

# **BUDGET SCRUTINY – CHIEF EXECUTIVE’S OFFICE BUSINESS PLAN UPDATE**

January 2019



## 1. OVERVIEW

The Chief Executive's Office (CEX Office) business plan has four strategic goals for 2018/19:

- enable the Council to hear residents voices
- promote Plymouth and the Council and demonstrate regional leadership
- inform organisational effectiveness and promote a learning culture
- be a proactive, supportive and well-run department

The business plan was first drafted in March 2018 and updated in September 2018 following approval by Council of the new Corporate Plan. The purpose of this paper is to summarise progress thus far against the business plan, key actions remaining and likely areas of focus for 2019/20.

Corporate Plan priorities are woven throughout the department's work streams. Examples include: 'providing a strong voice for Plymouth regionally and nationally'; 'listening to our customers and communities' particularly with regards our democratic mandate, insight generate through data analysis and corporate consultations; 'a welcoming city' specifically with regards city marketing campaigns, engagement with the voluntary sector, and equality and PREVENT agendas; informing service improvement and understanding the organisations progress against the Corporate Plan; and making our own contribution to supporting a motivated and skilled workforce and ensuring we spend money wisely with the resources we have.

Please note that this plan was written before Legal Services joined the department in November 2018. Legal Services will be included within the 2019/20 business plan.

## 2. CEX OFFICE VISION

To drive the development of plans, policies and initiatives that achieve the Council's priorities and provide excellent democratic engagement, communication, insight and oversight to drive desired outcomes for Plymouth.

## 3. CEX OFFICE PURPOSE

To deliver on our democratic mandate and enable citizens to participate in democracy, enhance the reputation of the Council, promote city and regional leadership, and inform organisational improvement. We strive to deliver this purpose by working together across and through our teams to provide high quality services and experiences for our customers and partners. Our main customers and partners include councillors, senior staff, voluntary organisations, other local authorities, regional bodies and residents themselves.

**Business and Executive Support** – provides an efficient, effective and coordinated administrative support and research service to the Chief Executive's Office (CEX), political administration and Corporate Management Team, and helps councillors to serve their residents well through professional casework handling and community grants.

**Corporate Communications** – keeps Plymouth residents and other stakeholders informed about the Council’s services and raise its’ profile and reputation locally and nationally, through multiple digital and other media platforms.

**Democratic Support** – provides effective governance advice and enables robust, transparent decision-making and scrutiny processes for the Council, its committees and partners.

**Electoral Services** – deliver elections and electoral registration where voters come first and where three key principles are at work: trust in elections, straightforward to participate in elections and no undue influence.

**Lord Mayor’s Office** – provides a first class events management service for high profile civic events which preserve historic traditions with a modern twist and supports Plymouth’s first citizen.

**Performance and Risk** – provides analytical insight and advice with regards performance and risk to help senior leaders and councillors understand and inform improvement of the organisation and its services in the context of our operating environment.

**Policy and Intelligence** – provides clear strategic direction and positioning in response to local, regional and national agendas, delivery of council/city priorities through positive relationships and collaboration, access to data and intelligence to inform strategic decision-making and effective use of corporate business planning processes.

The Chief Executive’s Office delivers statutory/regulatory responsibilities in relation to:

- the delivery of electoral services
- the formal governance processes of the Council and its quasi-judicial bodies
- equalities legislation
- duties relating to the PREVENT agenda
- school appeals (and exclusions)
- ensuring adherence to the Code of Conduct on Publicity.

We also support other areas to deliver their statutory/regulatory duties for example through performance data, support for inspections and collation of schools’ census data.

The local government sector is changing fast with local authorities needing to swiftly adapt the way they work to adjust to increasing expectations from the public in the face of decreasing budgets. The Chief Executive’s Office is uniquely placed to inform, monitor and evaluate changes in the Council’s external operating environment to help us succeed.

By its very nature, much of the department’s work is already underpinned by the Council’s values. Examples are:

- ‘Democratic’ – the department enables residents’ voices to be heard via elections, scrutiny, corporate consultations, engagement with the Voluntary and Community Sector, and communications in ways that influence or inform decision-making and enables the Council to deliver upon its democratic mandate. ‘Responsible’ – the department uses evidence-based approaches to inform and support decision-making; works

positively to deliver its objectives with an understanding of how our work impacts others, both internally and externally and communicates decisions of and activities by the Council in a responsible way to residents.

- ‘Fair’ – the department ensures fairness in decision-making through robust democratic and electoral processes, intelligence gathering on national developments; effective performance management and leads the Council’s equality and poverty agenda.
- ‘Co-operative’ – the department works collaboratively with city, regional and national partners to promote Plymouth’s interests and successes.

In addition we ensure through our Corporate Communications that the Council’s values are reflected in the way we communicate with all our stakeholders.

