



Oversight and Governance

Chief Executive's Department
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CABINET – SUPPLEMENT PACK

Tuesday 13 July 2021

4.00 pm

Warspite Room, The Council House

Members:

Councillor Kelly, Chair

Councillor Nicholson, Vice Chair

Councillors Mrs Bridgeman, Deacon, Downie, Drear, Mrs Pengelly and Riley.

Members are invited to attend the above meeting to consider the items of business overleaf.

Please find enclosed additional information relating to items 8 and 9.

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Tracey Lee

Chief Executive

Cabinet

- 8. 100 Day Plan (Pages 1 - 8)**
- 9. Corporate Plan Delivery and Performance Framework (Pages 9 - 14)**

Cabinet



Date of meeting:	13 July 2021
Title of Report:	The new Administration's commitments: First 100 day plan
Lead Member:	Councillor Nick Kelly (Leader)
Lead Strategic Director:	Tracey Lee (Chief Executive)
Author:	Giles Perritt (Assistant Chief Executive)
Contact Email:	giles.perritt@plymouth.gov.uk
Your Reference:	
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

At the Council's Annual General Meeting on 21 May 2021, Cllr Nick Kelly was elected Leader of Plymouth City Council. The Conservative Administration has identified 86 commitments to Build Back Better in Plymouth. This report sets out at Appendix A progress in respect of 22 of these commitments that will be undertaken during the first 100 days of the new administration. Eight commitments have been completed; these are;

- 22. We will support the policy of not fining parents for unauthorised absence of up to 11 sessions allowing families to take a one-week holiday during term time without penalty. Family time is important
- 57. We will NOT introduce a congestion charge in Plymouth. This would be detrimental to residents and local businesses
- 59. We will commit to FREE parking at our district shopping centres to support our local communities in Whitleigh, St.Budeaux, Plymstock, Plympton, Estover, West Park, Stoke, Devonport, Leigham, Mountbatten Crownhill and Mutley Plain
- 82. We will reduce the cost of Plymouth City Councillors by removing the new additional Councillor allowances Labour introduced immediately they took control in 2018
- 83. We will scrap the £15 bin delivery charge
- 84. We will extend the green garden waste collection period including bags and go back to fortnightly collections
- 85. We will scrap the need to register EVERY year for the green garden waste collection service
- 86. We will scrap the charges to dispose of soil and rubble for local residents at Chelson Meadow.

Recommendations and Reasons

That Cabinet:

1. Agrees and endorses the completion of the eight commitments identified in this report.
2. Agrees and endorses the progress made towards the completion of the remaining 14 commitments due for completion within the administration's first 100 days.

The Leader and Cabinet wish to demonstrate delivery at pace against the Administration's commitments to improvements across a range of services which are important to residents, visitors and businesses.

Alternative options considered and rejected

Not to produce a plan. Without the formal agreement and publication of a defined set of actions within the first 100 days, there is a risk of slippage against commitments and a lack of transparency.

Relevance to the Corporate Plan and/or the Plymouth Plan

The commitments set out at Appendix A relate to the revised priorities set out in the draft Corporate Plan which was adopted by the Council on 14 June 2021

Implications for the Medium Term Financial Plan and Resource Implications:

Most commitments will be delivered from within existing revenue and capital resources. Where there are new resource implications, decisions will be made about allocation of resources in line with the Council's decision making procedures. Where delegated decisions are required in order to implement specific commitments, financial implications will be set out as part of the decision making process in accordance with the Council's constitution.

Carbon Footprint (Environmental) Implications:

Environmental sustainability is a key priority of the new administration, and the waste management, recycling and traffic management commitments are specifically aimed at reducing the city's carbon footprint.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

** When considering these proposals members have a responsibility to ensure they give 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.*

The commitments within the first 100 day plan make specific contributions to community safety, inclusion, community engagement, increased support for the vulnerable and improved educational standards for children and young people.

We have given due regard to our statutory duties under the Equality Act 2010 and the Public Sector Equality Duty.

The commitment to fast track applications to the blue badge scheme, disabled facility grants and parking spaces for those with terminal illness will have a positive impact on people with disabilities. Securing a sustainable funding settlement for Adult Social Care will contribute to better outcomes for people with disabilities and the agenda to empower local people has the potential to contribute to better outcomes for communities sharing protected characteristics.

