

## **Gap analysis**

As part of the process for the Birmingham Independent Improvement Panel to assess the council's progress, we were asked to undertake our own self-assessment structured on the major themes that underpin our improvement plan:

- Political leadership
- Managerial leadership
- Strategic planning, performance and financial management
- City partnerships
- Local leadership
- Organisational development
- Communications and transparency

This "gap analysis" sets out what we have achieved so far, where further progress needs to be made, where we intend to be in a further six months' time, the key priorities that we will be focusing on and the risks we need to be prepared to address. It also sets out a variety of measures by which we will be measuring our progress along the way.

## **Political leadership**

### ***Where are we now?***

- The new Leader has sent a clear and repeated signal that members lead in the civic arena and officers run the business of the council. That has been reinforced with early action, primarily the support of continued "de-cluttering" of member-officer roles.
- The distinction of roles has been accompanied by the establishment of a relationship of trust and candour between the Leader and Chief Executive.
- Cross-party working has also been significantly enhanced e.g. evolving the 2020 Vision, waste strategy governance and a joint letter on values and behaviours.
- The Leader's open and collaborative approach to partnership has been received very positively by partners across the city.
- Cabinet members took the lead within the organisation to participate in the 360 assessment process and have been participating in training sessions.
- The cabinet has also been taking a more collaborative approach to cross-cutting issues such as community cohesion.
- The Leader has also been regularly visiting frontline services, which has been appreciated by council officers.
- The Leader has been working with the Cabinet for just over three months, meaning that there has been little time to establish a preferred collective approach to leading the council.

### ***Where do we need to be in six months' time in order to demonstrate sustained improvement?***

- The new approach to leadership in the civic arena will be embedded across the Cabinet, with members focused on a collective vision and shared priorities.
- All three Leaders will be seen together frequently at key events, on platforms, etc.
- A more systematic approach to cross-party working will have been adopted.
- Partners will feel that words have translated into action.
- There will have been a further (and still ongoing) resetting of member-officer relations.

### ***How will we get there?***

- Our immediate focus is on ensuring that our systems can support and embed a new way of working. For example, we are modernising governance arrangements by reviewing the constitution and making changes to member involvement in a number of internal and external structures.
- Monthly meetings between the Chief Executive and the three group leaders have been set up starting in March 2016, underpinned by a statement of intent to continue cross-party collaboration on strategic issues.
- In consultation with the three group leaders, other elected members and with the support of the LGA, there will be active support for member development in a variety of ways throughout the year, including a new member induction programme, peer mentoring and bespoke training.

### ***Are we getting there?***

- Staff and external partners indicate positive appreciation for the change in approach to political leadership at the top. However, we know from research commissioned from INLOGOV and other feedback that there is a perception that that cultural shift isn't yet "hard wired" into our DNA.

### ***What risks do we face?***

- If we do not embed a new way of working into our constitution and other arrangements, we risk backsliding into old patterns.
- We are approaching a point in the local electoral cycle that naturally brings political differences to the fore so establishing common ground on a cross-party basis may be more challenging to establish in the short term.
- A similar relapse into past patterns is a risk if officers do not confidently and effectively play their roles in the spaces that members have recognised as falling within the remit of running the council.

### ***How will we measure progress?***

- Feedback from partners.
- Member 360 assessments.
- Follow up to the INLOGOV report.

### ***Key actions***

#### By April 2016

- Future changes to constitution agreed (to be recommended at the council AGM in May).
- Changes to member involvement in structures and processes agreed.
- Monthly meetings between the Chief Executive and the Group Leaders established.
- Statement of intent regarding cross-party working published.

#### By June 2016

- Cross-party approach to civic partnerships established.
- Changes to constitution being implemented.
- New cabinet member induction delivered.

#### By September 2016

- Member development programme in train.

## **Managerial leadership**

### ***Where are we now?***

- Now that it has the right people in place, CLT itself is imbued with the clear sense of common purpose, urgency, focus and direction needed to drive the improvement and transformation agendas.
- Nevertheless, it is known from staff feedback that there is a major challenge to overcome in that the broader workforce does not yet feel that CLT has become a fully unified team providing a clear focus for the organisation.
- Whilst there has been progress in breaking down silos, there is still room for improvement in operating as a strategic corporate unit.