#### 4. PROGRESS SO FAR AND KEY ACTIONS REMAINING

The table below summarises progress so far against each objective and key actions remaining.

No.	Service Priority and Link to Pledge(s)	‘Must do’ actions	Progress update and key actions remaining
<b>Strategic Goal 1: Enable strong engagement in local democracy</b>			
I.1	<b>Ensure Plymouth’s Electoral Register is as complete and accurate as possible.</b> <b>Why:</b> to ensure that every person who is entitled to have an entry in an electoral register is registered and that there are no false entries.	Deliver an effective registration plan	COMPLETE – The canvass plan is fully implemented. Lessons learnt fully gathered and will be actioned for the 2019 canvass. <b>2018 canvass:</b> 89.14% total response as of 4 Dec 2018 43.97% Postal response 36.93% Digital response (9.3% Telephone, 20.13% Internet, 7.5% SMS) 19.1% Data match rate** **Matched 20,440 addresses.  Success of 2018 canvass due to: <ul style="list-style-type: none"> <li>• change of canvass form design and wording</li> <li>• digital canvass – sending e-mails (67,000)</li> </ul>
		Deliver a service in which residents and other stakeholders can have confidence	
		Fully understand particular electoral registration challenges in Plymouth	
		Develop strategies for responding to the challenges in our registration area	

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		Project plan robustly to enable us to maintain an accurate and complete electoral register	<p>reminder e-mails, text messages as well as telephone canvass</p> <ul style="list-style-type: none"> <li>• intelligent canvass - data matching and mining working collaboratively with other council officers using available council data sets</li> <li>• comprehensive engagement plan with identified communities (Homeless, Military, Houses in Multiple Occupation, Nursing Homes, Students, etc.)</li> <li>• timely and targeted communications plan</li> </ul> <p>The team will continue to register as many local residents as possible ahead of the 12 April 2019 deadline. This will include sending a pre-election confirmation letter in February/March 2019 to every household to identify anyone who is missing from the register and inviting them to register. In addition, a comprehensive local engagement and communications plan has been drafted to target any under-registered communities and new home movers are given information about the importance of registration to enable them to vote in May 2019.</p>
1.2	<p><b>Ensure that planning for and delivery of all elections enable voters to vote easily and know that their vote will be counted in the way they intended</b></p> <p><b>Why:</b> so that voters can exercise their democratic right with confidence</p>	Develop and implement robust project management processes	COMPLETE – 2018 elections delivery plan has been fully implemented. Lessons learnt fully gathered and form part of the amended 2019 elections delivery plan.

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		<p>Evaluate planning for and delivery of previous polls and identify lessons learnt, updating plans as required</p> <ol style="list-style-type: none"> <li>1. Put in place arrangements to manage contractors and suppliers to ensure that the work is delivered as required</li> <li>2. Ensure robust processes are in place to ensure no errors on voter materials, notice of poll and notice of election</li> <li>3. Ensure poll cards are received by voters as soon as possible to enable the maximum amount of time to act on the information</li> </ol> <p>Ensure information on the poll, including the notice of election and notice of poll, is easily accessible to voters</p>	<p>COMPLETE – Electoral Management System is fully functional.</p> <p>Full transfer of customer first contact responsibilities to the Contact Centre completed with regular and timely training for Contact Centre staff undertaken by core Electoral Services team members.</p> <p>Wider elections team members, from across the CEX team and the council, identified and fully trained.</p> <p>Full stakeholder engagement strategy drafted and put into action: candidates and agents, political parties, council officers, community groups etc.</p>
1.3	<p><b>Ensure that planning for and delivery of the poll enables people who want to stand for election find out how to get involved, what the rules are, and what they have to do to comply with these rules</b></p> <p><b>Why:</b> enable those who want to stand for election are clear what is expected of them and they have confidence in the management of the process and the result</p>	<p>Develop and implement robust project management processes</p> <hr/> <p>Develop guidance and issue directions where necessary to ensure the effective administration of the polls</p> <hr/> <p>Develop and implement a strategy for engaging with electors across the area</p>	<p>COMPLETE – 2018 elections project plan fully implemented. Lessons learnt fully gathered and is now part of the amended 2019 elections delivery plan.</p> <hr/> <p>COMPLETE: Robust process maps developed and implemented. Full and comprehensive training given to all officers and elections staff involved.</p> <hr/> <p>COMPLETE – Full and comprehensive communications and engagement plan implemented. This included targeted social media feeds, timed website messaging tied with Electoral Commission communications and engagement plan.</p>