Over the coming months as we move to deliver the priority commitments of the Administration, Equality Impacts Assessment will be carried out, where required by service leads for each the priority areas set out in the first 100 days plan.

Appendices

*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	The new Administration's commitments: First 100 Day Plan							

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished 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.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

Fin	djn.21 .22.49	Leg	3694 4/AC/ 8/7/2 1	Mon Off		HR		Asset s		Strat Proc	
Originating Senior Leadership Team member: Giles Perritt (Assistant Chief Executive)											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 08/07/2021											
Cabinet Member approval: Councillor Nick Kelly (Leader) Date approved: 09/07/2021											

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Appendix A: The new Administration's commitments: First 100 Day Plan

Number	Commitment	Manifesto Section	Lead Dept.	CMT Member	Lead	Cabinet Member	Leader's priority	May-August 2021 Progress Update	Completed
3	We will fast track applications for Blue Badges, disabled facilities grants and disabled parking spaces for those with terminal illness	Health, Wellbeing & Safety	People	Craig McArdle	Mike Artherton / Matt Garrett	PN/JD	I: First 100 days	1) Blue Badges- Rapid Review and refresh of existing policy and process- June 2021 - Update public information and promote scheme 2) DFGs-Review and Refresh Existing Independent Living Policy. Update information and communicate widely 3) Parking Spaces-Review existing policy and amend to specifically cover terminal illness July. Finalisation of communications and working with Customer Service Centre is planned.	
4	We will continue to lobby the Government to put in place a sustainable funding settlement for Adult Social Care, to include increased funding to support carers and those living independently with disabilities. We will also seek a fair distribution of national Public Health resources for Plymouth	Health, Wellbeing & Safety	Integrated Commissioning / Public Health	Craig McArdle / Ruth Harrell	Gary Walbridge / Sarah Lees	PN	I: First 100 days	Review and update of Asks and Offers and engage MPs. The focus is on lobbying Members of Parliament about wellbeing hubs which will need to be tailored to the needs of each of the three constituencies.	
5	We will increase our consultation with local communities and look to devolve more power to local people so they feel empowered and have a greater input in determining their priorities. Conservatives recognise that family values and personal responsibility strengthen local communities so we will listen more and act accordingly	Health, Wellbeing & Safety	People/Public Health	Craig McArdle/ Ruth Harrell	Rachel Silcock	VP / NK	I: First 100 days	Using our Engagement Framework plan and launch a "Summer of Community Conversations" Initial Conversations: 1. Homelessness-(In partnership with the VCS) Violence against Women and Girls Healthy Communities Together (Social Isolation and Social Connections) City Centre Health and Wellbeing Hub 2. Leader's Listening Residents' Survey Leader's Listening Business Sector Round Table	
7	Plymouth is Britain's Ocean City so we will invest in maritime facilities allowing more people to benefit from our coastal waters and making accessing the sea easier	Health, Wellbeing & Safety	Economic Development	Anthony Payne	Patrick Knight	JD/MB	I: First 100 days	Completed: Installed 5 new semi-automatic defibrillators and 14 sea swimming safety signs across Waterfront; plus arranged defibs and CPR training courses for 48 business staff and wild swimmers. Delivery in June/ July: Improve visual appearance of Mount Batten Water sports Centre ahead of SailGP. Install fibre connectivity required to host SailGP event to Hoe and Millbay.	
13	We will increase enforcement against anti- social behaviour. This will include fly tipping, dog fouling, littering and graffiti.	Health, Wellbeing & Safety	Public Health	Ruth Harrell	Nicola Horne	JR	I: First 100 days	1. Fly Tipping - new CCTV equipment available and working from 1st July can be used in problem areas to increase evidence collection. Hope to recommence immediate searching of waste after 19th July (subject to Health and Safety advice) to increase evidence collection. 2. Dog Fouling and Littering - uniformed and non-uniformed patrols to be increased when additional staff available. Fixed Penalty Notices [FPN] for these offences. 3. Graffiti - FPN is possible if witnessed and person responsible is identifiable. Re-communicate this to key partners who can provide evidence to support action. Meet with colleagues from Community Connections and Street Services to consider coordinated response to graffiti and potential prevention approach. A round table meeting has been organised for officers to agree a joint approach to enforcement.	
14	We will introduce more CCTV cameras to deter crime but also identify offenders and prosecute to create safer communities for our residents.	Health, Wellbeing & Safety	Street Services / Community Connections	Anthony Payne / Craig McArdle	Phil Bellamy / Matt Garrett	JR	I: First 100 days	We have taken delivery of 10 x rapidly deployable cctv cameras and are awaiting delivery of a further 3 units. We will continue to hold discussions with the Office of the Police & Crime Commissioner (PCC) for additional cameras and collaborate with Police, Safer Plymouth and Community Connections as part of a city wide review of CCTV provision. Funding has now been agreed from the PCC for £7,500. Work will also include an upgrade from analogue to digital cameras.	
21	We believe education is key to life opportunities. Sadly under Labour standards at Plymouth's schools have declined. This is unacceptable. Plymouth continues to be below the national average for all stages, Early years, Primary and Secondary educational attainment. To reverse this decline we will focus on supporting the Plymouth Education Board to drive up educational attainment because our children deserve to attend a Good or Outstanding schools	Education & Skills	Education, Participation and Skills	Alison Botham	Ming Zhang	DD	I: First 100 days	Cabinet member to announce Placed-based Trailblazer Funding and plan of action and associated PR	
22	We will support the policy of not fining parents for unauthorised absence of up to 11 sessions allowing families to take a one-week holiday during term time without penalty. Family time is important	Education & Skills	Education, Participation and Skills	Alison Botham	Ming Zhang	DD	I: First 100 days	Attendance Policy approved and in place - Code of Conduct to be published - raise through PEB - associated communications with schools. Cabinet member to announce at Cabinet and then issue communications.	Complete

