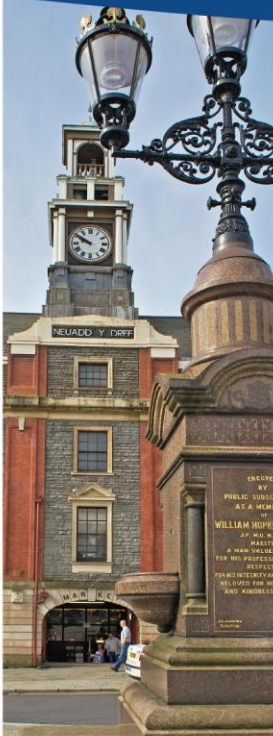


CME team plan performance 2018/19



1. Introduction

This document uses metrics and other information to capture the team's performance against the four specific priorities and subsequent actions set out in the 2018/19 unit plan. It is also an opportunity to capture other successes and achievements linked to the projects or areas that were identified in the plan per directorate or indeed any other notable performance-related information which can be used to inform future activities, developments or strategies.

2. Successes and achievements:

General stats:

- issued 396 media releases, fielded 249 media enquiries, produced 157 council announcements for the Leader, Cabinet members and the Chief Executive, produced 36 media columns / features for key publications, drafted 25 speeches on behalf of the Chief Executive, Leader, Cabinet members, the Mayor and senior managers, issued 278 staff messages and produced four quarterly Bridgend staff magazines;
- Devised and delivered 20 campaigns across all directorates using a range of channels to reach and engage;
- 27 consultation and engagement projects (external and internal) were delivered during 18/19 and 16,667 people engaged with us;
- Two Citizens' Panel surveys were delivered and a total of 1,338 responses received.

Social services and wellbeing

Commitment	Activity
Social media and communications support for key media issues e.g. serious case reviews, opening of new Extra Care schemes etc;	<ul style="list-style-type: none">• Delivered a full communications plan for the development of new Extra Care residential homes at Ynysawdre and Maesteg;• Provided publicity for the remodelling of the placement service (Maple Tree house) for looked-after children;• Provided communications support, media monitoring and official statements for key issues including child case reviews and the review of the Hillside facility.
Delivery of communications and marketing support for key campaigns such as the schools out programme, Park Lives, OlympAge Games and the new Inspired for Life Awards;	<ul style="list-style-type: none">• Campaign plan for Schools Out drafted and delivered. Activity included: media releases, web and event listings, social media posts, Facebook advertising, digital screens and a Wales Online advertising package;• Park Lives supported through media release, social media posts, events listed on the website – linked into the Schools Out campaign;• OlympAge Games supported by attending event, video and photography, media release, social media posts;• Inspired for Life Awards was supported across social media and external communications.
Supporting the review of mental health provision from an equalities and engagement perspective;	Support provided at stakeholder engagement session and with the development of the Equality Impact Assessment (EIA).

Supporting the launch and ongoing promotional activity of the new multi-agency safeguarding hub (MASH);	Campaign plan drafted and delivered for the launch of MASH. Activity included developing a new logo and branding, leaflets, posters, pop-up banners, digital screen graphic, social media posts, media release and photos of launch in Ravens Court.
Support the remodelling of the foster care service, which includes promotion of the new transitional foster carers scheme and the development of routine campaigns such as Foster Care Fortnight, LGBT Fostering and Adoption Week, empty nesters etc;	<ul style="list-style-type: none"> • A targeted campaign called 'Bridge the Gap' was developed in May 2018 to support the launch of the new transitional foster carer role which recruited three of the six carers. Activities included press releases, leaflets, radio, LinkedIn and Facebook advertising, social media and direct marketing; • Foster Care Fortnight (FCF) 2018 campaign consisted of a media launch with foster carers and staff, social media posts, media release, Wales Online advertising, digital graphics, Facebook advertising and Bridgend's message. FCF 2018 generated 5,846 hits to the Bridgend Foster Care website; • Empty Nester campaign 2018 included a video, web page, social media posts, media release, Wales Online advertising, digital graphics, Facebook advertising and Bridgend's message; • LGBT 2019 campaign linked in to the regional campaign. Two foster carers were interviewed, media release and social media posts issued as well as internal comms.
The development of content for the directorate as part of phase two of the website e.g. social services.	21 topics have had content developed for them, and been sent off for approval or uploaded. Example topics include: MASH (Multi-Agency Safeguarding Hub); managing older people's money; safeguarding adults at risk.

Additionally the team:

- Provided media and social media support for events such as the Young Carers book launch and final contact safety plans;
- Developed, analysed and reported on the university places for looked after children consultation which resulted in 34 responses;
- Publicised events and activities in support of Western Bay Adoption.

