

DIGITAL PLAN 2020 TO 2023



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I. Introduction

The internet and digital technologies have revolutionised the way people live, work and connect. The change has been rapid and is continuing at pace as technology and ideas evolve.

As a council we want to be ready for the future; embracing digital for the benefit of Plymouth's residents, businesses, students and visitors, and for our own workforce.

In the internet age, people want to be able to transact and find information online, and expect the experience to be straightforward, convenient and seamless. How residents and service users interact with the council should be no different.

Our staff too, have similar expectations for a seamless digital experience; so it's vital that we provide our workforce with the right digital skills and tools to help them work in more efficient and cost-effective ways.

The COVID-19 pandemic has highlighted the need for the council to operate differently and with added resilience. At the beginning of the first lockdown we changed many of our services almost overnight in order to make sure they could continue to run. Digital technology enabled this rapid change, allowing our staff to work safely and flexibly, and ensuring residents and businesses could get the help and information needed despite the need to socially distance.

We were able to respond so quickly and effectively because some of the foundations were already in place and we could accelerate the shift to a digital ways of operating. We now need to build on these foundations and take a consistent digital approach to designing, delivering and operating our services; an approach which will enable us to do more for less, and offer more resilience in light of an uncertain future.

However, our digital ambition needs to extend beyond the council if we want our city to thrive in the modern world. We aim to collaborate and align our digital ambition with partners across the city, and co-ordinate our approach so we can use digital technologies and data to provide better outcomes for the people who live, work and study in Plymouth.

We want Plymouth to become an attractive proposition for business and innovation. High speed internet access is now often seen as the fourth utility and is an important factor for residents and businesses when considering living, working or investing in the city. We need to work with internet service providers and unlock investment opportunities to improve both fibre and mobile connectivity across Plymouth. We also need to ensure our residents have the skills to access the jobs of the future, to be able to take advantage of opportunities in a growing digital, data and technology industry.

In addition to having the right digital work skills, we want all our residents to have digital life skills. Being online can save time and money, provide opportunities for learning, help us manage our health, access government services, and connect to others. COVID-19 highlighted the drawbacks of being digitally excluded; those who had previously thought they had no need to be online became isolated, with no access to online tools such as video calling, shopping and banking.

COVID-19 also highlighted the issue of digital and data poverty. For those who couldn't afford home broadband or had no or limited mobile contract and relied on free internet access in schools, libraries, community centres or cafes, were suddenly locked out.

We need to work with partners across the city to tackle digital exclusion whether the barriers are access, skills, motivation or confidence. We're committed to making sure that those who need help in the city know where to find it.

We also recognise that digital is harder for some people and we will make sure that those who don't have the access or skills to make the most of digital aren't left behind.

As a council we're already well underway building new capability to deliver our ambition:

- a digital programme has been initiated to deliver on the outcomes in this plan
- our employees are equipped with the right technology to be able to work flexibly and productively to deliver services
- with our public sector partners and IT providers we are delivering a full fibre network and 5G capability across the city
- we're creating a service design team who will apply Government Digital Service methods to redesign services focussing on user needs and ease of access
- we're creating a citywide network of organisations to tackle digital exclusion
- we've signed the Local Digital Declaration along with hundreds of other local authorities; a shared ambition for the future of local public services

We're committed to working in the open and will report regularly on progress at <http://www.plymouth.gov.uk/digital>

Andy Ralphs
Strategic Director of Customer and
Corporate Services

Councillor Jon Taylor
Cabinet Member for Education, Skills and
Transformation

2. About this plan

This is Plymouth City Council's first digital plan and sets out our digital ambition for the next three years.

This is an overarching document which gives a clear direction for the council to:

- meet the growing demands for seamless digital services
- use data and technology to ensure limited public resources are used wisely
- work with residents, businesses and partners to maximise the use of digital technology and data, creating innovative solutions for shared challenges
- ensure everyone can benefit from digital technology and the internet

What do we mean by 'digital'?

Whilst 'digital' is reliant on technology, it's not IT. Digital is about harnessing the potential of technology to change the way we work, to redesign our services and to be better connected; it's about providing better outcomes for citizens.