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		<p>Ensure information on the election process and spending is easily available for candidates and agents, including through providing briefing sessions and ensuring they are issued with written guidance</p> <ol style="list-style-type: none"> <li>1. Ensure that candidates have the opportunity to have their nomination papers informally checked prior to their formal submission</li> <li>2. Where appropriate, develop a process for receiving and submitting local results.</li> </ol>	<p>COMPLETE – All candidates and agents provided with training and guidance on expenses return.</p> <p>All candidates returned accurate and correct completed expenses forms on time.</p>
		<p>Ensure those entitled to attend postal vote opening sessions are able to follow what is happening, where and when</p>	<p>COMPLETE – Robust and fully visible Postal Vote Opening plan and process maps put in place.</p> <p>ALL candidates and agents were notified of sessions and outcome (number of Postal Votes packs opened and verified) of each session via e-mail and onsite.</p>
		<p>Ensure count processes are transparent, with everything at the verification and count carried out in clear view of all those entitled to attend.</p>	<p>COMPLETE – Fully comprehensive Verification and Count processes given to all candidates, agents and stakeholders.</p>
		<p>Ensure count processes secure an accurate result, with a clear audit trail</p>	<p>COMPLETE – There is a clear audit trail for all verification and count process.</p> <p>Verification figures tallied with all results for all Wards and there was no recount.</p>
		<p>Have in place processes to identify any patterns of activity that might indicate potential integrity problems, and steps to deal with such problems</p>	<p>COMPLETE – Full Risk Register in hand and was updated as and when needed.</p>

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
1.4	<p><b>Support councillors to undertake their role well</b></p> <p><b>Why:</b> Councillors are elected representatives of the city. By helping them undertake their role well we help provide a good service to the people of Plymouth.</p>	<p>Deliver an improved Councillor Casework experience with good quality responses that are provided in line with Member Enquiry Response standards.</p>	<p>IN PROGRESS – Centralisation of logging and responding to cases is an ongoing action (to complete by end Jan 2019). Training for officers on providing a good response. Software options being explored for managing councillor casework. Latest satisfaction survey identifies 62.5% of councillors who responded (24) are satisfied or very satisfied with the way their casework is handled by officers – we are aiming to improve on this baseline</p>
		<p>Help colleagues better understand Councillors' role:</p> <ol style="list-style-type: none"> <li>1. Develop relevant e-learning and face-to-face training.</li> <li>2. Improving guidance available for colleagues on decision-making processes</li> </ol>	<p>IN PROGRESS – E-learning on 'An Introduction to Local Government' introduced for a new staff from April 2018.</p> <p>Political Awareness e-learning to be developed (will roll into 19/20 business plan action)</p> <p>Guidance for colleagues on decision-making improved through update report templates, new intranet webpage for Democratic Support and roadshow drop-in sessions.</p>
		<p>Improve internal communications with Councillors, including through a monthly newsletter and refreshing the Toolkit.</p>	<p>COMPLETE – Monthly e-newsletter Councillor News developed and distributed from March 2018.</p>
		<p>Assess the approaches Councillors employ to engage with residents/businesses in their wards and advise on additional or alternate mechanisms.</p>	<p>YET TO START – Focus has been and remains on improving responses to councillor casework which has required more time and resource than originally anticipated. This action will roll into the 19/20 business plan.</p>



No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		Explore the potential for (including reviewing all risks) a 'bring your own device' approach to member ICT.	IN PROGRESS – Roll out of new technology from March 2018 with proposals for 'Bring Your Own Device' being explored currently with Cabinet Member via Systems Architecture team.
		Implement refreshed approach to new Councillor induction and broader training, specifically for Scrutiny and Finance	COMPLETE – New induction programme introduced in May 2018 and well received. Specific training provided for councillors on local government finance and scrutiny.
<b>Strategic Goal 2: Promote Plymouth and the Council and regional leadership</b>			

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
2.1	<p><b>Support effective regional partnership arrangements including developing strong links neighbouring councils and in particular with Exeter City Council and Cornwall Council, and leading the engagement with Government on behalf of the Heart of the South West Joint Committee</b></p> <p><b>Why:</b> to help ensure the partnership arrangements are successful with regards benefits expected</p>	<p>Continue to promote and develop the concept of a high growth corridor; provide support to council leaders and other politicians; involve both universities; gain the support of MPs and other influencers; support Plymouth's lead in engaging with Government and working closely with the National Infrastructure Commission.</p> <p>Establish a dialogue with senior officers at Cornwall Council to explore areas of common interest in relation to their Devolution Deal, and Plymouth's Asks, including the growth corridor themes.</p>	<p>ONGOING – Steering group formed in April 2018, chaired by the Director of Place. This was made up of chief executives and senior officers from other regional councils, Plymouth and Exeter universities and Heart of the South West (HotSW) Local Enterprise Partnership (LEP). The group coordinated the work of an external advisor (commissioned through the HotSW Joint Committee) which led to a proposal being submitted to the Chancellor (and sent to all HotSW MPs) in October, jointly signed by the LEP and the Joint Committee. Whilst this did not result in an announcement in the autumn statement, further encouragement was received from the chair of the National Infrastructure Commission (NIC) to continue to pursue a growth corridor study.</p> <p>Plymouth expressed an interest in being a case study in a separate NIC work stream. Whilst not selected as a case study city we have been invited to remain part of the wider study group. This will ensure we continue to have a close dialogue with the NIC. A further round of lobbying for the growth corridor study is being planned to feed into the Government's Corporate Spending Review process.</p> <p>IN PROGRESS – Initial meeting with senior Cornwall Council officers to follow up specific themes. Further development work planned in 2019.</p>