### ***Where do we need to be in six months' time in order to demonstrate sustained improvement?***

- CLT will have set out a clear coherent vision to guide our workforce and help them understand how they fit into the bigger picture.
- CLT will have a grip on performance across all services and key indicators of operational health.
- There will have been a significant streamlining of bureaucracy that staff will feel makes it easier for them to do their jobs effectively and efficiently.
- CLT and the wider cadre of senior officers will be operating as an extended leadership team.
- Staff will feel that all CLT members are more visible and accessible.
- The organisation's values and behaviours will be demonstrated consistently and visibly by CLT.

### ***How will we get there?***

- This is an area where we recognise that there is an urgent need for us to pick up the pace so CLT has committed to investing the time in developing as a team, starting with a development session to take place on 22 March.
- CLT has also determined how to use our time together as CLT more effectively so that we are focusing on key strategic and corporate issues, including making the first CLT meeting of the month a "Performance Board" looking at the risk register, business plan priorities, hygiene indicators such as whistle-blowing and other complaints, etc.
- The visibility of CLT will improve - e.g. weekly blogs, senior officers based in the Council House working in other offices on a regular basis, strategic directors meeting with teams in other directorates, etc.
- CLT will also engage the wider senior leadership group and Forward Champions more effectively, for example to help shape our organisational development and share the lessons from good practice.

### ***Are we getting there?***

- CLT's membership has not been settled until recently, meaning that the team is still in the "forming" stage and learning how to build on each other's strengths to operate as a team.

- CLT has now taken collective ownership of monitoring the council's performance.
- The election of the new Leader has signalled a different approach to the style of political leadership. Consequently, the way that CLT and the wider officer corps operates is also changing. The *modus operandi* of CLT and its commitment to team development are now sharply in focus, albeit not yet fully worked through.
- The team has evidenced a new way of working with cabinet portfolio holders in setting the performance measures in the council's business plan.
- CLT is working collaboratively with each the wider leadership group to take quick action on reducing bureaucracy so that we can become a more agile organisation.

### ***What risks do we face?***

- Staff scepticism that real change will materialise and be sustained.
- CLT members operating in silos.

### **How will we measure progress?**

- The Pulse survey (March/April) followed by annual staff survey.
- Feedback from then wider leadership group and Forward Champions (using feedback from Jan and Feb meetings respectively as baseline).
- 360 assessments.

### **Key actions**

#### By April 2016

- First CLT of the month focussed entirely on the strategic performance of BCC.
- Balanced scorecard approach to be used at monthly performance meeting (as agreed by CLT on 15 February) and linked to quarterly EMT Performance meetings as agreed at EMT on 7 March) and departmental performance discussions.
- Maintaining focus on agreed improvement plans in children's safeguarding and education, with further support of strong corporate work - e.g. the community cohesion strategy.
- Time built into CLT forward plan to accommodate policy and strategy development sessions on a regular basis.
- An inaugural 360 development session to take place on 22 March.
- A different approach to the wider leadership group, Forward Champions and Managers' Voice meetings established to make them more interactive and reflecting two-way engagement.

#### By June 2016

- Renewed Future Council target operating model development activity well underway (with sessions arranged for CLT in March and April and cabinet in May).
- Role, focus and behaviours of CLT identified by senior officers at session on 28 January to be agreed and built into team and individual objectives for 2016/17.

By September 2016

- Leadership development for CLT and senior managers in train.

## **Strategic planning, performance and financial management**

### ***Where are we now?***

- The council has agreed a 2020 vision that informs the business plan.
- For the first time, then council has prepared and extensively consulted on a four-year business and financial plan.
- The appointment of a senior lead for people change and workforce planning has accelerated the alignment of our workforce planning and financial and performance measurement.
- Our proposed business plan for 2016/17 has a much sharper focus on a targeted set of priorities and measures agreed with portfolio holders.
- Business cases have been developed for savings proposed to be delivered using a demand management methodology (with a pipeline process to be established).
- A robust planning approval is being deployed to achieve workforce savings.

### ***Where do we need to be in six months' time in order to demonstrate sustained improvement?***

- A new operating model will be agreed by the summer. Staff will understand how the whole model operates, what their roles are and understand how they can help to tweak it so that we continue to improve our way of working.
- Consistent monitoring and management of performance by CLT with accountability to portfolio holders will be taking place.
- A new model for Integrated Support Services will have been agreed and implementation well-advanced.
- The council will be on track to achieve its 2016/17 savings while also delivering the business plan outcomes agreed by members.
- Sound planning for the 2017/18 savings will be in place – evidenced by detailed business cases and outcomes of stress testing, including feedback from staff.