24	We welcome the Government's increase in the Dedicated Schools Grant of £8.16m which increases school funding to £178m in 2021/22. This will see a significant increase of resources per pupil in the city's schools	Education & Skills	Education, Participation and Skills	Alison Botham	Ming Zhang	DD	I: First 100 days	Plymouth schools will receive an average per pupil increase of £225 (4.6%) compared against the 2020/21 baseline. The national average per pupil increase is £196 (3.9%). Plymouth's average funding increase per school is £0.066m for primaries and £0.173m for secondaries. This additional funding will help to raise standards and promote inclusion across the city, with a significantly increased potential to sustain the school improvement collaboration in Plymouth. Deliverable through a Cabinet member announcement and the Production of PR/Communications to publicise increase in funding with a focus on the impact and benefits of the extra resource.	
25	Plymouth Conservatives will continue to campaign for fairer funding where Plymouth schools see equal funding to London schools	Education & Skills	Finance/Education, Participation and Skills	Alison Botham	Brendan Arnold/Ming Zhang	DD	I: First 100 days	Update Asks document and engage MPs. Write to Secretary of State for Education before end of summer term (22 July 2021) - associated communications will be through the Plymouth Education Board and social media.	
27	As Conservatives, we are truly committed to improving the environment for future generations. We will put this at the heart of what we do. We will therefore work more closely with our local communities and businesses to create innovative ways to reduce waste, avoid single use plastic and increase re-cycling rates	The Environment	Street Services	Anthony Payne	Philip Robinson	MB	I: First 100 days	The joint working between a range of LA teams and post 16 providers is enabling a creative approach to support engagement and opportunity, and raise aspirations for those young people for whom the traditional educational pathways have not succeeded.	
30	We will lobby the Government to provide funding to allow a major network of electric charging points throughout the city to make electric vehicle ownership easier. We will use the planning system to ensure new build properties have electric charging facilities to support Plymouth motorists changing to electric vehicles	The Environment	SPI	Anthony Payne	Paul Elliot	JD	I: First 100 days	1) Reviewed and updated Asks Document and engaging MPs. 2) Carbon Reduction Team will be drafting letter for Cabinet Member, which will be completed by the end of August. 3) Cabinet Member for Transport to undertake a review of the planning policies in relation to EV charging. 4) Promote existing charging points around the city.	
57	We will NOT introduce a congestion charge in Plymouth. This would be detrimental to residents and local businesses.	Infrastructure	SPI	Anthony Payne	Philip Heseltine	JD	I: First 100 days	Completed: Announcement by the Cabinet Member for Transport at the 8th June Cabinet confirming there are no plans to introduce a congestion charge in Plymouth and issue comms.	8th June 2021
59	We will commit to FREE parking at our district shopping centres to support our local communities in Whitleigh, StBudeaux, Plymstock, Plympton, Estover, West Park, Stoke, Devonport, Leigham, Mountbatten Crownhill and Mutley Plain	Infrastructure	Street Services	Anthony Payne	Mike Artherton	JD	I: First 100 days	Publicise free shopper car parks as part of promotion of local shopping centres. Cabinet member decision will mark the completion of the commitment.	Complete
70	We will invest in Mutley Plain to improve the trading conditions for local businesses by extending the FREE car parking at the Barracks and Napier Street car parks to THREE hours. We will install new CCTV cameras to expose and help prosecute anti-social behaviour such as street drinking, fly tipping, vandalism, dog fouling and drug use	Infrastructure	Street Services	Anthony Payne	Mike Artherton	JD/JR	I: First 100 days	The Council advertised proposals to increase from 2 to 3 hours free parking on 24th June as part of the statutory process. Subject to any representations received, following the statutory consultation, Cabinet Member authority will be sought, via Executive Decision, to implement the change. Commitment on target for August 2021. It is proposed to modernise CCTV within the car park with new digital CCTV systems.	
72	To help improve road safety and traffic flow we will encourage greater use of private garages and driveways for the parking of vehicles so leaving the roads clearer	Infrastructure	Street Services	Anthony Payne	Mike Artherton	JD	I: First 100 days	Discussion to take place between Highways and SP&I to explore opportunities to consider this in respect to future housing developments. Work is being undertaken to establish opportunities for campaigns, in suitable locations, to encourage use of drive ways and garages. This work is linked to work to support access for our emergency services and waste collection, where access is impacted due to On Street Parking. We will continue to work with the Transport team and the Low Carbon City Officers to consider the transition to Ultra low emission vehicles and the need for decarbonisation in the city. We will explore any grants that may be available to encourage proprietors to upgrade their vehicles to those with low or no emission.	
74	To improve traffic flow and make it easier to get around Plymouth we will undertake a review of the traffic light sequencing across the city. This will also help to reduce emissions and be better for the environment	Infrastructure	Street Services	Anthony Payne	Phil Bellamy	JD	I: First 100 days	Review areas of concern with Cabinet Member and take appropriate action, starting with checking 'Mover' ones are functioning properly.	
82	We will reduce the cost of Plymouth City Councillors by removing the new additional Councillor allowances Labour introduced immediately they took control in 2018.	Reversing Decisions	Chief Executive's Office	Giles Perritt	Giles Perritt	JR	I: First 100 days		17th June 2021