Education and family support

Commitment	Activity
Deliver a range of consultation and engagement projects including ongoing support of the learner transport review, period poverty consultation	<ul style="list-style-type: none"> • Learner transport review: Clusters for areas Bryntirion, CCYD, Brynteg, Maesteg, Archbishop, Pencoed and Porthcawl now complete. Each cluster has been analysed as an individualised report and passed to the service to provide a final overall report to Cabinet; • Survey on period poverty developed. 64 people engaged with. Analysis and report provided to support an application for funding to WINGS Cymru; • Post-16: survey developed and 27 engagement events held at all comprehensive schools to target pupils.

and the post-16 education review;	Additional sessions were held in all comprehensive schools aimed at parents, governors and staff. The team engaged with 2030 learners, 239 parents and carers, 56 school governors and 293 school staff during the post-16 concepts consultation in early 2019. Analysis and report provided to service and due to go to Cabinet in April 2019.
Social media and communications support for key media issues e.g. school modernisation programme;	<ul style="list-style-type: none"> • Provided communications support for key events such as the development / opening of new primary schools at Pencoed, Betws, YGG Calon Y Cymoedd and Brynmenyn; • Provided communications support for the development of Band B of the school modernisation programme, post-16 consultation, and new ASD support units.
Support the inclusion service with the delivery of gender-based bullying training within identified schools;	<ul style="list-style-type: none"> • Support is ongoing – awaiting feedback from the inclusion service ; • Work undertaken within schools by the Hate Crime Officer is reported on at Bridgend Community Cohesion and Equality Forum.
Supporting schools with the ongoing development of the SIMs system for recording and reporting on instances of bullying;	Schools have been reminded of the reporting system for incidents of bullying, including a reminder to include the Equalities Manager in recorded incidents.
Supporting the development of school admissions applications moving online and ongoing development of content for phase two of the website across a range of service areas.	<ul style="list-style-type: none"> • Communications plan developed to cover each of the three rounds of admissions (secondary, primary, junior and infant and nursery) Activity included press releases, internal comms, promotional materials, direct marketing, social media (advertising and organic) and use of school's channels (text, email, web and social media). Over 4,000 online applications made. The Facebook and Instagram adverts including instant experience adverts reached over 51,920 unique people and resulted in 936 clicks to the website. Support also provided in the development of the online forms; • 25 topics have been developed into content which have been sent for approval or uploaded. Example topics include: adult education – courses by category; portage; Bridgend Educational Psychology Service.

Additionally the team:

- Supported the Festival of Learning and provided communications support including speeches, video / still photography, social media content and publicity as well as evaluating surveys for symposium event, learners day and head teachers overall feedback and reported this back to the service;
- Provided a range of communications support for local schools tackling issues such as attempted abductions to the criminal prosecution of staff;
- Provided support around the HSE prosecution of the authority following the death of a secondary school pupil;
- Provided ongoing support around Estyn inspections of local schools and the education authority.

Communities

Commitment	Activity
<p>Ongoing communications for the council's recycling and waste arrangements, which includes raising the profile of recycling figures and supporting changes to the service e.g. purple-bag re-registrations, green waste changes etc;</p>	<p>Developed digital and print campaigns to promote:</p> <ul style="list-style-type: none"> • food waste recycling; • reduce littering in Porthcawl; • promote garden waste recycling; • promote recycling over Christmas. <p>Additionally:</p> <ul style="list-style-type: none"> • Advertising the changes to recycling collections on bank holiday weekends; • Radio advertising to promote recycling throughout the year; • Targeted communications to improve recycling performance in Caerau, Sarn and Wildmill; • Publicising developments related to the installation of new bins, dog waste bags and recycling rates.
<p>Support for ongoing initiatives such as the Caerau Minewater Project, Porthcawl Regeneration, redevelopment of Maesteg Town Hall etc;</p>	<p>Provided communications support on developments such as:</p> <ul style="list-style-type: none"> • New sea defences at Porthcawl town beach; • New regeneration plans for Salt Lake; • New regeneration plans for the Eastern Promenade, Sandy Bay and Western Breakwater areas; • New Rest Bay Watersports centre; • Sunnyside Wellness Village proposals and consultation events; • Redevelopment of Bridgend Indoor Market; • Redevelopment of Village Farm Industrial Estate; • Caerau Minewater project, Bridgend Heat Network, Bridgend smart energy plan launch. This included two community events attended by eight residents for Caerau Minewater engagement and a survey resulting in 173 responses which will be used to further develop the proposals; • Launch of Employability Bridgend; • Road resurfacing programme.
<p>Delivery of the marketing plan for Bridgend Business Forum (BBF) to raise the profile of support available for local businesses, including networking and promotional events as well as the annual BBF awards</p>	<p>The 2018 Bridgend Business Forum (BBF) Awards had 220 attendees, compared to 207 in 2017 and attracted 13 sponsors. Ticket sales and sponsorship totalled £16,260. A further 16 BBF events which aim to support local businesses were promoted, attracting 1,366 delegates.</p>