### ***How will we get there?***

- Our immediate focus is on developing our new operating model, which CLT has identified as one of the top priorities.
- Monthly CLT performance meetings to review balanced scorecard will be used to pick up on risks, take timely corrective action and re-assess overall organisational health along the way.
- A more radical overhaul of our business plan will be undertaken for 2017/18, with portfolio holders, service areas and key stakeholders engaged throughout the spring and summer.

### ***Are we getting there?***

- There is a lot of work that has gone in over the past year in terms of laying the foundations. Plans are in place. But, at this stage, the work can be characterised more as securing the necessary inputs and delivering some key outputs. The systematic impact on outcomes will be the priority for the next six months and beyond.

- While it was the right decision to create a dedicated Future Council team at the outset to give the transformation programme the time and attention it needed to get going, the tradeoff has been that, in many ways, the council's change programme is seen by too many colleagues as something happening "over there". The loop from Future Council into "business as usual" has not been fully established yet.
- Although there is a substantial contingency fund in place, CLT is setting out to deliver the savings as planned, only utilising the reserve if absolutely necessary. Indeed, CLT will look to identify how it might minimise/avoid the currently planned £12.8m use of this fund in 2017/18. The critical tools here are: the "early warning" systems have been set up to pick up on any plans that are not on track; and the resources earmarked for extra support to get them back on track.
- It is recognised that the path being pursued on the transformation of health and social care is ambitious, complex and high risk. Both the council and its key partners feel that this is the best option to secure a health system that responds effectively to the needs of residents over the long-term as well as unlocking the full potential of our health economy as an engine of growth. Because this is transformation of a fundamental nature, we are heavily investing the time and (small-p) political capital needed to get the building blocks right – in this case, cementing the relationships and collective vision - before getting into the fine grain of the specific structural changes. This is now a standing item on CLT and EMT agendas so that the collective leadership of the council is lending its weight to driving progress on this agenda.

### ***What risks do we face?***

- Not succeeding in implementing the service redesign needed to deliver savings.
- Delay in developing our operating model, with knock-on effect to other strategies that hang off of it such as ICT-Digital and Integrated Support Services.
- Workforce savings proposals undermining the progress made in starting to stabilise the children's social care team.

### **How will we measure progress?**

- A new balanced scorecard developed for monthly performance board, including business plan measures, Birmingham Promise commitments, Future Council programme deliverables, RAG ratings of budget proposals, corporate risk register, audit reports, whistle-blowing and other complaints, and customer satisfaction data.
- Feedback from portfolio holders and colleagues from the wider leadership group.

### **Key actions**

#### By April 2016

- 2016/17 budget and business plan agreed.
- Business plan measures built into SD performance objectives for 2016/17.
- Additional support required to deliver the service redesign needed to achieve savings in place.

By June 2016

- Model for how the council's Integrated Support Services will operate in place.
- Draft ICT-Digital strategy developed.

By September 2016

- New operating model agreed and into implementation phase.
- Comprehensive review of the current performance management arrangements completed.
- Detailed business cases for demand management proposals developed and stress tested.
- Proposals for workforce savings agreed.
- Final Better Care Fund plan and five-year System Transformation Plan submitted.
- ICT-Digital Strategy finalised.

## **City partnerships**

### ***Where are we now?***

- The new Leader's open approach to partnerships and recognition of the important role that other partners play in the success of the city have been very positively received.
- However, there is still a perception that there has not been a significant shift in the wider council's behaviour and approach to partnering.
- There is evidence that the council is starting to play an effective and valued role in systems leadership. For example, a recent LGA peer review found a growing sense of confidence about council leadership of the education system and evidence that relationships with schools are improving. Similarly positive feedback has been received from key public sector partners such as the acute health trusts and West Midlands Police.
- The council showed leadership without being the lead in the establishment of the new West Midlands Combined Authority (WMCA), which constituted a critical shift in our behaviour.
- There is also evidence that more effective partnership working is leading to better outcomes for the city. For example, work on skills has already yielded a two per cent reduction in NEETS and the development of a jointly commissioned skills investment plan has attracted £50m of EU funding to tackle youth unemployment. Broadly, though, it is acknowledged that a number of partners continue to feel that there is more that can be done to consistently demonstrate good partnering behaviour and get the most of partnership working.