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		Lead the development of the Delivery Plan and Investment Framework for the HotSW Productivity Strategy; continue to lead on engagement with Government on a set of HotSW priorities and Asks; manage the collective input of the HotSW programme office to develop and coordinate the HotSW Joint Committee work programme; help to establish and coordinate a HotSW housing task force to engage directly with Government.	COMPLETE – Support for the chief executive as the HotSW Joint Committee work programme throughout 2018 to secure the formal establishment of the Joint Committee and the adoption of the Productivity Strategy: the initiation and development of the Delivery Plan; ongoing development of the Joint Committee's work programme including engagement with Ministers and senior civil servants; and review of the structures and support arrangements for the Joint Committee. The Housing Task Force was set up in November. Further support will be provided to set out the approach and objectives.
2.2	<p><b>Maximise the networks and partnerships we lead and contribute to across the city, with particular emphasis on our relationship with the voluntary and community sector (VCS)</b></p> <p><b>Why:</b> support a strong and vibrant VCS to co-produce and co-deliver front line services and to provide a voice for communities</p>	<p>Facilitate stronger connections between councillors and the VCS, particularly to address issues that are priorities for residents and communities.</p> <p>Work with key VCS partners to ensure that Mayflower 400 reaches as many residents as possible</p> <p>Work with the VCS to access external funding through partnership bids</p>	<p>IN PROGRESS - This work will now progress following the appointment of the new Plymouth Octopus Project (POP), CEO. POP is the city's third sector infrastructure organisation commissioned by PCC to provide an access point into the sector.</p> <p>IN PROGRESS - Improving Lives Plymouth are delivering the Mayflower Makers volunteering training programme and Vital Sparks are delivering the Mayflower Community Sparks funding programme to encourage communities to deliver related projects in their neighbourhoods.</p> <p>ONGOING – One successful bid so far – Connected Communities bid for Cities of Service in partnership with Tamar Grow Local, Food Plymouth and Food is Fun.</p>

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		Ask the VCS to be our “critical friend” in terms of policy and decision making.	ONGOING – A budget consultation event was held with POP for the 2018 budget.
		Develop “Our Plymouth” in partnership with organisations from the public, private and voluntary sector to celebrate the contributions of residents to the city.	ONGOING – “Our Plymouth” is a digital platform that promotes positive social actions e.g. volunteering, campaigning, developing networks etc. The project is funded by a cross sector partnership including the business, private and public sectors. Live testing of the new website is currently taking place with a final launch date in March 2019.
2.3	<p><b>Strengthen our public affairs capability focused on our ‘Offers and Asks’</b></p> <p><b>Why:</b> to strengthen our ability to influence public policy and build and maintain a strong reputation for Plymouth.</p>	Continue to support the Council’s public affairs agenda.	COMPLETE – Horizon scanning activity has been undertaken and intelligence shared with Cabinet and CMT. The policy brief has continued to evolve throughout 2018 to include a comments section; a consultation tracker and parliamentary timetable. The public affairs documents have been reformatted to fit with MP meetings.
		Greater engagement and ownership of public affairs activity across Chief Executives’ Office, including political/legislative monitoring, organising events/visits, and media management. Maintain strong relationships between team leads and senior managers across all services to develop and refine the Council’s response to Government consultations and policy announcements, and help to translate emerging Council priorities into ‘Asks’ where appropriate.	COMPLETE – Clear links have been forged between Policy team leads and service managers to improve the flow of information and the quality of the narrative that feeds into the public affairs activities. Greater engagement with Comms and Business support on tubemapping, Devonport campaigns and across public affairs.
		Developing a focused/responsive intelligence offer in support of the Council’s public affairs agenda.	IN PROGRESS – A data repository has been established and continues to be updated and verified.