for 2018;	
Manage and develop social media and web presence for BBF and support the introduction of any new CRM system for e-news;	<ul style="list-style-type: none"> • The BBF Twitter following grew by 7.5% and the BBF Facebook following increased by 11.2%; • BBF website had 22,529 hits in 2018, an average of 1,877 web hits per month; • New CRM system for e-news due to be in place in April 2019. 12 e-newsletters issued during 2018 and posted to Business Zone and BBF websites, reaching 1,497 local businesses.
Support tourism with a review/development of Bridgend Bites as part of phase two of corporate website project;	<ul style="list-style-type: none"> • Microsites audit and CMB report submitted in December 2018. Discussions with tourism around their website are still ongoing; • 'Visit us' section of the corporate website launched in April 2019 including information on beaches, golf, places of interest, toilets, walking and biking etc.
Deliver a range of consultation and engagement projects including the car-parking review and dog fouling PSPO consultation;	<ul style="list-style-type: none"> • The public conveniences consultation 2018 resulted in 909 survey completions, 220 interactions on social media and 34 face-to-face interactions; • 1130 residents engaged with us during the subsidised bus consultation 2018, this included 974 survey completions as well as social media interactions and letters emails and phone calls; • A total of 1168 interactions took place during the PSPO dog fouling consultation, including 1078 survey completions; • The subsidised buses consultation 2019, resulted in 714 survey completions, 140 social media interactions as well as seven face-to-face interactions and six letters, telephone calls and emails.
Continue supporting the work associated with ensuring taxis and buses are accessible to a wider group of people by working in partnership with Bridgend Coalition for Disabled People;	The team attend the Coalition of Disabled People's meetings on a monthly basis and ensure that equalities issues are fed back to relevant service areas (including taxis and transport).
Supporting the development of online environmental reporting and ongoing development of content for phase two of the website across a range of service	<ul style="list-style-type: none"> • Launch of Love Clean Streets as a service on My Account is delayed. Initial ideas and key messaging has been established in the overall DT communications plan. A separate activity plan will be developed in readiness for launch of phase one reporting; • 69 topics have been developed into content which have been sent for approval or uploaded. Example topics include: RFT (a space to post regular updates about funding); coastal protection; Bridgend Market; counter-terrorism.

areas.	
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Additionally the team:

- The Pop-up business school returned to Bridgend CB in March 2019. Over 80 people attended the week-long event. The team supported this with media releases, social media posts, digital screen graphic, leaflet and poster distribution;
- Provided full communications support for the launch of the 'Roly Patroly' road safety camera car;
- Supported the following events: Roots Music Festival, town centre street markets, Safe Routes schemes at Croesty Primary and Pencoed Comprehensive;
- Supported the LABC Building Awards and publicised local entries;
- Supported the launch of community projects and facilities such as the Ogmore Heritage Centre, local craft hubs and Ogmore Valley Heritage Trail;
- Provided communications support for the refurbishment of children's play areas in the county borough, the Empty Properties initiative and the LDP;
- Arranged photography and publicised series of Mayor's visits to Bridgend Business Forum Awards 2019 winners;
- Provided marketing and communications support for the BEEP Health and Safety conference for local businesses;
- Provided marketing and communications support for the I AM WOMAN business women's network launch in Bridgend.

Chief Executives

Commitment	Activity
Continue to support ongoing corporate initiatives such as the digital transformation programme and corporate landlord project;	<ul style="list-style-type: none">• Digital transformation agenda supported through the development and delivery of a full communications and engagement strategy for the launch of the website and My Account as well as for phase two of My Account including the three rounds of school admissions and a targeted push on council tax and eBilling. As of April 2019 over 22K sign-ups for My Account, representing nearly 20% of eligible population;• All phase one web content completed to deadline and phase two content (which extends until June 2019) is a of 31 March 2019:<ul style="list-style-type: none">• 178 (79.1%) are green, meaning that they have been sent for approval or put online;• 16 (7.1%) are yellow, meaning that they are in progress;• 29 (12.89%) are orange, meaning that they are delayed until further notice pending a decision;• 2 (0.88%) are red, meaning that work has not begun on them yet.• Developed a website content style guide to ensure consistency and support best practise and accessibility requirements;• Provided a full communications strategy covering internal and external audiences for council initiatives such as