### ***Where do we need to be in six months' time in order to demonstrate sustained improvement?***

- Partners, in the majority, will confirm that there is a discernible change in the way that members and officers of the council engage with them.
- The political leadership across the party spectrum will be at the forefront of a process for developing a common understanding of shared priorities and objectives with partners, in collaboration with residents, which will be evident from a tangible initiative underway to facilitate a city-wide conversation on the future of Birmingham.
- All political leaders, often together, will be actively involved in representing the council in the civic arena and engaging with partners.

### ***How will we get there?***

- Addressing behaviour and the approach to partners is a high priority. This will be linked to our plans to embed our values and behaviours more broadly throughout the council under its organisational development programme.
- The council is committed to being an active and supportive partner within Birmingham Partners.
- It is also committed to discussing with partners the scope for a different approach to developing a city vision that would be more resident and community-driven.

### ***Are we getting there?***

- Progress has been slower than intended, partly because the council has not manifested the behavioural shifts that partners wanted to see consistently and partly because the work has necessarily been organic.
- We are now taking this work “back to basics” under the lead of the Assistant Chief Executive, building on the insights gained over the last 12 months into what partners are looking for and now focused on rapid roll-out of tangible actions, notably the promotion of good practice and tackling poor behaviour.
- There is active dialogue with the voluntary and community sector about how the council’s approach to commissioning and procurement could be improved, as well as how to engage third sector organisations more in our service redesign and demand management work.

### ***What risks do we face?***

- If the new Leader’s outward-looking focus and open manner is not reinforced through the behaviour of other members and officers, partners may lose faith.
- Challenges to the viability of voluntary and community sector partners is a risk as many of the budget savings proposals rely heavily on working with and benefitting from the expertise of partners.
- Feeling confident and able to challenge some partners constructively when there is a need for them to change how they interact with the council, as well as how they operate within a wider system.

### ***How will we measure progress?***

- Follow up to INLOGOV report.
- Feedback from partners.
- Member, CLT and JNC 360 assessments.

### ***Key actions***

#### **By April 2016**

- Consultation of key stakeholders on Vision 2020 completed to set scene for next stage of city vision work.
- Case studies and videos on good practice produced.
- Cross-party member workshop on good partnership behaviour.

#### **By June 2016**

- Partnership review completed.
- Member and officer development work under way.

#### **By September 2016**

- Voluntary and Community Sector Strategy developed with partners.
- City vision work well advanced.

## **Local leadership**

### ***Where are we now?***

- The council is actively shaping a sustainable new model for facilitating local leadership at the ward level and members have, on the whole, responded very positively to the opportunity to scope out a new role for themselves in relation to the communities they represent.
- Sutton Coldfield Town Council was established on 1 March.
- The Neighbourhood Challenge approaches provided a powerful new role for sub-city local leadership leading to innovative approaches to holding public services to account.

### ***Where do we need to be in six months' time in order to demonstrate sustained improvement?***

- More councillors will feel able to play a refreshed community leadership role, which includes engaging other community leaders in shaping and challenging effective public service delivery and all public spending in their areas.
- A model for devolution which focuses on getting basic services right will be in place.
- More cross-party working at local level will be taking place.
- A community cohesion strategy for the city will have been agreed with partners.

### ***How will we get there?***

- As part of our sub programme, a clear plan has been agreed for local leadership that takes the council to 2022 and will work across neighbourhood, city and city regional levels, identifying key milestones along the way and deliverables for these.
- The council is working on future local resourcing models for neighbourhoods and for communities – introducing in 2016/17 the Local Innovation Fund and a new approach to building up infrastructure and capacity for sustainable delivery from the voluntary and community sector.
- Following consultation with members, partners and communities a revised model for local leadership will be published, building on the developments in the first year and connecting this to more hands on delivery and shaping outcomes for better neighbourhoods across Birmingham.
- A new community cohesion strategy will be developed with partners that will include measures by which the council will measure its progress in promoting cohesion and set out clear markers about values and behaviours that will not be tolerated.