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		Use our external networks more effectively to align public affairs activity on key topics, including key partners on the city's leadership group.	ONGOING – The city's leadership group's agenda includes regular updates on the City's public affairs activities plus 'spotlight' sessions on topics, with a particular focus on the impact of Brexit in the second half of 2018. Attending STP Communications leads meetings and regular meetings with LA and category 1 responder communications leads.
		Develop staff capacity and capability in political monitoring, lobbying and stakeholder management	ONGOING – A cross departmental team meet regularly to discuss current public affairs activity and to identify future opportunities. This includes horizon scanning covering national, regional and local activity. Regular briefing notes for use with MPs. Stakeholder mapping done for public affairs and for all communications plans.
2.4	<p><b>Produce a suite of campaigns to support delivery of key Council priorities and promote the PCC and Ocean City Brands</b></p> <p><b>Why:</b> To help position the city locally, regionally and nationally and deliver behaviour change to deliver key priorities</p>	Work with administration and senior leaders to identify and agree a suite of prioritised campaigns to be delivered within available resources and linked to Pledge delivery and the Offers and Asks where relevant	IN PROGRESS – Discussion with administration and senior leaders has focused priority on delivery of pledges with campaign elements, management of risk and general reputation building through introducing e-newsletter and campaign to build subscription, building social channels and reputation campaign launching Jan 2019.
		Deliver six corporate/city campaigns which may be citizen behaviour change or public affairs dependent on priorities	<p>IN PROGRESS - See above. In addition, behaviour change campaigns around Registering to vote, Recycling behaviours and public affairs campaigning on Devonport and the Offers and Asks.</p> <p>Continued support for a wide range of public health and Western locality system campaigns and uplift of national campaigns where relevant to Plymouth residents.</p>

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
2.5	<p><b>Create a shift in the Corporate Communications work towards greater digital engagement</b></p> <p><b>Why:</b> Recognition of the changes in the way people access information and news and changes in the media/publishing industries</p>	Training and development for staff to increase skills and confidence	ONGOING – Quarterly half day training sessions for whole team to develop skills in social marketing, crisis management, social media and communications planning. All staff in 2017/18 and 2018/19 undertaken some form of training.
		More use of flexible and mobile working to allow greater digital content creation	COMPLETE – Corporate Communications team now fully mobile enabled and supported in flexible working. Much greater use of digital video content as part of narrative mix leading to increases in social channel subscription.
		Greater use of social media including use of video, GIFs, infographics, memes and other content.	ONGOING – Significant growth in social channels with much greater use of photos, images and video content giving better engagement. Evidenced through weekly and monthly reports supplied to senior leaders.
		Greater use of e-marketing to build engagement	COMPLETE – Team members undertaken training in social marketing and application of “Nudge” theory and applying to campaigns’ work. Limited use of paid for advertising as part of emarketing due to budget restrictions.
		Build and develop tracking and performance measures for digital engagement	COMPLETE – Weekly and monthly reporting of communications enhanced to provide more performance measures on digital reach and engagement.

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		Develop resident e-newsletter (Pledge 75)	COMPLETE – Resident e-newsletter launched in September 18. Good engagement rates at 45-50% compared with sectoral average at 20-25% (using statistics provided by Granicus who supply the Gov delivery system used by majority of local authorities). Focus is on organic growth of audience to retain high engagement rate. Note – rapid growth in subscription can lead to falls in engagement, smaller more engaged audiences give better Return on Investment.
2.6	<p><b>Deliver a consistent approach to the way the Council and its subsidiary companies brand and market our services in the city</b></p> <p><b>Why:</b> To help position the city locally, regionally and nationally; protect our reputation and help generate revenue</p>	Develop a marketing community of practice within PCC to share best practice, arrange training and develop consistent approaches across all services.	COMPLETE – Social media community of practice with over 60 colleagues engaged set up and two meetings held. Training and skills development programme planned for Feb/Mar 2019.
		Create a marketing leads group for our professional marketers within PCC and our subsidiary companies to promote professional best practice, effective marketing and correct use of brand.	COMPLETE – Marketing leads meeting internally on informal basis to look at issues and promote best practice.
		Work with city marketing group and Marketing leads on positioning of the city on a regional, national and international stage through enhanced use of the Britain's Ocean City (BOC) brand	ONGOING – Using the existing Plymouth marketing group to help promote best practice and reinforce BOC brand.
		Conduct a brand review to ensure clarity for use of BOC. PCC and subsidiary brands	IN PROGRESS - Specification for brand review being developed.