	Corporate Landlord and Rationalising The Estate.
Continue to promote compliance with the Welsh Language Standards within council service delivery and business, finalise the position of outstanding challenges and progress any actions associated with the code of practise as well updating compliance documentation and resources as a result of the final determination for our compliance notice;	<ul style="list-style-type: none"> • Following internal audit and liaison/negotiation with the commissioner's office, final determination on outstanding challenges was received in August 2018; • Code of practise remains in draft form and no further update has been received from the WLC; • Action plan to address any outstanding issues as well as updating documentation, policy and communications to staff is in draft format and actions are progressing; • Action plan will be signed off by the WLS board in April 2019 and will go to Cabinet Equalities Committee in July 2019.
Plan, deliver and evaluate Holocaust Memorial Day 2019;	HMD 2019 successfully planned and delivered, 124 people attended the event, including guest speaker Jean-Paul Samputu, survivor of the Rwandan genocide. 75 pupils and teachers from local schools attended the event with some pupils and Bridgend College students actively participating.
Support the new staff engagement and wellbeing project led by the chief executive, leading on areas as required;	<ul style="list-style-type: none"> • Developed and reported on the council's first staff survey in several years. 1291 responses received, representing 42% of eligible workforce; • Bridgend magazine and emails re-branded/updated in line with feedback from the survey.
Work with HR on the development of a range of equalities and Welsh language activities including training, protocol development and improving the equalities data available on employees;	<ul style="list-style-type: none"> • Ongoing. • Face to face EIA training was carried out, with 64 officers attending the sessions; • We continue to gather equalities data on employees and explore ways to reach remote/ non desk based staff.
Support teams with developing mechanisms to evaluate their own performance/satisfaction	ICT (SIMS training evaluation), councillors use of ICT, Customer Services survey and key performance indicator for the Projects team created during 2018/19.

e.g. projects team;	
Delivery of the Shaping Bridgend's Future 2018 consultation and engagement project, ensuring we have encouraged as many people as possible to engage with us on budget proposals;	<p>Eight week consultation consisting of surveys, social media and a range of events and meetings was delivered and supported by a full communications and engagement strategy and plan. Some key stats include:</p> <ul style="list-style-type: none"> • We engaged with 2148 people over 53 events/stands across the county borough during the consultation. An increase of 1313% across events compared to 2017; • During the live period there were 5288 interactions including survey completions, meetings and workshops, emails, letters and social media interactions. This represented a 102% increase on the number of interactions from the same consultation in 2017; • Youth surveys and easy read surveys were developed for MTFs 2018 in order to ensure inclusion across the county borough. The youth survey saw 791 completions, demonstrating a 553% increase in participation from the previous year, and the easy read version increased from 51 completions (accessible 2017) to 267 completions, representing a 423% increase; • There was an overall increase of 44% in survey completions from the 2017 project. <p>This consultation was supported by a full, integrated communications and marketing campaign across a range of channels including: press release, Gazette advertising, posters/publicity materials and merchandise for across the borough and for events, social media (organic and advertising), digital screens, web, infographics, Wales online digital advertising package, internal comms, direct/targeted marketing, utilisation of partners channels, e.g. BAVO's newsletter.</p>
Use media (including social media) monitoring techniques to inform tactics and strategy across all areas;	<ul style="list-style-type: none"> • Spreadsheet of engagement, reach and interactions for social media developed to incorporate new channels; • Stats used to inform content and strategy and identify areas for growth and development.
Reviewing and improving the content of the Capita portal;	Proofreading and rewriting areas in the Capita portal to improve content.
Support the Community Safety Partnership and other key areas with a web presence as part of phase two of the corporate website project;	<ul style="list-style-type: none"> • Six pages and a form have been developed for the Community Safety Partnership; • 23 pages developed which have been sent for approval or uploaded. Examples include: 'schools and severe weather'; 'support vulnerable people in severe weather'; 'Armed Forces Community Covenant'; 'guide for applicants'.
Meeting the corporate	<ul style="list-style-type: none"> • Interactions across social media were up 6.7% against a target of 5% increase;

performance indicators for social media (5% increase) and Citizens' Panel representation (5% increase).	<ul style="list-style-type: none"> • Citizens' Panel representation was significantly impacted on by a GDPR cleanse, resulting in the loss of 552 panel members, dropping to 1088 members. Despite efforts to build this back up, the panel representation was at -47% against a target of 5% increase at the end of March 2019.
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Additionally, the team:

- In response to the Healthy Organisation audit developed a new council-wide communications, marketing and engagement strategy to cover the period of 2019-21;
- An internal audit on GDPR and mobile communications was supported in relation to social media;
- Provided full communications support for council services during periods of severe winter weather;
- Provided communications and publicity for key Shared Regulatory Service events and developments such as Scam Awareness Week;
- Organised and publicised staff briefing sessions following a review of internal communications;
- Provided communications support and speeches for key events and initiatives such as the annual 'jobs fair', apprenticeship programme, business risk management launch and new health and safety reporting procedures;
- Provided publicity, speeches and video / still photography for national community events such as the RAF centenary celebrations;
- Provided communications support for key internal developments such as the relaunch of the staff discount scheme, well-being initiatives and partnership developments with Awen Cultural Trust and Halo Leisure;
- Provided ongoing communications support and publicity around key issues such as the Cardiff Capital Region City Deal and health boundary change;
- Provided ongoing support for Brexit preparations and the EU Settlement Scheme;
- Provided full communications support for the Mayor's Citizenship Awards which included encouraging residents to submit their nominations, and then publicising the event itself and the winners' achievements;
- Supported the Public Service Board wellbeing plan consultation, which resulted in 570 interactions with residents.