### ***Are we getting there?***

- This has been one of the early successes of our change programme and holds a great deal of promise for the future.
- A two-year work programme to develop new models for devolved working is ultimately envisioned – including new approaches to governance and

engagement at the most local level and new service operating models that can support and be responsive to this local engagement.

### ***What risks do we face?***

- Expectations may be heightened beyond what is practical and with even fewer resources to deliver.
- Local issues (and their electoral salience) could knock the strategic focus off course.

### ***How will we measure progress?***

- Feedback from residents.
- Stakeholder interviews at district level.
- Follow up to INLOGOV report.
- Annual staff survey.

### ***Key actions***

#### **By April 2016**

- Future local resourcing models for neighbourhoods and communities in place, including a Local Innovation Fund for 2016/17.

#### **By June 2016**

- Guidance on community leadership published.

#### **By September 2016**

- Revised model for local leadership building on the developments in the first year.
- Development programme for new parish (neighbourhood/community) councils and "devo deals" with Sutton Coldfield and other local areas.
- Work with members to develop "Sharepoint" arrangements enabling them to store, access and share key information at a sub-city level.
- Community cohesion strategy agreed.

## **Organisational culture**

### ***Where are we now?***

- Culture change is not a stand-alone work programme for us. It has been both an explicit and implicit objective of several of the other strands of our work programme, including political and managerial leadership, partnerships and local leadership.
- Nevertheless, we recognise that we have not yet made the strides in organisational development that we need to (more like the essential first "baby steps").
- Certainly, from both staff and partner feedback, it is clear that there is a widespread perception that change has been slow to manifest. In particular, officers feel that there is a pressing need to simplify bureaucracy, effectively address non-compliance and support staff to take calculated risks.
- It was very encouraging to see the council placed 28<sup>th</sup> on Stonewall's 2016 Index of the Top 100 Most Inclusive Employers, up from 59<sup>th</sup> in 2015.
- The INLOGOV report points to a critical need to address how members and officers interact with each other (as well as partners) and to develop more effective ways of working together.

### ***Where do we need to be in six months' time in order to demonstrate sustained improvement?***

- BCC's values and behaviours will be a conscious touchstone for all members and officers. They are visible and referenced as part of core business; and are experienced across the organisation at all levels, and by our partners.
- There will be then ongoing pursuit of greater clarity about the respective roles of members and officers, as well as appropriate ways for us to interact with each other.
- Positive behaviours will be recognised and negative ones challenged promptly.
- Staff will feel more trusted and better empowered to do their jobs.

### ***How will we get there?***

- In February, the group leaders and Chief Executive launched the first phase of a values and behaviours campaign across members and officers.
- The Chief Executive is acting on the recommendations of wider senior leaders group on the "quick wins" that would allow them to work more effectively, starting with stripping out bureaucracy and making changes to delegations.
- Workshops in May will bring members and officers together in a cross-party setting to tackle the issue of how we can work more effectively and interact more appropriately.
- The organisation will foster a culture of learning and exchange, particularly through staff development. This will be achieved through activities such as encouraging staff to participate more fully in regional and national networks, bringing in speakers from other organisations and sectors in the city to events such as Future Think, senior leadership team and Managers' Voice sessions, etc.
- We have set up an Internal Policy Community and will explore the establishment of other communities of practice to help break down silos.

### ***What risks do we face?***

- Organisational values not being seen as owned and shared across the whole council.
- Staff morale declining further as the next round of workforce savings proposals come into effect.
- Change “fatigue” with Future Council seen as one in long line of initiatives that have come and gone with no discernible impact.
- Conflict in member-officer relations being apparent to partner organisations and leading to mixed messages from the council.

### ***How will we measure progress?***

- Follow up to the INLOGOV report.
- Evaluation of staff MyAppraisals.
- 360 assessments for members and officers.
- Pulse survey (March/April) followed by annual staff survey.

### ***Key actions***

#### By April 2016

- Values and behaviours campaign launched across members and officers.
- Additional leadership and capacity in place through appointment of Director of Human Resources and Assistant Director, Organisational Development.
- Values and behaviours embedded through MyAppraisal.
- Identification with staff of “quick wins” to reduce bureaucracy.

#### By June 2016

- Changes to the constitution to enable and "hard wire" changes to delegations and other measures to strip out bureaucracy and disentangle member-officer roles and responsibilities.
- Delivery of member-officer workshops.