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
<b>Strategic Goal 3: Inform organisational effectiveness and promote a learning culture</b>			
<b>3.1</b>	<b>Enhance organisational capability in deriving intelligence from city data, performance analysis and business planning</b>  <b>Why:</b> to better understand our organisation within its context, ensure our data is accessible, valid and reliable, and priorities for improvement and adjustment are clear.	Map 2018/19 business plans to Corporate Plan to identify shared corporate priorities and evaluate 2018/19 business planning approach.	COMPLETE – 2018/19 business planning approach evaluated and determined to follow similar model for future iterations. Mapping exercise was undertaken but its benefits have not been fully realised due to capacity challenges. Will review mapping approach for 2019/20 business plans to provide greater assurance around Corporate Plan delivery.
		Learn from best practice in the identification, monitoring and reporting of corporate indicators.	COMPLETE – Review of performance indicators undertaken to inform new performance indicator set against the corporate plan.
		Ensure an appropriate balance between performance support for services and performance support for corporate needs.	COMPLETE – Performance and Risk team portfolio's adjusted and capacity increased from April 2018 meaning that corporate and directorate performance needs are better balanced and served.
		Continue to better use/purchase comparator data so we better understand organisational performance in context.	ONGOING – Comparator data used much more in refreshed Corporate Performance reports so that organisational context can be better understood. Some additional use of external data sources has taken place. Will be a continued focus for 2019/20.
		Work with internal audit to evaluate and ensure the quality of source data for corporate indicators.	IN PROGRESS – An internal audit of a sample of source data for new corporate performance indicators, focussed on customer experience, has been commissioned and is underway. Due to report in March 2019.



No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		Expand on Data Plymouth as a Plymouth observatory to strengthen access to high quality data that derives intelligence.	IN PROGRESS – Data Plymouth website to develop a communications plan to ensure people are aware of it and for it to be expanded by March 2019 to include easy access to the most used key facts e.g. population data.
		Explore corporate options for a management information system.	NOT YET STARTED – This action is yet to start due to competing priorities and will be rolled into the 2019/20 business plan.
		Fully realise the potential of the City and Council surveys particularly in terms of leveraging the data for modelling and stratification (recommendation from Customer Experience Peer Review)	IN PROGRESS – City Survey completed in Spring 2018 and has been used to direct resources and funding e.g. community cohesion funding bid targets those wards identified in the survey as having reduced community cohesion, and the Mayflower 400 Community Sparks Fund has been targeted at those neighbourhoods that say they do not feel part of the city's ambitions in relation to the commemoration. Council Survey distributed with a closing date in December 2018; analysis of the data is underway.

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		Undertake specific research to inform pledges 9, 10, 11 and 64, working with scrutiny committees and the Cooperative Councils Innovation Network where relevant	<p>COMPLETED – Research completed resulting in actions for all four pledges to be completed within the agreed timelines.</p> <p>Pledge 9 – Inclusive Growth - Inclusive Growth Group commenced and an action plan is being developed to promote Inclusive Growth in the city.</p> <p>Pledge 10 – Cooperative Economy - Mapping of the cooperatives and mutuals in the city has been completed and an action plan has been developed to double the size of the sector by 2025.</p> <p>Pledge 11 – Brexit - The Policy and Intelligence team directly support the Brexit, Infrastructure and Legislative Change Scrutiny Panel and all papers are made available to the public via the Council website.</p> <p>Pledge 64 – WASPI women - Plans are being developed with Customer Services and the relevant Portfolio Holder to develop a campaign to support WASPI women.</p>
		Respond to the Customer Experience Peer Review in terms of performance related aspects, including development of a basket of indicators	IN PROGRESS – Basket of customer experience indicators drafted, informed by a review of best practice from other Local Authorities. Visualisation of the data currently underway to finalise by end of January 2018.
3.2	<p><b>Improve internal communication</b></p> <p><b>Why:</b> to help ensure staff understand what's happening within the Council and city</p>	Develop an Internal Communications and Engagement Plan for 2018/19	IN PROGRESS – Draft plan developed; will update following engagement with the new Strategic Director for Customer and Corporate Resources.

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		Ensure we have a consistent narrative about the organisation supported by appropriate materials	IN PROGRESS – Narrative being reviewed in January 19 with development of materials.
		Develop a network of Communications Champions across the authority	CARRIED OVER TO 2019/20 –The aim is to the social media community of practice as starting point for evolving communications champions.
		Provide training for staff across the organisation so they are better equipped to communicate and engage with their teams and customers	IN PROGRESS – Initial work is focusing on the social media community of practice skills development so they can make more effective use of the council's existing social and digital channels.
3.3	<p><b>Ensure we meet our statutory duty for equalities and strengthen our relationships with our diverse communities</b></p> <p><b>Why:</b> to ensure we meet our statutory duty both as an employer and a city leader and to assist us in making Plymouth a Welcoming City.</p>	Deliver the Welcoming City Action Plan by ensuring we have regular meaningful interactions with our diverse communities.	ONGOING – the six specific projects within Welcoming City are being delivered.
		Meet our statutory duty in terms of the Equality Act 2010..	COMPLETE – Statutory Duty timelines met. Gender Pay Gap reduced. Equality Targets achieved e.g. Community Cohesion improved in our four least cohesive neighbourhoods. Hate Crime reporting figures have decreased and financial support has been given to Community Connections and the Police to develop the network of third party reporting centres across the city.
		Facilitate stronger connections between councillors and people from diverse communities to ensure they have a civic voice and celebrate diversity of the city.	ONGOING – Councillors have formally and informally attended key events in the city that promote diversity and equality e.g. Respect, Pride and Diwali/Eid. The Lord Mayor has also hosted events for diverse communities e.g. Holocaust Memorial Day and Plymouth Centre for Cultural Diversity Crowdfund launch.