3. 2018/19 Communications, marketing and engagement priorities

a) The development and expansion of social media and digital channels:

Action	RAG	Measurement
Launch LinkedIn and develop a tactical plan for managing content.		<ul style="list-style-type: none"> • LinkedIn launched in May 2018; • Tactical plan for content agreed and includes fortnightly job adverts and content of interest to businesses or employers/employees such as job fairs, consultations, digital drop-in sessions and business-related news;

		<ul style="list-style-type: none"> • As of 31 March 2019, the corporate LinkedIn account has 2,809 followers; • Since go live, the council has posted on LinkedIn 59 times with business-related stories and job vacancy adverts performing the best. For example, a post around the Salt Lake Car Park transformation received 3,830 impressions and 380 link clicks through to the press release on the website. Job adverts are also performing well on LinkedIn; for example the Communications, Marketing and Engagement Support Officer role received 132 link clicks and 1,767 impressions. <p><i>Note for 19/20: LinkedIn content to be added to central social media content calendar otherwise this is now considered business as usual.</i></p>
<p>Incorporation of Instagram and LinkedIn statistics into corporate social media PI</p>		<ul style="list-style-type: none"> • Completed and included in statistics from 1 April 2018 onwards; • Overall PI measured a 6.17% increase against a target of 5% (48,701 interactions against a target of 39,473 interactions); • Instagram and LinkedIn contributed 4% towards total interactions (2,015).
<p>Ongoing development of Instagram, including the use of advertising as part of integrated campaigns</p>		<ul style="list-style-type: none"> • Instagram content developed regularly; • Adverts have been placed on Instagram for the following campaigns: Bridge the Gap, nursery admissions, secondary school admissions, primary school admissions, Empty Nesters, School's Out and the public conveniences consultation; • Trials were carried out in 18/19 to compare the success of Instagram adverts being placed together with Facebook ads and then separately. For the launch of school admissions online separate adverts were placed for the first time and the results showed that the primary school admissions Instagram adverts had a reach of 5,174, gained 7,166 impressions and resulted in 41 link clicks. <p><i>Note for 19/20: Instagram to be added to social media content calendar with a view to increasing the number of weekly posts. Investigate the use of 'Instagram Stories' for 19/20.</i></p>
<p>Increase the use of infographics to convey complex information online (target of 12), trialling the development of infographic-style gifs;</p>		<ul style="list-style-type: none"> • Target of 12 infographics met; • Subject areas included 'Beast from the East' response, Bridgend Business Forum highlights, highways works, domestic violence statistics and My Account success; • Infographic style gifs used successfully as part of Shaping Bridgend's Future 2018 campaign.

		<p><i>Note for 19/20:</i> Continue with 12 per month static infographics whilst developing the use of infographics as part of the CMS, meeting the required accessibility standards. Continue to develop animated gifs where appropriate.</p>
Pro-actively monitor and respond to comments on BCBC google accounts/reviews;		<ul style="list-style-type: none"> • Completed; • The same approach is being taken as with social media i.e. only responding to comments where a response is required, otherwise monitoring is ongoing and now business as usual.
Further development of the content calendar to ensure consistency across platforms and with other internal content calendars;		<ul style="list-style-type: none"> • Completed. • Calendars on social media content, Bridgend, equalities and Welsh language re more succinct. <p><i>Note for 19/20:</i> As per other actions, add in LinkedIn and Instagram content.</p>
Re-evaluate and progress the customer service advisor's ability to respond to relevant queries on social media;		<ul style="list-style-type: none"> • Still work in progress; • Further training was provided to CSC advisors on Twitter but consistency in terms of coverage and quality of response still remained an issue at the beginning of 2019; • A process was put in place to alert the CSC manager and Team Leaders and to operate cover on a weekly basis as opposed to rotation to see how that works and improvements can be noted over the last couple of months; • This will continue to be monitored before expanding this support for example on Facebook/to a wider group of advisors.
Progress with the business case for accessing Facebook messenger to aid engagement;		<ul style="list-style-type: none"> • Completed; • Business case went to CMB in December 2018. <p><i>Note for 19/20:</i> Implementation ongoing and now linked to chatbot functionality and DT programme. CMB have asked that messenger is piloted and successes/issues fed back to them.</p>
Develop, deliver and monitor a content plan for phase two of the website;		<p>Ongoing. Phase two extends until June 2019. As of 31 March, there are 225 topics in phase two:</p> <ul style="list-style-type: none"> • 178 (79.1%) are green, meaning that they have been sent for approval or put online; • 16 (7.1%) are yellow, meaning that they are in progress; • 29 (12.89%) are orange, meaning that they are delayed until further notice pending a decision; • 2 (0.88%) are red, meaning that work has not begun on them yet.

