

Agenda item:

**[No.]**

**General Purposes Committee**

**On 23 September 2010**

Report Title: **Support Functions Review (SFR) – Marketing & Communications Functions**

Report of: **Stuart Young, Assistant Chief Executive People and Organisational Development**

Signed :

Contact Officer : Charles Skinner, Head of Communications & Consultation

Wards(s) affected: **All**

Report for: **[Key / Non-Key Decision]**

**1. Purpose of the report**

- 1.1. In February 2010 as part of the Support Functions Review (SFR), Chief Executive's Management Board (CEMB) agreed to review the organisation of the marketing & communications functions within the Council. On 15 July 2010 Cabinet members noted proposals to create a council wide centralised shared service for the marketing and communications functions.
- 1.2. The attached report is based on that agreement and sets out a proposed model for streamlining these functions. Cabinet Members have given a clear indication that a 50% reduction in spend is expected from this review.
- 1.3. This report asks Members of General Purposes Committee to agree the proposed centralised model for the marketing & communications functions and the associated efficiencies, subject to any issues of significance that might arise from the formal consultation currently underway.

**2. State link(s) with Council Plan Priorities and actions and /or other Strategies:**

- 2.1. The SFR of Marketing & Communications contributes to the Council Plan priority of **'Delivering high quality, efficient services'** by ensuring that these functions are provided in the most cost effective way.

**3. Recommendations**

That Members:

3.1 Note that formal consultation on the proposed centralised model for the marketing and communications and the associated efficiencies began on 6<sup>th</sup> September and is due to run until 6<sup>th</sup> October 2010.

3.2 Delegate authority to the Assistant Chief Executive (People & Organisational Development) in consultation with the Chair of General Purposes Committee to sign off amendments and proceed to implementation following formal consultation. This is subject to there being no significant & adverse unresolved comments or substantial deviations from the proposals. In such circumstance a report will be brought back to the next meeting of the Committee.

3.3 Note the timetable for delivery.

#### **4. Reason for recommendation(s)**

4.1. The revised Marketing & communications service will deliver efficiencies by reducing the resource deployed on the function and by providing a single point of control to ensure that any expenditure on marketing maximises its return.

#### **5. Other options considered**

5.1. The SFR considered various organisational models for how marketing might be run and these were assessed against the desired efficiency benefits.

#### **6. Summary**

6.1. In February 2010 as part of the SFR, CEMB agreed to review the organisation of the marketing and performance functions within the Council.

6.2. A series of VfM (Value for Money) reviews into communication demonstrated that cross Council working could be improved; that the planning and evaluation of marketing might be better co-ordinated; that the work of print and design would benefit from a further review.

6.3. The attached paper is based on the VfM review and from the Support Functions Review. It sets out a proposed model and associated efficiencies for streamlining these functions.

#### **7. Chief Financial Officer Comments**

7.1. The Chief Financial Officer has reviewed the proposals in this report with the author.

7.2. The costing of the proposed structure has been checked and should enable the estimated cost saving to be realised on full implementation however, the actual saving cannot be finalised until the formal consultation is completed as there could be minor amendments to both proposed structure and grades as well as to the current positions deemed to be within the ring-fence. It is only at that stage

that a complete reconciliation between current budget provision and required budget provision can be taken.

7.3. At the current stage it hasn't been possible to assess whether any redundancy costs will be incurred and the Council should aim to redeploy any displaced staff in the first instance. Should this not be possible any one-off costs will have to either be met corporately or offset against the first year's savings.

## **8. Head of Legal Services Comments**

8.1. There are no specific legal implications concerning the model to be adopted by the Council for marketing and communications functions. The proposals set out in this report are ones that fall within the remit of the Council's policies concerning organisational restructuring and redeployment in respect of the implications for staff employed by the Council. Consideration should be given in order to confirm the proposals for the appropriate pools for redundancy selection and the selection criteria to be adopted. The proposals are at such a stage that statutory consultation under the provisions of Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 should be undertaken, in addition to appropriate consultation with the employees affected by the proposals. This consultation should be carried out while the proposals are still at a formative stage and where no final decision has been made.

## **9. Head of Procurement Comments**

9.1. Not applicable

## **10. Equalities & Community Cohesion Comments**

10.1. An Equalities Impact Assessment of the Marketing & Communications SFR has been carried out and it found no adverse effects in terms of equalities.

## **11. Consultation**

11.1. Informal consultation has included:

- Three stakeholder workshops held during May and June 2010 to get the views of both senior officers and staff delivering policy and performance functions
- Meetings with Directors and Assistant Directors to get their views
- During the first half of July 2010 meetings with staff working in functions covered by the scope of the review on the proposed model.

11.2. The feedback from the informal consultation has been used to develop the model described in the attached report.

11.3. Formal consultation runs from 6<sup>th</sup> September to 6<sup>th</sup> October 2010. Further meetings with staff and unions will be held during this period.

**12. Service Financial Comments**

13.1. The proposed model for the centralised marketing and communications team shows a 50% reduction in posts and a budget reduction of £376k between the current and proposed structures.

13.2. As a result of ongoing formal consultation the number of posts affected may change.

13.4. It is currently assumed that any resultant redundancy costs will be met centrally.

**13. Use of appendices /Tables and photographs**

Appendix 1: The proposed model for Marketing and Communications

**14. Local Government (Access to Information) Act 1985**

14.1. Not applicable