83	We will scrap the £15 bin delivery charge	Reversing Decisions	Street Services	Anthony Payne	Katrina Houghton	MB	I: First 100 days	Completed: Delegated decision taken by the Leader on the 9th June. Implemented on the 17th June.	17th June 2021
84	We will extend the green garden waste collection period including bags and go back to fortnightly collections	Reversing Decisions	Street Services	Anthony Payne	Katrina Houghton	MB	I: First 100 days	Completed: Delegated decision taken by the Leader on the 9th June. Implemented on the 17th June.	17th June 2021
85	We will scrap the need to register EVERY year for the green garden waste collection service	Reversing Decisions	Street Services	Anthony Payne	Katrina Houghton	MB	I: First 100 days	Completed: Delegated decision taken by the Leader on the 9th June. Implemented on the 17th June.	17th June 2021
86	We will scrap the charges to dispose of soil and rubble for local residents at Chelson Meadow	Reversing Decisions	Street Services	Anthony Payne	Phil Rudin	MB	I: First 100 days	Completed: Delegated decision taken by the Leader on the 9th June. Implemented on the 17th June.	17th June 2021

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Cabinet



Date of meeting:	13 July 2021
Title of Report:	Corporate Plan 2021-2025: Delivery and Performance Framework
Lead Member:	Councillor Nick Kelly (Leader)
Lead Strategic Director:	Tracey Lee (Chief Executive)
Author:	Giles Perritt (Assistant Chief Executive)
Contact Email:	giles.perritt@plymouth.gov.uk
Your Reference:	
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

The revised Corporate Plan 2021-2025 was adopted by the Council at its meeting of 14 June 2021.