<p>Progress with an audit of council micro-sites for future review;</p>		<ul style="list-style-type: none"> • Audit completed and report submitted to CMB in December 2018; • Identified 30 sites for consideration and agreed with CMB to keep partnership sites as standalone and consider everything else for migration; • A process has been put in place for if a service-area wants to keep their standalone site. <p><i>Note for 19/20: Work to implement, progress and migrate across the relevant sites started in March 2019 and will continue throughout 19/20.</i></p>
<p>Develop a GDPR and functionality compliant response for cookies on the website;</p>		<ul style="list-style-type: none"> • Completed. • Following research, advice and best practise a widget was developed as opposed to other alternatives as this was considered fully compliant with GDPR legislation. • The widget does however impact on Google Analytics and data ordinarily used to measure hits to webpages. <p><i>Note for 19/20 Measuring and reviewing the impact of this on Google Analytics, taking any necessary action.</i></p>
<p>Progress with Funnelback search development and incorporation of Engage software as required;</p>		<ul style="list-style-type: none"> • Training on Funnelback software is yet to be arranged; • Decision taken by DT board not to progress with the Engage software at this time.
<p>Integrate Dewis listings into phase two content and support the external launch of Dewis;</p>		<p>Completed and ongoing.</p> <p><i>Note for 19/20 A re-evaluation of editors across the council and the process for updating ad signing off content needs to be considered in 19/20 to ensure it is effective going forward.</i></p>
<p>Develop a style-guide for the website for consistency purposes;</p>		<ul style="list-style-type: none"> • Completed. • Summary version produced as well. <p><i>Note for 19/20 Following a scan of our website by SOCITM in January 2019 which highlighted issues with PDF documents and accessibility, a guide for service areas to follow when generating PDFs for the website will need to be developed and communicated.</i></p>
<p>Monitor social media developments to inform strategy, and continually review the corporate social media presence</p>		<ul style="list-style-type: none"> • Partially completed; • Social media stats were being used to inform strategy from 1 April to 31 December 2018. The departure of the team's Digital and Social Media officer position has left a

including revisiting 'theming' of content.		<p>gap in this area of work between the period of 1 January to 31 March 2019;</p> <ul style="list-style-type: none"> • Theming of content has been used for key projects only, e.g. Shaping Bridgend Future campaign. <p><i>Note for 19/20</i> <i>The new Digital and Social Media Officer will be in post from May 2019 onwards. It is recommended this officer reviews this activity for 19/20 onwards.</i></p>
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b) Improve stakeholder awareness, understanding and delivery of consultation and engagement activities, as well as strengthening feedback mechanisms

Action	RAG	Measurement
Develop and implement a GDPR action plan for consultation and engagement activities to ensure compliance with regards to data storage and consent;		<ul style="list-style-type: none"> • Completed; • An action plan was developed to cover cleansing of the Citizens' Panel database and key consultation database (where people have signed up to receive specific key consultations from us). This resulted in a significant drop in the number of members/recipients across both databases. Between July 2018 and August 2018 when the data cleanse took place the Citizens' Panel reduced from 1640 to 1088 members (a reduction of 552 members); • The action plan also covered consent and storage of data (paper and electronic).
Review and streamline Citizens' Panel administration to improve the effectiveness of distribution, analysis and reporting;		<ul style="list-style-type: none"> • Completed. • The Citizens' Panel database is continuously managed by the team and analysed on a monthly basis for changes and trends; • The Citizens Panel is published up to three times per year and the team ensure that members are sent reminders throughout the live period of any surveys and that members are kept up to date (where requested) on the outcomes of the survey; • Members are asked if they would like to receive their surveys in paper or electronic format, with the aim to increase online participation; • Members receive a newsletter every second survey outlining what we have done with the results from the previous surveys; • Infographics are produced to inform members of outcomes from consultations. <p><i>Note for 19/20:</i> We will continue to develop administration processes throughout 2019/20, including how we</p>

		engage face-to-face with Citizens' Panel members and how we manage this process.
Formalise a process for incentive activity that can be used to increase participation in key consultation and engagement activity as well as for mystery shopper exercises linked to Welsh language activities;		<ul style="list-style-type: none"> • Ongoing • Incentive activity was explored with legal and it was decided from a legal perspective not to put a formal process in place for this. However incentives can be agreed upon with a director's consent. <p><i>Note for 19/20</i> Continue to explore mystery shopper exercise linked to Welsh language activities as part of the council's five year strategy.</p>
Continue to improve team's skills and ability with regards to collating, analysing and reporting on data e.g. SNAP training courses;		<ul style="list-style-type: none"> • Completed; • All relevant members of the team were trained in SNAP during 2018. <p><i>Note for 19/20</i> Changes with staffing mean additional training will be requested for 2019 (one additional member of staff).</p>
Continue to raise the profile internally of the Citizens' Panel surveys and increase understanding of the benefits of having insightful data as a tool to measure KPIs;		<ul style="list-style-type: none"> • Completed and ongoing; • The Citizens' Panel is advertised in Civic Offices using digital screens (available to staff and public). • Managers are encouraged to use the Citizens' Panel to develop and gain feedback on their service areas and are provided with an infographic on the Citizens Panel, outlining the number of members and information about the demographics of members. • Survey results are disseminated as required.
Develop targeted marketing techniques to improve representation on the Citizens' Panel with the aim of increasing engagement with younger people (16-24 year olds) and underrepresented wards – corporate PI;		<p>The PI on this was down -47% as at 31 March. This is as a result of the GDPR cleanse that was carried out in May 2018. Despite the following activities, the PI remains off track:</p> <ul style="list-style-type: none"> • Marketing materials were produced to promote the Citizens' Panel, including posters and banners as well as key rings, business cards and pens. The team have attended events throughout live periods of main consultations to promote the consultation as well as the Citizens' Panel; • Regular messages have been issued on social media and via the digital screens. An advert was also placed in the Christmas edition of Around Town magazine; • Engagement events took place in all comprehensive school in the autumn 2018 during the budget consultation and attendees were given information on the Citizens' Panel; • The team have met with the Youth Council to promote consultation and the Citizens'

