

**REPORT OF THE SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND
EMPLOYEES****COMMUNICATIONS AND MARKETING STAFFING STRUCTURE****Purpose of the Report**

1. To seek approval of a revised staffing structure for the Communications and Marketing service and consequential staffing reductions and other actions required to implement the changes identified within the report.

Information**Background**

2. The current operating model and structure of the Communications and Marketing service originates from 2010/11 when a centralised Communications and Marketing function was created to improve efficiency; ensure consistency and professionalism of approach across the Council; reduce costs, waste and duplication and deliver savings in relation to communication and marketing activity council-wide.
3. The previous review and integration of services and resources led to the implementation of a business partner model and a number of specialist teams and resources including a media bureau; digital team (including reactive and proactive use of social media); graphics, design and print team; marketing functions. The business partners provide the interface between front line services and the areas of specialism within the integrated communications and marketing team.
4. There have been some minor changes to the integrated structure in response to the need to deliver ongoing savings but no significant changes. The Council's continued financial challenges and creation of the new Chief Executive's department on 22 March 2018 provided the drive and opportunity for a more in-depth review of communication and marketing activity alongside other enabling and support functions. Given the degree of change across the Council it is timely to review these services to ensure that they continue to provide value for money and meet organisational needs for the future.
5. The management structure for an integrated function including Communications, Marketing, Digital, Design, Print and Document Services was approved by the Committee in October 2018. As a result, the structure combined three existing Group Manager posts to create one new Head of Communications and Marketing

role for the whole of the communications, marketing and document services functions. Since then, an external appointment to the post of Head of Communications and Marketing has been made.

Proposals for the new structure

6. In order to determine the remaining structure, an internal review of the Council's Communications and Marketing functions has been carried out. The scope of this review included looking at the current approach, strategy, operating models and structures; consideration of the Council's future needs and priorities; comparison with best practice in this area and benchmarking with other organisations where appropriate.
7. Several workshops were held with employees to undertake a strategic analysis of the current service; consider potential future operating models and approaches and identify options for the structure and ways of working to ensure that organisational priorities continue to be delivered. Feedback and views were also sought from senior leaders across the organisation and fed into the process.
8. Formal consultation was undertaken with staff and the recognised trades unions in order to finalise the proposed structure and job descriptions. Employees from within the team were fully involved in this process and have played an important part in shaping the future structure and roles within it.
9. As a result, a new staffing structure has been developed as set out in Appendix 1. The new structure will help to realise the required savings and ensure the communications and marketing functions and operating model continue to deliver value for money, support the delivery of strategic and service priorities and front-line service delivery and reflect organisational change.
10. The new structure creates integrated Senior Business Partner roles which will provide the interface between frontline services and the Communications and Marketing function. These roles will be responsible for ensuring the effective delivery of communication and marketing activity in their designated service areas across all channels including social media, online and traditional media. They will do this by working through the Communications and Marketing Officers and developing an agreed service offer and prioritised plan and programme of activity to ensure that key priorities can be delivered. This single point of contact for all communication and marketing activity will remove some of the duplication and provide clear lines of accountability and responsibility.
11. The Digital Team will be responsible for the development and maintenance of digital channels and providing advice and guidance on their use. This will include the new MyNotts App being developed as part of the Cross-Council Digital Development Programme. Alongside the Customer Service Centre and colleagues from ICT, this group will be integral to the delivery of the "Enhancing Customer Experience through Digital development Programme". The need for this closer working between these areas on an ongoing basis is indicated on the structure chart. The Senior Business Partner role in the Digital Team will have oversight and the lead for social media.

12. Document Services were outside the scope of this review, as the work of this team was considered by the Commercial Development Unit and targets for income generation set which the service is on track to achieve through the selling of print, hybrid mail and document scanning services to external partner organisations. This aspect of the service also comprises Supported Employment Services which the Council is committed to continue to support and provide employment for disabled people, which equates to 25% of staff within this service group.
13. The whole of the Document Services team will be “lifted and shifted” into the new Communications and Marketing group with the following proposed changes:
 - a. 1 fte, Team Manager – Document Services post will be established to manage the service and staff on a day to day basis. This post will report directly to Head of Communications and Marketing.
 - b. 1 fte, Graphic Assistant post will be deleted, and the Graphic Designer posts will increase from 1.8fte to 2.8 fte.

Implementation

14. The Enabling Process is underway to minimise the period of uncertainty for staff within the function. Any appointments to posts have therefore been made subject to confirmation of the structure by Policy Committee. As there are fewer posts in the new structure volunteers for redundancy were sought at an early stage in order to minimise the need for formal interviews where possible and also to ensure that any redundancy payments were calculated in line with the previous redundancy package. The new Head of Communications and Marketing will take up post with effect from 1st May 2019 and will take over implementation and roll out of the new structure and ways of working from that date.

Other Options Considered

15. An external review of the Communications, Marketing and Document Services functions was initially considered. However, the decision was made to carry out this review internally by using in-house expertise, knowledge and experience. Staff and different stakeholders were involved in shaping the vision, key outcomes, operating model and structure for the service. This has enabled better engagement and ownership by employees and front line services and ensured that the final proposals best meet service and organisational needs and priorities. This approach has also avoided the need to engage independent consultants at significant cost to undertake the work.

Reasons for Recommendation

16. The staffing model proposed will deliver savings whilst continuing to provide an excellent service to enable the delivery of the Council Plan and commitments to improve outcomes for citizens, communities and business.

Statutory and Policy Implications

17. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

18. The structure proposals set out in this report will reduce the number of posts in the communications and marketing function from 24 fte to 17. Members already approved savings total of £56,500 in the overall Communications and Marketing budget for 2018/19 and 2019/20 in Policy Committee dated 24th January 2018. The total amount of savings delivered by the review of communications and marketing function will amount to £306k i.e. 30% of the total staffing budget. The new structure will deliver an in year underspending during 2019/20 with full year savings reflected in the Medium Term Financial Strategy from April 2020. The final savings delivered will depend on the final grading of the posts and outcome of the enabling process, including any salary protection arrangements if applicable. The number and costs of individual voluntary redundancies and timeline for these, including notice periods and the need for handover and transition arrangements, will impact on the underspending in 2019/20.

Human Resources Implications

19. The proposed structure is set out in Appendix 1. Employees and trades union colleagues have been involved in developing the proposed structure and job descriptions and formally consulted in line with the Council's agreed processes. The Human Resources implications have been considered throughout the consultation process in drawing up the new structure and job descriptions. Confirmation of grades within the structure will be confirmed using the agreed job evaluation process.
20. Appointments to the posts in the new structure will progress in line with the Council's agreed policies and procedures; including the Enabling Process. Any displaced employees will be dealt with under the Council's Redundancy and Redeployment Policy. Wherever possible Voluntary Redundancies were agreed before 31st March 2019 on the basis of the previous Redundancy package in line with the terms of the Collective Agreement with the recognised Trades Unions.

RECOMMENDATION

It is recommended that Members:

- 1) Approve the new staffing structure of the Communications and Marketing Function as set out in Appendix 1 and paragraph 13 and actions required to implement the changes identified within the report.

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Constitutional Comments (KK 02/04/19)

21. The proposal in this report is within the remit of the Policy Committee.

Financial Comments (SES 04/04/19)

22. The financial implications showing an additional anticipated £250k of savings is detailed in paragraph 18 of the report.

HR Comments (JP 05/04/2019)

23. The proposal have been subject to formal consultation with staff and the recognised trade unions. The implementation of the recommendations will be undertaken in accordance with the County Councils agreed employment policies and procedures, including enabling, redundancy and redeployment.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All