The following definition is widely accepted in the UK public sector:

“Applying the culture, processes, business models and technologies of the internet era to respond to people's raised expectations”

Tom Loosemore, Public Digital

Digital is not a separate activity in its own right but an enabler for modernising what we do – to allow us to do more for less and to meet the raised expectations of our residents and businesses in the internet era.

This plan complements and will help us deliver our Corporate Plan.

“Making Plymouth a fairer city, where everyone does their bit “

Digital and delivering the Corporate Plan	
Listening to our customers and communities	We will use digital tools to make it easier for customers and communities to have their say and engage in the democratic process.
Providing quality public services	We will design services with users so their needs are met. We'll prioritise our customers' needs above our organisational silos and local internal working practices.
Motivated, skilled and engaged staff	We will build our digital skills and knowledge across the organisation. Staff

	will have the right tools, systems and data to enable them to continually improve processes and performance.
Spending money wisely	Well designed, user-centric digital services will be more cost-effective. Ensuring the majority can self-serve digitally will mean other resources can be freed up for those with more complex needs. We'll use data to target our resources in the right areas.
A strong voice for Plymouth regionally and nationally	We've signed up to the Local Digital Declaration which commits us to working in the open wherever we can. We'll share our plans and experience, and work collaboratively with other organisations, Local Authorities and MHCLG, to re-use good practice.

This plan also links to the Plymouth City Council IT plan 2020-23. The IT plan aims to ensure we have the right technology in place to drive transformational change and service improvement.

The plan supports the Accommodation Framework 2020-2023, particularly in enabling flexible ways of working and improving access to services online.

In addition, the Digital Plan supports our People Plan 2020-24 which commits us to becoming a workforce that is adaptable to the changes local authorities will face over the next five years.

The Digital Plan has been developed during the COVID-19 pandemic and lessons learned have informed the vision, principles and themes. The plan complements Resurgam: Plymouth's COVID-19 Economic Recovery Plan, which sets out our proposals and plans for reducing the impact of COVID-19 and delivering a more equal, sustainable and prosperous city post-COVID-19.

3. Vision and aims for our Digital Plan

We will maximise the potential of digital technologies to improve services and outcomes for those who live and work in Plymouth.

Outcomes we're looking for:

- a better and more consistent customer experience
- improved reputation in responding to raised expectations for ease of access and 24/7 online services
- more cost effective and efficient ways of working
- improved digital access, skills and opportunities across the city
- collaboration and identification of shared digital challenges, issues and opportunities across the city
- supporting business growth and infrastructure development
- improved resilience in light of an uncertain future (post COVID-19)

To deliver these outcomes we've identified four key themes to prioritise:

Digital customer

We use technology, data and digital design to deliver cost-effective, consistent and trusted services. We design with our users so their needs are met and no one is excluded.

Digital workforce

Our staff have the right skills and technology to enable them to work flexibly, efficiently and in cost effective ways; we have a culture of collaboration across the organisation, to challenge, innovate and to use data to make informed decisions.

Digital city

We use data and technology to enhance growth, increase efficiency, minimise costs and produce better outcomes for businesses and residents in the city. People in Plymouth are digitally confident and have the skills they need for employability.