This report sets out:

- The scope for each of the priorities within the Corporate Plan
- The plans that are either in place or under development to deliver against each of the Corporate Plan priorities
- The accountable member of the Corporate Management Team for each of the delivery plans

Progress in delivery against key performance indicators for each of the priorities will be reported to Cabinet on a quarterly basis.

Recommendation and Reasons

- That Cabinet endorses the Corporate Plan 2021-2025 delivery and performance framework at Appendix B of this report.

In order to ensure that the priorities set out in the Corporate Plan remain a key focus for the Council, the delivery framework has defined outcomes for each, and plans for their delivery have been identified so that progress can be reported and tracked.

Alternative options considered and rejected

There is no requirement to have a delivery framework for the Corporate Plan. However, without one there would be a lack of clarity about how the Council is delivering against its priorities, and there would be difficulties in reporting its progress in a transparent way.

Relevance to the Corporate Plan and/or the Plymouth Plan

The delivery framework sets out how the priorities within the Corporate Plan will be delivered, and itemises the plans relevant to them. They demonstrate the Council's contribution to the strategic outcomes and objectives set out in the Plymouth Plan.

Sign off:

Fin	djn.21 .22.50	Leg	3694 5/AC/ 8/7/2 I	Mon Off		HR		Asset s		Strat Proc	
Originating Senior Leadership Team member: Giles Perritt (Assistant Chief Executive)											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 06/07/2021											
Cabinet Member approval: Councillor Nick Kelly (Leader) Date approved: 06/07/2021											

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, which was adopted by the Council at its meeting of 14 June 2021 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.

Priorities

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.

The Delivery Framework at Appendix B sets out a more detailed scope for each of the Corporate Plan priorities, and itemises the plans which contain detail on how they are being delivered. A revised set of performance indicators will be published quarterly, showing progress against agreed targets for each of the priorities.

Appendix B – Corporate Plan Delivery and Performance Framework

Corporate Plan	Priorities	Scope	Delivery Plan(s)	CMT Lead
UNLOCKING THE CITY'S POTENTIAL	A clean and tidy city	The cleanliness and condition of streets and public spaces is of a high standard. Ensuring Plymouth is a great place to live, work and visit, with clean streets (including gullies) and well maintained public areas such as parks, cemeteries and playgrounds.	Street Services Business Plan	Strategic Director for Place
	A green, sustainable city that cares about the environment	Supporting the Plymouth Plan and Declaration on Climate Emergency to achieve a carbon neutral city by 2030 following a climate emergency declaration during March 2019. Working to encourage environmentally friendly behaviours within the city with regard to approach to lifestyle and business including positive environmental choice, waste management and power.	Plan for Trees (2019-2034) Climate Emergency Action Plan (2021) Corporate Carbon Reduction Plan (2021)	Strategic Director for Place
	Offer a wide range of homes	Working towards increasing the number of homes and range of new and affordable housing including homes for the most vulnerable. Additional homes in the city, for example through new house building completions, conversions (e.g. of a house into flats), and changes of use.	Plan for Homes 3 (2019-2024)	Strategic Director for Place
	A vibrant economy, developing quality jobs and skills	Developing the skills and the opportunities for positive economic growth in the city which benefits as many people as possible across communities. Encouraging investment into the city and ensuring our own spend encourages small and medium enterprise through our commissioning of goods and services.	Plymouth Skills Plan (2021-2026) – in development Plymouth Plan for Economic Growth (2020-2025) – under review Inclusive Growth Charter (2020+) Plan for Infrastructure and Investment (2014-2034)	Strategic Director for Place Director of Children's Services
	An exciting, cultural and creative place	Helping to support a vibrant culture within the city. Realising the potential of cultural, human and historic infrastructure. To grow Plymouth's offer as a vibrant cultural city to live, work and visit. Ensuring Plymouth continues to develop its cultural offer.	Visitor Plan (2020-2030) Culture Plan (2021-2030)	Strategic Director for Place
	Create a varied, efficient, sustainable transport network	Ensuring good road condition and traffic flow including timely and accessible public transport. Ensuring delivery of improvements to gateways into the city and the road network is completed with minimal disruption to traffic flow.	Bus Services Improvement Plan 2021 Local Walking and Cycling Infrastructure Plan 2021	Strategic Director for Place