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		Ensure equality impact assessments are completed for key decisions and any recommended actions are completed.	COMPLETE – Equality Impact Assessments are required for all key decisions and it is the responsibility of the decision-making officer to ensure that actions recommended are completed.
		Link to child poverty and welfare reform actions taking place within customer services	IN PROGRESS – Child Poverty Needs Assessment refreshed in January 2018 with a new action plan in place for April 2019. Customer Services linked into Plymouth Children in Poverty – the business sector response to Child Poverty. Policy and Intelligence work with Customer Services quarterly to produce the Welfare Reform Quarterly Dashboard.

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		Pursue actions relevant to Pledges 60 , 65, 71, 72, 74 and 78	<p><b>ONGOING</b></p> <p>Pledge 60 –Access to Financial Services - Policy and Intelligence sit on an advisory group that is looking to improve Credit Union capacity in the city.</p> <p>Pledge 65 – Plymouth Fairness Commission - Plans being developed with the relevant portfolio holder.</p> <p>Pledge 71 – Women’s Right to Vote - Support given to the Soroptomists successful funding bid to organise a march to celebrate the 100<sup>th</sup> anniversary of women being given the vote and support also given to Plymouth Women in Business regarding the Crowdfund campaign to build a statue to commemorate Lady Nancy Astor</p> <p>Pledge 72 – Holocaust Memorial Day – plans are in progress for Holocaust Memorial Day on 27 January 2019. Advance diary invites have been issued and arrangements underway.</p> <p>Pledge 74 – Armed Forces Covenant - Completed. Veteran’s Advocate in place and the military covenant has been refreshed to include four distinct themes</p> <p>Pledges 78 – Welcoming City - Welcoming City action plan in place with all 6 individual projects on target. Partnership work ongoing with Community Connections regarding positive relationships with our Asylum Seeker and Refugee Community.</p>

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
<b>Strategic Goal 4: Be a well-run department</b>			
4.1	<p><b>Improve staff morale across the department</b></p> <p><b>Why:</b> staff morale is low (27%) as identified in the 2017 Staff Survey. Good morale is linked to higher productivity with staff feeling more valued and in control of their work.</p>	<p>Engage staff across the department in team discussions on the type of culture we wish to see/feel in the department and act on those suggestions where possible</p> <p>Continue to develop the role of Department Management Team (DMT) in providing effective leadership across the department, including through engaging staff in the development and implementation of the CEX business plan.</p>	<p>ONGOING: Some Individual teams have had discussions on how they work within their teams. This has not yet been taken forward across the department although an initial conversation occurred during the staff discussions in November 2019 which looked at the way we work. We will reenergise our approach to this action in light of the recent Staff Survey and Wellbeing and Resilience survey results. Quarterly staff briefings have been introduced with the aim of encouraging better connections across the department and updating and involving staff in key proposed changes (e.g. service review).</p> <p>ONGOING – Summary notes of DMT meetings introduced and circulated to all CEX staff to improve communication, as well as monthly joint meetings between DMT and team leaders. Staff were consulted with on development of the business plan and quarterly staff briefings have been introduced.</p>

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		Identify ways for joint working across CEX where it makes sense and adds value	ONGOING – Cross-working opportunities have been identified and implemented throughout the year, including, for example, between Democratic Support and Communications and Policy and Intelligence to help better plan for committee agendas and outcomes. Staff reported as part of a recent Service Review engagement exercise that cross-team working has improved over the year and identified areas for further improvements. This is an ongoing action.
		Make adjustments, where possible, to the working environment of the CEX office.	IN PROGRESS: Display Screen Equipment assessments updated for staff where relevant and associated desk of chair adjustments made. Need to engage staff more broadly on any other environmental improvements.
		Encourage and support greater work-life balance through Team Charters for flexible working and role modelling from DMT.	IN PROGRESS – Team charters for flexible working introduced where relevant. All teams scheduled for equipment upgrades to enable greater flexible working from March 2019. DMT endeavour to role model positive working practices.
4.2	<p><b>Promote health, safety and wellbeing (HSW) among CEX staff</b></p> <p><b>Why:</b> to ensure our staff are safe at work and we are doing everything we can to support their health and wellbeing</p>	Ensure we have an action plan for our HSW self-assessment to ensure we have all our risks covered.	IN PROGRESS – Action plan produced and actively reported against to internal Health, Safety and Wellbeing Group. Reviewed at DMT.
		Prepare for the new e-system for HSW – training for staff who will input data and engagement with rest of department on need for timely appropriate reporting	IN PROGRESS: Wellbeing lead engaging with the HSW team to ensure the department is prepared for the new e-system roll out.