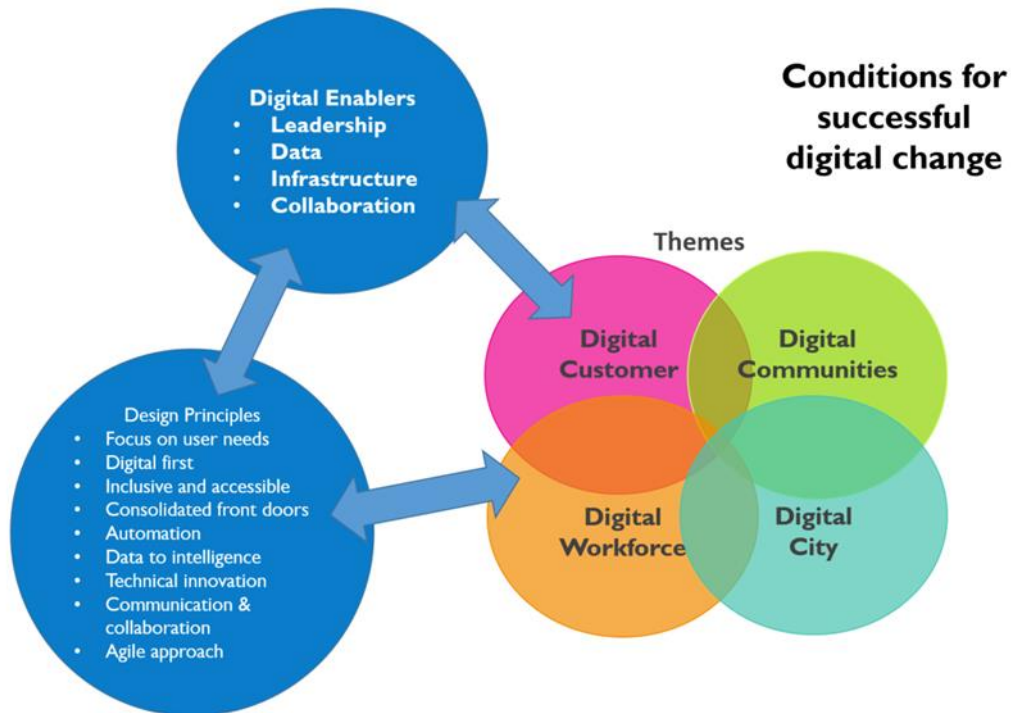
Digital communities

We use technology to engage with residents, organisations and voluntary groups, giving people the right digital skills so they can do more for themselves, participate in democracy and work together in their communities. Helping people live independently for longer.

4. Our digital and data principles

To successfully deliver on this plan, we need to have the right conditions for change in place. Our vision is built around four themes, and to achieve the vision and desired outcomes for each, a number of enablers need to be in place along with consistent application of design principles.

The model below has been developed taking into account lessons learned from previous digital transformation and data work within the council, the COVID-19 situation and current best practice from across local and central government.



4.1 Leadership

Digital is not a separate activity in its own right but touches and influences every facet of how we live and work.

The council's political and executive leadership understand that digital is a priority and an enabler for continual service improvement and transformation, and to provide future resilience and sustainability for the organisation. Our leaders will champion a digital culture, including getting the basics right, user-centred design, agile methods, innovation with new technology and working in the open.

4.2 Infrastructure

This is about having the right systems, applications, services and connectivity to support the use of new technology.

We need to make sure that the building blocks are in place to allow us to consume digital services efficiently, with resilience, security and accessibility as standard.

We'll continue to design solutions and services that are re-usable where possible and exploit opportunities to integrate and connect systems to benefit digital consumers and to get maximum value out of our investments.

We'll continue to grow local and national business partnerships to improve the city's fibre broadband infrastructure and mobile networks.

4.3 Collaboration

The Council already has strong partnerships across the city and the south west region – across health, housing and education sectors as well as voluntary, community and social enterprises. Using technology to share data and information will help us strengthen these existing partnerships, and help us develop new ones.

All local authorities are facing similar challenges to Plymouth City Council; to deliver services and support their residents with increasingly limited resources. Where we can we will collaborate and share with local and central government bodies. In signing the Local Digital Declaration we are committed to the shared ambition of a culture shift to use technology more effectively.

4.4 Data

We need to recognise that data is a valuable and growing asset to the council and our partners and must be treated as such.

The National Data Plan published in September 2020 has highlighted a number of issues that currently prevent the best use of data in the UK. As an organisation we recognise many of these issues and need to address them if we are to become a data mature organisation.

The outcomes we want to achieve are based on the four pillars of the National Data Plan:

Data Foundations

Our data is fit for purpose, recorded in standardised formats on modern, future-proof systems and held in a condition that means it is findable, accessible, interoperable and reusable.

Data skills

Our staff have the right skills to make the best use of the data we have.