		<p>Panel to a younger audience.</p> <p><i>Note for 19/20</i> <i>There are now 17 under represented wards and work is planned for the spring and summer 2019 to increase engagement in these areas.</i></p>
<p>Improve and ensure consistency on the feedback process following consultations (linking in with Cabinet reporting, services and feedback to respondents on next steps);</p>		<ul style="list-style-type: none"> • Ongoing; • The consultation toolkit includes details of when the consultation report will go to Cabinet which is then followed up by the team to ensure any respondents who have told us they want to be kept up-to-date with the outcome of the consultation are contacted post-Cabinet. • The consultation pages on the internet are updated with the link to the Cabinet report. <p><i>Note for 19/20</i> <i>Consider more consultation statistics being displayed/available as infographics once the accessibility issue on the website is resolved.</i></p>
<p>Develop face-to-face engagement for key consultations and for the Citizens' Panel.</p>		<ul style="list-style-type: none"> • Ongoing. • Clicker-pad technology has been used across more events in 18/19 allowing more people to engage and share their views in a face-to-face environment. The team engaged with 2148 over 58 events during the Shaping Bridgend's Future consultation in 2018 and with 2030 learners, 239 parents and carers, 56 school governors and 293 school staff during the post-16 concepts consultation in early 2019. <p><i>Note for 19/20</i> <i>Generally increase the use of clicker-pad technology whilst continuing to explore face to face engagement for Citizens' Panel members. Consider an exclusive face to face event as part of Shaping Bridgend's Future 2019 with panel members.</i></p>

c) Improve the effectiveness of internal channels of communication and engagement

Action	RAG	Measurement
<p>Review the design and content of Bridgend's and refresh the look and feel of the publication;</p>		<ul style="list-style-type: none"> • Completed. • Re-branded version of Bridgend's was launched in December 2018. Included improved design and content.

		<i>Note for 19/20 Feedback from staff will be sought in June 2019 and used to continue developing this publication.</i>
Review the need for Bridgemembers as an ongoing publication against the demand for council announcements;		<ul style="list-style-type: none"> • Completed. • Agreed with Cabinet that BridgeMembers would cease in favour of council annos.
Develop a new staff survey and analyse and present the results accordingly;		<ul style="list-style-type: none"> • Completed. • 1291 responses received, representing 42% of eligible workforce. <p><i>Note for 19/20</i> <i>Corporate PIs have been developed around participation rates and key tracker questions which will be included in every survey for benchmarking purposes. Team is part of staff survey project group and next survey is due in January 2020.</i></p>
Use the results of the communications section of the staff survey to inform future developments;		<ul style="list-style-type: none"> • Completed. • Emails went from ad hoc to weekly messages, using theming that came out of the staff survey. The staff magazine design and content used feedback from the survey , e.g. links to priorities, more on staff achievements. <p><i>Notes for 19/20</i> <i>Feedback will be sought on new style Bridgendens weekly email in April 2019 and on the new Bridgendens staff magazine in June 2019. Feedback will be used to continue developing these channels.</i></p>
Capture metrics on Bridgendens email (if possible) and use to inform future developments;	N/A	ICT advised that it is not possible to capture metrics accurately due to the limits of existing Outlook distribution system.
Develop the content calendar for Bridgendens, liaising with services accordingly;		<ul style="list-style-type: none"> • Completed; • This was developed as part of the work linked to the staff survey. A process is in place for managing content and liaison with service areas.
Revisit the use of 'comms champions' and review and develop (where appropriate) staff networks as part of the SEP 2016-2020 commitments.		<ul style="list-style-type: none"> • Ongoing; • 'Comms champions' is ongoing as part of our efforts to generate more positive council stories and messages; • The comms champion list has been developed into a 'communications network', the internal media toolkit has been revisited, related promotional messages have been issued via updates from the interim chief executive and participation in Cabinet / CMB meetings is generating additional 'good news' content.