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		Engage with Councillors around their HSW needs, consider the possibility of a Councillor well-being champion for each group and also Councillors to consider behaviours towards staff re HSW	IN PROGRESS – Health, Safety and Wellbeing training included as part of new Councillor induction and relevant materials relating to health and safety for councillors placed on Councillors Toolkit with reference in Councillor News. Discussion about ways of working together held between Cabinet members and Corporate Management team re behaviours. Action to roll into 2019/20 business plan.
		Follow through with actions arising from the Stress and Resilience (S&R) and staff surveys to ensure we make progress	IN PROGRESS – Action plan produced, to include Staff Survey Results, and actions taken including flexible working (with supporting team charters), better communications from the Departmental Management Team; and more regular opportunities for department wide activities.
		Identify cyclical pressures on teams to help mitigate and support as much as possible	IN PROGRESS – Cyclical pressures identified – particularly due to the cycle of the local elections and dates of the civic events. Further discussions required between relevant colleagues to identify ways to more effectively plan for known pressure periods to reduce be more effectively prepared.
4.3	<p><b>Pursue realistic and sustainable income generation or efficiency savings</b></p> <p><b>Why:</b> to promote innovation and balance the departments' budget for 2018/19, with a look ahead to 2019/20</p>	Explore opportunities to bring in additional income to Corporate Communications by offering services to more external customers.	ONGOING Discussions held with partners in the city and with neighbouring Local Authorities.



No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining
		Pursue opportunities for governance support to subsidiaries and other partners, and position to bid for governance support to a Combined Authority.	COMPLETE: Governance support contract provided for Delt Shared Services from June 2018. There has been no opportunity to bid to provide governance support for a Combined Authority during 2018/19 (to roll into 2019/20 business plan).
		Position to bid to provide network support if relevant.	COMPLETE – agreed to undertake Communications for Peninsula Transport 18/19 and 19/20 which will add capacity to the service.
		Ensure staff time is appropriately coded to central budgets and recoup costs.	COMPLETE: Staff costs reviewed for the service and confirmed are appropriately coded.
		Identify more efficient processes and systems which will positively impact the budget position.	COMPLETE: More efficient processes introduced in the Lord Mayor's Office to save both staff time and cost by introducing more electronic processes. Subscriptions reviewed and reduced where appropriate. This action will also roll over to 2019/20 as we continuously improve more efficient ways of doing things. Significant efficiency work undertaken in electoral services.
		Give a higher priority to responding to or coordinating bids to respond to funding opportunities.	IN PROGRESS – Successful bids include Nesta's Community Connections funding to promote volunteering in the city, Cooperative Council Innovation Funding to develop the Cities of Service volunteering model and Esmee Fairbank/POP funding to develop the Our Plymouth social action digital platform. Funding opportunities and information are identified and shared across the Council in the weekly policy briefing.

No.	Service Priority and Link to Pledge(s)	'Must do' actions	Progress update and key actions remaining

## 5. LIKELY AREAS OF FOCUS FOR 2019/20

The department is required to make efficiencies in the region of £120-150k during 2019/20 to meet the budget set in the MTFS. We also appreciate that further in-year savings may be required depending on the Council's overall position. We are committed to achieving this challenge while minimising disruption to the quality of services we provide insofar as possible with the resources available. We are starting the full process for our 2019/20 business plan in the coming weeks, however we anticipate our key focus areas to be:

### External positioning and reputation

- review of the city branding and narrative
- further work with regional partners to promote the region and influence national agendas
- understanding the implications of Brexit for the city and Council services
- cross-departmental support for major corporate projects, particularly Mayflower 400 and The Box
- continued management of reputational risks
- communications support and advice for major corporate projects
- develop further our public affairs approach with improved planning and proactivity

### Community and partners

- develop and implement improved systems for stakeholder management
- cross-departmental support for key actions from the Customer Experience Programme
- cross-departmental planning for and delivery of forthcoming local and potential snap general elections
- continued work with diverse communities and support for the VCS sector

### Internal

- restructure the CEX senior management line to expand spans of control and derive cost savings
- further develop the council's legal services functions
- further support the health and wellbeing of CEX staff
- develop news ways to derive and convey insight from multiple data sources to help deepen understanding about the performance of the organisation and associated risks
- continue to pursue additional income generation activities where possible

- seek efficiencies by modernising manual processes and supporting digital transformation

The above and other issues will be considered in more detail in light of the restructure of the senior management line during the early part of 2019 and full development of our 2019/20 business plan.