Data availability

Our data will be accessible, mobile and re-usable; we will adopt an open first approach to data – if it can be then it should be open. We have a co-ordinated approach to encourage collaboration and data sharing across organisations in the city.

Responsible data

Our data is used responsibly in a way that is lawful, secure, fair, ethical, sustainable and accountable, whilst also supporting innovation.

In working towards the outcomes above we will become a data mature organisation enabling us to use data more effectively, and drive better insights and outcomes from its use and setting the foundations for future innovation.

We recognise that more work needs to be done to realise our data ambitions so we will:

- identify data champions across our organisation to form a community of purpose
- commit to introducing data owners for key corporate data sets
- through this group undertake a data maturity assessment
- develop an action plan to work towards our outcomes

4.5 Design Principles

The following principles will be adopted and consistently applied across our organisation:

1. Focus on user needs

We design with our users so their needs are met and their expectations are managed through clear service standards.

2. Digital first

Digital to be considered first to solve business problems. Not only will this meet the raised expectations of customers for 24/7 online access, but is the most cost effective customer channel.

3. Inclusive and accessible

Online services are accessible and other channels are always available for those who truly need them.

4. Consolidated front doors

We streamline our services so they are easy to find, easy to access, consistent and cost effective.

5. Automation

Services are built around clear service standards and automated end to end.

6. Data to intelligence

We collect and use data to monitor our performance. We turn data to intelligence to make decisions and for continual service improvement.

7. Technical innovation

We innovate with new technology rather than relying on legacy systems.

8. Communication & collaboration

We take a collaborative approach to service design and communicate effectively – we say what we do and do what we say.

9. Agile approach

We respond to user needs and solve problems. We work iteratively to fail fast or prove value and scale up.

5. Digital customer

5.1 Vision

We use technology, data and digital design to deliver cost-effective, consistent and trusted services. We design with our users so their needs are met and no one is excluded.

5.2 Desired outcomes

- All council services that can be available online will be available online
- Our online services will be the first choice for most people, but other channels will always be available for those who truly need them
- People who use our online services should be able to complete their task successfully and unaided first time and rate their experience good or excellent
- User experience will be consistent whether people are looking for information or reporting, applying or paying for something
- Online services will be accessible, removing any barriers for people with disabilities
- Residents will be able to sign up to receive notifications which may be of interest to them

5.3 The journey so far

We have made significant progress over the past few years with many of our services now online and heavily used. Our plymouth.gov.uk website receives around 5 million views per year from people looking for advice and information and around 150,000 online forms are completed.

However, the 'contact us' page on the website is one of the most viewed and many people get in touch after visiting our website, suggesting that their needs are not currently being met online. By applying user-centred design methods we can ensure that user needs are met and self-service and customer satisfaction is increased.

We have been working towards new accessibility standards for plymouth.gov.uk and have a clear plan to achieve full compliance. But in addition to plymouth.gov.uk, we have many other websites and domains where accessibility standards are not currently met and the content overlaps which can cause confusion for some users.

Currently, online transactions account for approximately a third of all interactions with the Council; by improving the quality of our online services and significantly increasing online transactions, the Council can reduce costs and ensure budgets are spent wisely.

Modernising our council tax services

We are in the midst of modernising our council tax services which will provide an enhanced online experience, saving our residents both time and effort when reporting changes to their circumstances. The changes also enable us to automate back office tasks, increasing efficiency and cost-effectiveness. In just 3 months, over 4,000 changes (e.g. Direct Debit set up or change of address) have been made online with 64% automation of the back office processes. Further online services are being developed and we're committed to continuous service improvement with customer feedback data being used to hone and refine the user experience.

"Very good. Quick and easy set up. Clear instructions."

"Very easy to navigate, especially if you have previously registered and have auto-fill."

"Straight forward, good, understandable layout. Efficient."