Corporate Plan	Priorities	Scope	Delivery Plan(s)	CMT Lead
CARING FOR PEOPLE AND COMMUNITIES	A friendly welcoming city	Working with partners across the city to ensure communities and the city as a whole are welcoming to visitors and get on well together regardless of background. Encouraging a culture of equality, helping each other, tolerance and embracing diversity across the city.	Equalities and Diversity Action Plan	Assistant Chief Executive and Strategic Director for People
	Reduced health inequalities	Helping to encourage healthy lifestyles and positive life choices to reduce health inequalities in the city through information and support. Encouraging an environment where people get the best start to life and support to make the right choices.	Thrive Plymouth (2014-2024) Child Poverty Action Plan (2019-2022) A Bright Future (2021-2026) Local Care Partnership System Plan (2021-2024)	Director of Public Health Strategic Director for People

Appendix B – Corporate Plan Delivery and Performance Framework

	People feel safe in Plymouth	Working to increase the feeling of safety for communities and residents. This is delivered through a range of commissioned and statutory functions across the Council and with partner agencies.	Safer Plymouth Partnership Plan (2019 – 2022)	Strategic Director for People Director of Children's Services
	Focus on prevention and early intervention	Ensuring that there is a range of preventative services accessible and delivered to prevent escalation of an individual's or family's need. This is supported through effective delivery of support for individuals who have been identified as in difficulty but who have not yet met the threshold for more targeted services.	Local Care Partnership System Plan (2021 – 2024) Thrive Plymouth	Strategic Director for People Director of Public Health Director of Children's Services
	Keep children, young people and adults protected	Leading on the safeguarding of adults and children within the city. A focus on assessment and support of those who need it in a timely manner leading to sustainable solutions to keeping people supported and protected for as long as necessary. Reducing the impact of vulnerability on people's lives and helping rehabilitation.	Children's Safeguarding Improvement Plan Adult's Safeguarding Improvement Plan	Director of Children's Services Strategic Director for People
	Improved schools where pupils achieve better outcomes	Helping to improve the quality of education provision in the city across a range of settings including those registered with OFSTED. Working to support young people in achieving their full potential during their education.	Education Improvement and Inclusion Strategy Framework	Director of Children's Services

Corporate Plan	Priorities	Scope	Delivery Plan(s)	CMT Lead
DELIVERING ON OUR COMMITMENTS BY	Empowering our people to deliver	Working as an organisation that supports, values and rewards its employees. Creating an environment with shared values and working to maintain engagement with staff. Promoting development opportunities where possible and providing enabling ways of working to maximise productivity and staff wellbeing.	People Strategy (2020-2024) The Way We Work	Strategic Director for Customer and Corporate Services
	Providing a quality service to get the basics right first time	Striving for an excellent customer experience through provision of quality services (including getting the basics right) in a timely manner. Being clear about what customers can expect of us and delivering every time. Taking responsibility for issues and resolving them in a timely manner and in a way that satisfies the customer's need. Learning from issues so that we do not repeat any negative element of service.	Facilities Management/ Asset Plan – New Customer Services Strategy Enforcement approach - New	Strategic Director for Customer Corporate Services All Strategic Directors
	Engaging with, and listening to our residents, businesses and communities	Ensuring, that as a Council, we provide the means for customers and communities to engage with us in decision making and helping to create/shape services through engagement and feedback. To actively promote dialogue, listen and respond to our customers and communities.	Community Empowerment Programme	Strategic Director for People Assistant Chief executive
	Providing value for money	To ensure we maximise income to the council and ensure money is spent in a way that allows the council to maximise the delivery of its function within its financial envelope.	Medium Term Financial Plan and Annual Budget	Service Director for Finance
	Championing Plymouth, regionally and nationally	To ensure that Plymouth has a regional and national voice on key issues. To be proactive in asking for support that would be of benefit to the city, its residents and visitors.	Offers and Asks	Assistant Chief Executive