inequalities, with a focus on prevention and early intervention and creating opportunities.</p>	Equality Impact Assessments will be completed for all individual policy changes as they are developed in accordance with our normal criteria.	TBC
<b>Gender reassignment</b>	There are no official estimates for gender reassignment at either national or local level.	It is not possible to conclude if there are any adverse impacts in relation to age because of the high level nature of the plan.	Equality Impact Assessments will be completed for all individual policy changes as they are developed in	TBC

		<p>However, the values and priorities set out in Corporate Plan look to positively impact the protected characteristic of gender reassignment. For example, the Corporate Plan commits to Plymouth being a city where an outstanding quality of life is enjoyed by everyone where people are treated fairly and with respect. The Corporate Plan also commits to reducing health inequalities and ensuring that people feel safe in Plymouth.</p>	<p>accordance with our normal criteria.</p>	
<b>Race</b>	<p>92.9 per cent of Plymouth's population identify themselves as White British.</p> <p>7.1 per cent identify themselves as Black, Asian or Minority Ethnic (BAME) with White Other (2.7 per cent), Chinese (0.5 per cent) and Other Asian (0.5 per cent) the most common ethnic groups.</p> <p>Recent census data suggests we have at least 43 main languages spoken in the city, showing Polish, Chinese and Kurdish as the top three.</p>	<p>It is not possible to conclude if there are any adverse impacts in relation to age because of the high level nature of the plan. However, the values and priorities set out in Corporate Plan look to positively impact the diversity of Plymouth and people from different backgrounds. For example, the Corporate Plan commits to Plymouth being a welcoming city where an outstanding quality of life is enjoyed by everyone where people are treated fairly and with respect. The Corporate Plan also commits to reducing health inequalities and ensuring that people feel safe in Plymouth.</p>	<p>Equality Impact Assessments will be completed for all individual policy changes as they are developed in accordance with our normal criteria.</p>	TBC
<b>Sexual orientation -including civil partnership</b>	<p>There are no official estimates for sexual orientation at a local level. There is no precise local data on sexual orientation in Plymouth, but based on the ONS Annual Population Survey 2017 estimates, approximately 1.7 per cent of the UK population is lesbian, gay or bi-sexual (LGB) . This would mean that there are approximately 3,649 LGB people in the city (Plymouth Report, 2019).</p>	<p>It is not possible to conclude if there are any adverse impacts in relation to age because of the high level nature of the plan.</p> <p>However, the values and priorities set out in Corporate Plan look to positively impact the LGBT+ community. For example, the Corporate Plan commits to Plymouth being a welcoming city where an outstanding quality of life is enjoyed by everyone and where people are treated fairly and with respect. The Corporate Plan also commits</p>	<p>Equality Impact Assessments will be completed for all individual policy changes as they are developed in accordance with our normal criteria.</p>	TBC

		to reducing health inequalities and to ensuring that people feel safe in Plymouth.		
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### STAGE 3: ARE THERE ANY IMPLICATIONS FOR THE FOLLOWING? IF SO, PLEASE RECORD ACTIONS TO BE TAKEN

Local priorities	Implications	Timescale and who is responsible
<b>Celebrate diversity and ensure that Plymouth is a welcoming city.</b>	<p>The Corporate Plan will recommit the Council to promoting a friendly, welcoming city and has states that people will be treated fairly and with respect.</p> <p>These values will help us to ensure that we continue to meet our responsibilities under our Public Sector Equality Duty which include; tackling discrimination, promoting equality and fostering good relations between people from different backgrounds. The Corporate Plan has also committed to treating people fairly, in practice this means ensuring that our services are accessible to all those who require them.</p>	Not applicable
<b>Pay equality for women, and staff with disabilities in our workforce.</b>	<p>Plymouth City Council is committed to equal opportunities and the fair treatment of its workforce. As an employer we have a clear policy of paying employees equally for the same or equivalent work regardless of gender or disability. The council operates a comprehensive job evaluation scheme to ensure that rates of pay are fair and are based wholly on the role being undertaken. The organisation has robust policies in place.</p> <p>Further, it also details how we will contribute to reducing the gender pay gap across the city by playing a key role as a community leader by supporting and facilitating a vibrant economy and the development of developing quality jobs and skills.</p>	Not applicable
<b>Supporting our workforce through the implementation of Our People Strategy 2020 – 2024</b>	<p>Plymouth City Council is committed to equal opportunities. Our People Strategy shows that the importance of equality and diversity as recruiting and retaining diverse talent is key. As an organisation we must ensure that all our staff feel welcomed, are treated with dignity and respect and are encouraged to meet their potential.</p>	Not applicable
<b>Supporting victims of hate crime so they feel confident to report incidents, and working with, and</b>	<p>The Corporate Plan has committed to caring for people and communities and this includes people feeling safe in the city. The Corporate Plan has re-</p>	

<b>through our partner organisations to achieve positive outcomes.</b>	committed the Council to continue to work collaboratively to help deal with city wide issues such as hate crime.	
<b>Plymouth is a city where people from different backgrounds get along well.</b>	The Corporate Plan has committed to providing strong community leadership and empowering people to have their say about what is important to them. Effective engagement is recognised as a tool to encourage cohesive communities.	Not applicable
<b>Human rights</b> Please refer to <a href="#">guidance</a>	The Corporate Plan has committed to and empowering people to have their say about what is important to them and encouraging participation in public life.	It is not possible to conclude if there are any adverse impacts on human rights due to the high level nature of the Corporate Plan.  Equality Impact Assessments will be completed for all individual policy changes as they are developed in accordance with our normal criteria to identify any adverse impacts on human rights.

**STAGE 4: PUBLICATION**

Responsible Officer Giles Perritt, Assistant Chief Executive

Date 10 June 2021

Strategic Director, Service Director or Head of Service