Plymouth Residents

5.4 What we'll do next to achieve the vision

- We will apply a consistent user-centred design methodology across council services, adopting Government Digital Service best practice.
- We will develop our digital capability so we have the right skills to collaboratively redesign services end to end and with the user in mind throughout.
- Create user panels so we can make sure the services we design work for the people who use them.
- Make sure we have the right technology in place so back office processes are automated and join up seamlessly with the front-end.
- Identify common business patterns to re-use technology across the organisation.
- Create content standards to ensure we deliver a reliable and consistent online experience and Plymouth City Council websites are seen as a trusted source of information.
- Online services will be designed with accessibility in mind and will meet the Web Content Accessibility Guidelines 2.1 AA standard.
- Review our criteria for the creation of separate websites and make sure those that do exist are aligned with our main website at plymouth.gov.uk, content is not duplicated and accessibility is considered.
- Introduce My Account and work towards a single point of access to allow people to view and manage their own interactions with the council.

- Take advantage of new and emerging technologies where there is a clear benefit to doing so, including AI and voice operated services.
- Make sure that assisted digital support exists for those who need it through our libraries and partnership networks across the city.
- Review and improve our online customer engagement through newsletters and social media.

6. Digital workforce

6.1 Vision

Our staff have the right skills and technology to enable them to work flexibly, efficiently and in cost effective ways; we have a culture of collaboration across the organisation, to challenge, innovate and to use data to make informed decisions.

6.2 Desired outcomes

- Council staff will have access to technology and systems that are fit for purpose and enable them to do their jobs efficiently and effectively.
- Council staff can work effectively from anywhere with tools that enable them to work collaboratively with internal and external partners. All council buildings have fast reliable networks.
- Council staff have access to and have the knowledge, support and skills to turn data into intelligence; to measure service performance, manage demand and make informed strategic and operational decisions.
- Data is used responsibly in a way that is lawful, secure, fair, ethical, sustainable and accountable.
- Council staff have the right digital skills, knowledge and understanding to make the most of the opportunities that digital can bring. Collaboration and innovation will be encouraged along with a culture of user centred service design and working in the open.
- We will increase the adoption of common components, ensuring technology is designed for common requirements and minimises the dependency on solutions that are only useful to a limited number of departments.
- We will reduce our reliance on legacy systems making sure that all technological solutions are fit for purpose and deliver efficiencies and improve productivity.
- Council staff have access to an Intranet where they can find internal guidance, news and information.

6.3 The journey so far

Working with the Council's IT delivery partner, Delt Shared Services, we have made significant changes to the way the council works, ensuring staff have the right tools to do their job. This includes equipping over 2000 staff with laptops and mobile devices enabling them to work from different locations. Introducing MS Office 365 has opened up new and easier ways to collaborate across the organisation and with external partners. MS Teams has helped join up council departments, partners and customers, and cloud infrastructure has enabled us to securely support mobile working. Council and committee meetings can now take place online.

Virtualising the contact centre has enabled staff who answer the phones to work remotely. Desk and meeting room booking capabilities helps us to manage demand for office space in a COVID-19 secure way.

Mandatory training for all staff on data protection and information security enables staff to handle personal data effectively and securely.

Introducing Microsoft Teams

The council has rolled out Microsoft Teams to all staff enabling easier communication and collaboration both internally and externally. The move to Teams was supported by 137 champions from across the organisation who helped colleagues with the new technology. Using Teams has meant the organisation is able to work collaboratively, across departments and with external partners; hold virtual meetings with staff and clients and to broadcast live events including committee meetings and the council's AGM. The use of teams has been key to the co-ordinating the council's COVID-19 response.

"Teams enables more interaction with our regional and business partners"

Public Health colleagues

"Teams allowed us to make everything electronic, ensuring audit trails and reporting were possible. We are totally paperless now and all working safely at home."