		<p><i>Note for 19/20</i> <i>Staff networks (as part of our SEP commitments) needs further exploration and progression by the end of 2020.</i></p>
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d) Promote a fairer and more accessible county borough (including for Welsh speakers) and improve engagement with harder to reach members of the community:

Action	RAG	Measurement
<p>Support delivery of the Strategic Equality Plan (2016 – 2020) action plan and in particular the actions allocated to the CME team;</p>		<ul style="list-style-type: none"> • Completed and ongoing; • In preparation for annual reporting on the action plan to Cabinet Equalities Committee every July, the team links in with relevant service areas to coordinate a progress report on activity; • The team have specific actions and progress on these can be summarised as: <p>Ensure consultation and engagement activities are robust whilst encouraging participation that is representative of the community: The consultation toolkit is available online. The demographics of the Citizens’ Panel is monitored monthly and we are working to increase participation in under-represented wards.</p> <p>Provide senior managers with training and support in completing robust EIAs:</p> <ul style="list-style-type: none"> • EIA workshops have been delivered to a target group of employees who are responsible for carrying out EIAs. • EIA toolkit has been updated and made available on the intranet. Face-to-face training carried out and support for business areas provided by the team. <p>Collect and analyse equality data as part of all public consultations: Equality data continues to be included in all public consultations and key data is published within consultation reports on the council’s website. Demographics are gathered as part of Citizens’ Panel information and inform our strategy for Citizens’ Panel development.</p> <p>Undertake EIAs whenever we review, or introduce a new policy: Full EIAs are published alongside relevant Cabinet reports. The team has reviewed the EIA toolkit and provides support to service areas to ensure EIAs are robust and meaningful.</p> <p>Ensure feedback is available to all consultees:</p>

		The council uses best practice outlined by Participation Wales and also the Gunning Principles when publishing final consultation reports. People who have contributed to consultations are able to access the outcomes by viewing the consultation report and the corresponding Cabinet report - both of which are published on the council's website.
Continue to promote awareness campaigns (internally and externally) related to protected characteristic groups e.g. via Bridgend's and social media and improve recording of reach etc;		<ul style="list-style-type: none"> • Complete and ongoing; • The team has promoted campaigns via Twitter, Facebook, Instagram and the BCBC website, including International Women's Day, Urdd National Eisteddfod, Foster care fortnight 2018, LGBT Fostering Week, St. David's Day, St Dwynwen's day, Holocaust Memorial Day, 100 years since women won the right to vote, LGBT history month, Chinese new year, White Ribbon campaign, Fuel Poverty Awareness Day, Dementia friendly areas, apprentice week, St Patricks, World Social Work Day, International Day for the Elimination of Racial Discrimination. International awareness day for epilepsy. IDAHOT Day (the annual international day against homophobia and transphobia). World Mental Health Day.
Finalise the merger of BEF and CCG groups including TORs, logistics and membership so that the new group can work together more effectively to tackle and raise the profile of shared goals;		<ul style="list-style-type: none"> • Completed; • TORs and all logistics agreed and the new group has been meeting since April 2018. A report on the progress of the merger was delivered to Cabinet Equalities Committee in November 2018 and to the Community Safety Partnership Board in December 2018. It was agreed in each of these meetings that an annual update will be provided.
Engage with Learner Voice to increase participation for younger people's view in consultation and engagement projects;		<ul style="list-style-type: none"> • Completed; • The team have met with the Youth Council to promote consultation and the Citizens' Panel to a younger audience. It was agreed that when we are developing youth consultations the Youth Council will support us in this.
Work with People First to develop and improve accessible versions of surveys;		<ul style="list-style-type: none"> • Completed; • Successful partnership working with People First on the Shaping Bridgend's Future consultation 2018. Training is planned for to develop accessible surveys.
Following the conclusion of face-to-face training, further develop our administration around EIAs including developing the toolkit and central database;		<ul style="list-style-type: none"> • Completed. • The team act as a critical friend to service areas to ensure EIAs are robust and appropriate. The toolkit has been revised and simplified in order to support service areas. • The central database is now updated by the team, however services retain responsibility for completion of their EIAs and action plans.
Develop and implement an action plan following final determination of our WLS		<ul style="list-style-type: none"> • Ongoing • Draft plan in place to cover actions required following final determination as well as

compliance notice, identifying additional needs (if required) once the WLC code of practise is passed by ministers;



additional work required on our five-year strategy and policy-making standards which came out of the commissioner's best practise workshops at the end of December 2018.

*Note for 19/20
Implementation will be ongoing during 19/20. The draft plan will go to the Welsh language board in April 2019 and Cabinet Equalities Committee in July 2019.*

Review and develop the public-facing side of the council's five year Welsh language strategy, working with partners and improving measurement activity.



- Completed;
- Developments made to the strategy which include linking in with partners Menter Bro Ogwr, attending Fforwm Iaith meetings and strengthening of our reporting on Welsh medium activities going on either in partnership with MBO or in other service areas.
- The team now attends Welsh schools cluster meetings to ensure there is better collaboration between schools and Welsh language promotion and communications aligned with the promotion of the WESP.

*Note for 19/20
The Commissioner's office has developed a guidance document for council's to help them develop their strategies, this will be reviewed in 19/20 to continue to develop the council's five year strategy.*