#### By September 2016

- Agreed organisational development programme to embed a more modern way of working.
- Positive stories of staff role modelling desired values and behaviours shared on a regular basis.
- Clear demonstration of the effectiveness of the renewed and refreshed approach to performance management.
- Staff recognition and talent development programmes established.

## **Communications and transparency**

### ***Where are we now?***

- Some good progress has been made towards improving the council's corporate communications function over the past year, including support from the LGA for an independent communications review.
- Progress is already under way to improve internal communications and staff engagement. We have a new internal communications strategy in place and are setting up new internal communications channels to ensure better engagement with staff.
- We have tried new approaches to external and internal engagement and these have been well received e.g. "Big Conversation 3", "Pop Up Council" events and "Community Workshops" to encourage engagement in the budget process.
- CLT has started to improve its visibility in the organisation including regular blogs and social media activity.
- The Leader is personally committed to making all cabinet reports, including some traditionally confidential papers, public.
- There is a shared ambition from the Leader and Chief Executive for the council to be "transparent by default".

### ***Where do we need to be in six months' time in order to demonstrate sustained improvement?***

- There will be an agreed a core narrative flowing from the priorities set out in our business plan and this will drive a new communications and campaigns plan for 2016/17. It will be consistently communicated through internal and external channels.
- The council will have launched the council's new website, with much-improved content and navigation.
- We will have reviewed all of our social media and digital communications channels and a new strategy will be agreed and in place.
- Members and council staff will be able to articulate and promote clearly the council's vision and priorities. Partners will be appropriately aware and signed up.
- CLT will have agreed the direction of travel for all council communications and engagement resources – incorporating the principles of an integrated "hub-and-spoke" communications structure to use our resources most effectively.
- There will be greater control, complementarity and consistency across all communications channels and resources, resulting in increased reach and focus on two-way engagement internally and externally.

### ***How will we get there?***

- CLT agreed the communications review findings and action plan on 29 February: implementation is under way.
- The Strategic Director for Change and Corporate Services will oversee the review the structure of the corporate communications function and consider options for broader communications activities across the council.

- The Chief Executive will have recruited a permanent Assistant Director to lead the communications function.
- Over the spring, CLT will be reviewing its customer insight function with a view to determining how the organisation systematically analyses what citizens want, how they feel about our services and develop a baseline for monitoring performance in the future.

### ***Are we getting there?***

- The LGA's review found that progress has been made since changes to the leadership of the corporate communications team, in particular around improving internal communications and staff engagement. The outward looking narrative and campaigns now need to come together quickly.
- CLT has agreed a plan of development of a new, modern communications function.
- The council is moving toward a more open data approach, including making council data available through the Birmingham Data Factory and the publication of a dashboard that outlines how each ward is doing on some key environmental measures. A new ICT-Digital Strategy will set out how to push this agenda forward so that the council can claim that it is going "transparent by default".
- The new Leader of the council has quickly developed a positive profile in the regional and, to some extent, national media. A greater emphasis will be placed on telling the story of the city and the council's role going forwards, to secure a more balanced and positive media profile in the specialist and national media.
- There is scope to be more active in seeking national platforms with partners on which to promote a balanced "Birmingham" story, e.g. conferences, media, parliamentary activity etc.

### ***What risks do we face?***

- While there will always be a need to respond reactively and effectively to media coverage, the plan is to have more focus on promoting a consistent and balanced narrative about the council and the city.
- We have more to do to extend our reach to residents and businesses in order to engage them more effectively.
- Ongoing support is required from all CLT members, in particular around determining the new model for communications across the whole organisation.

### ***How will we measure our progress?***

- Key measures and a supporting action plan are set out in LGA communications review.
- Evaluation of all communications campaigns.
- Increase in media coverage that reflects the campaigns for the city and the council.
- Website: an increase in user satisfaction.
- Citizen experience data more readily available, analysed and published in real or near-time.
- Focus groups.

- Re-run the LGA resident survey in December 2016 to measure increase in 'trust' and channel shift.

***Key actions***

By April 2016

- The 2016/17 communications and campaign plan will be agreed by CLT.

By June 2016

- A clear narrative about the future council will be agreed.

By September 2016

- A new communications structure will be agreed.
- An audit of all communications resources across the council will be completed.
- The council will have launched the first phase of the new corporate website.