COVID-19 Emergency Operations

"Easier sharing of documents, keeping up to date with workloads, better communication across the team, are just a few of the things I can mention"

Strategic Planning and Infrastructure colleague

"We set up a series of Marine Tech webinars, as we were unable to attend international marine trade events in person. The webinars were essential as they allowed us to still meet new businesses and promote Plymouth's thriving marine sector"

Oceansgate team

6.4 What we will do next to achieve our vision

- Develop a culture of digital first where staff feel confident to innovate and explore.
- All staff will be aware of and will adopt the digital plan and principles and standards.
- We will continue to exploit the Office 365 capabilities.
- We will improve access to data so it can be used better to inform decision making and measure performance.
- Staff will have access to collaborative platforms to communicate, securely share and store information and work efficiently.
- We will reduce our reliance on legacy systems making sure that all technological solutions are fit for purpose and deliver efficiencies and improve productivity.

- Where possible, we will introduce automation for transactional processes so the workforce is freed up to deal with more complex enquiries/matters.
- We will continue to develop the Intranet with our staff so their needs are met and content is managed.
- A network of digital champions will lead the way, share innovation and embed a digital culture throughout the organisation.
- Staff will be made aware of opportunities to improve their digital skills.
- Governance will be in place to ensure changes to systems and technology are considered in line with technical architecture and with council needs.
- Involve staff and subject matter experts from relevant service areas, and follow a user led design approach when implementing new systems.

7. Digital city

7.1 Vision

We share data and use technology to enhance growth, increase efficiency, minimise costs and produce better outcomes for the residents and businesses across the city. People in Plymouth are digitally confident and have the skills they need for employability.

7.2 Desired outcomes

- The city of Plymouth will have ultrafast internet and mobile network connectivity to support the ambitions of residents, communities, businesses and public services
- Residents have the skills to access the jobs of the future, with increased opportunities in a growing digital, data and technology industry
- Data will be open, accessible and shared with partners to change the way services are delivered, to improve access to healthcare services and to grow the economy
- Plymouth will be a city of innovation where data and technology driven solutions will help us create a sustainable city for the future
- We'll use our unique location and geography to become the UK's centre of excellence for advanced marine prototyping, testing and certification
- Use technology and data to support inclusive decision making for our green spaces and marine environments

7.3 The journey so far

With partners, the Council has secured £2.2 million grant funding to provide an ultrafast fibre broadband connection for public sector buildings such as hospitals, GP surgeries, schools and council buildings.

The Council is part of Connected Plymouth, a steering group drawn from the public and private sector that works to enhance the quality of digital connectivity and its exploitation by citizens and businesses across the city.

DATA Plymouth provides easy access to key data and intelligence about the city of Plymouth and its residents. Through DATA Play events people are encouraged to come together, to play with datasets and solve challenges.

The Smart Sound project to create a 5G network in the Hoe and offshore to develop autonomous marine navigation solutions, is an example of the cities ambition to become the UK's centre of excellence for advanced marine prototyping, testing and certification.

Future Parks Accelerator

The Future Parks Accelerator project aims to find new ways to develop a more collaborative approach to caring for our parks and green spaces.

The project will use data and technology to work with local communities and create a Living Lab to collect information on wildlife activity, species sightings, air quality, temperature, humidity and pressure and number of visitors. Sensors will be developed and installed at green spaces across the city. Working with The Data Place the data will be open and shared on our open data platform and dashboards developed to inspire the people of Plymouth to get involved and take action.

Working with community volunteers, visitor counter sensors have been trialled in Central Park, Devonport Park and on Plymouth Hoe. The data is available on our open data platform.

Highway maintenance

Our highways team currently have around 40 sensors in gullies in key locations around the city. Data is fed back regularly on the level of fullness, light levels (to indicate obstruction) and if a gully has water at a level indicating it may flood. The data is used to help us target our maintenance of these key locations, which have been identified as being prone to flooding.

7.4 What we will do next to achieve our vision

- Through One Plymouth and Connected Plymouth we will take a proactive role in facilitating a joined up citywide digital approach, to both tackle shared challenges and benefit from shared opportunities.
- Work with partners to secure funding and inward investment into the city for digital technology initiatives and innovation.
- A commitment to joint working to create funding for roles which will enable collective development and ownership of the digital agenda for the city.
- Deliver the ultrafast fibre broadband connection for public sector buildings such as hospitals, GP surgeries, schools and council buildings. Use this as a catalyst for early delivery of 5G across the city.
- Work with partners to improve fibre and mobile networks across the city and take opportunities to explore Smart City initiatives and the wider use of different types of Internet of Things, e.g. sensors.
- Support the Smart Sound project to create a 5G network in the Hoe and offshore to develop autonomous marine navigation solutions.
- Deliver a GIS web mapping solution to support Plymouth Sound and Tamar Estuaries' programme of works. Use this work to initiate a new strategic approach for the use of geospatial data (both terrestrial and marine/hydrographic).

8. Digital communities

8.1 Vision

We will maximise the use of digital technologies to engage with residents, organisations and voluntary groups in the city while giving people the right digital access and skills so they can do more for themselves and work together in their communities. Helping people live independently for longer.

8.2 Desired outcomes

- Everyone in Plymouth has an equal opportunity to achieve the access, skills and confidence to get online and be a part of the digital world.
- More people are digitally included, which will help reduce inequalities and social isolation and loneliness within communities.
- We will increase our use of digital technologies to communicate with and engage citizens in the democratic process.
- We will create the right digital environment so that we can innovate in services like health and social care.
- Make the most of digital to encourage collaboration and make more people aware of resources and opportunities in their community, encouraging independence and increasing resilience.
- Residents who want to do so are able to receive relevant and timely notifications from the council about issues and opportunities of interest to them; from the status of services they rely on through to policy and planning decisions.

8.3 The journey so far

A city-wide digital inclusion network has been formed to provide a joined-up approach to tackling the digital divide. The network led by Plymouth City Council and made up of groups and organisations across the city will deliver interventions to overcome the main barriers to people getting online - access, skills, confidence and motivation.

Libraries offer free access to computers and WiFi; all are UK Online Centres and can take advantage of funding streams such as Google Digital Garage and BT Skills for Tomorrow. They run regular courses and sessions helping people to learn and build on their digital skills.

Plymouth Online Directory (POD) provides an online community-based directory with a focus on health, social and wellbeing services. It enables and supports people in the local community to live independently and make life choices that will improve their health and wellbeing.

Council meetings are streamed online allowing people to view and be a part of the democratic process and we carry out citizen surveys each year to collect residents' views of the city and about the council and the services it provides.

Fixing the digital divide

Win regularly attended basic IT sessions in the Central Library.

"Since my husband passed away three and a half years ago, the library has been invaluable to me.

I had cataracts removed and decided to start reading again to pass the time away, so I joined the library, then learned about IT classes which I attended so as not to be left too far behind with all the latest technology.

Soon after a knitting group was formed which I also took part in and altogether made several new friends where we share ideas and memories.

The staff at Central are most helpful and friendly and as an 89 year old this has been a great help in keeping me from feeling lonely. I'm sure a lot of people could benefit from getting involved."

8.4 What we'll do next to achieve the vision

- We will work with partners across the city to facilitate a joined-up approach to tackling digital exclusion, with an ambition to reduce digital exclusion by 10% (reaching 2,080 people)
- With our partners we will use data to identify the digitally excluded and understand the barriers to them getting online (access, motivation, skills). We will collaborate to address these barriers and help people to get online.
- We will create a digital signposting tool so that Plymouth's residents are aware of digital skills and access opportunities available across the city
- Through a partnership with On Course South West we will offer digital champions training for volunteers
- Work with partners in health and social care to establish where we can share data to improve service efficiency for residents
- Work towards unified client records and unified operational and management data for the health and social care system as a whole
- Explore the use of assistive technologies and sensors to help people live independently for longer
- We will increase resilience in communities, empowering citizens by making them more aware of existing resources in their community
- We will build on the success of POD and make sure that content is aligned with our main website at plymouth.gov.uk, reducing duplication and providing a more consistent experience.

9. Measuring progress and how to get involved

Progress is monitored regularly through the existing governance of the council's transformation portfolio.

Updates on our progress and opportunities to get involved will be published on our website at plymouth.gov.uk/digital

We welcome feedback on any part of this plan at any time. Email us at digital@plymouth.gov.uk or visit plymouth.gov.uk/digital