

Report of Head of communications and marketing**Report to Deputy chief executive****Date: 18 May 2016****Subject: Communications and marketing team restructure**

Are specific electoral wards affected? If relevant, name(s) of ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

1. Summary of main issues

This report sets out the proposed redesign of the communications and marketing team structure.

The report sets out the rationale for the proposed changes, the budgetary and organisational context; the workforce implications and the proposed method of implementation.

1. Recommendations

That following any amendments made through the process of consultation that the deputy chief executive approves the changes to the organisational structure of the communications and marketing team as outlined in this report.

2. Purpose of this report

The purpose of this report is to outline the business case for changes to the organisational structure of the communications and marketing team.

3. Background information

The communications and marketing team delivers a range of professional services for Leeds City Council including public relations; internal communications; marketing; reputation and crisis management; and digital and social communications.

4. Main issues

The council's communications and marketing team was formed in July 2011 following a restructure that brought into a single team all communications and marketing colleagues from across the council, apart from those working in the Housing ALMOs. Implemented against a background of public sector budget reductions, this restructure reduced the number of communications and marketing roles from 66 to 52. Together with non-filling of vacant posts, the restructuring exercise achieved a saving of £557k which equated to a 26% reduction in overall costs terms when compared with the expenditure in place at 1 April 2010.

The other key driver for the restructure was the need to improve the effectiveness of the council's communications and marketing through developing a centre of professional excellence, and delivering a more coherent and co-ordinated approach to activity.

The operating model proposed for the 2011 restructure was predicated on leadership by a single professional head of service, supported by senior communications and marketing officers taking an account manager/business partner role. The rest of the team would work flexibly in a 'pool/hub' arrangement to deliver communications and marketing activity, projects, and campaign work across the whole council. Appointments were made to generic job descriptions with the expectation that colleagues would develop their skills over time across a wider set of communications and marketing disciplines.

The aim was to create a central resource that could operate more flexibly, manage peaks and troughs in workload and ensure that the council's strategic priorities were well supported. Recognising that good resource management would be essential to successful delivery of the model, one of the posts was designated as a strategy and resources manager. The duties for this post included planning and deploying resources to ensure the team could provide an efficient and responsive service.

Although over time, the implementation of the 2011 model has delivered some improvement in the way communications and marketing works within the council, progress has been hindered as long-standing relationships and historic arrangements with services tended to overrule the new way of working. High demand for service meant that the duties of the strategy and resources manager post were not fulfilled as described in the job description and the post was deployed to support directorate priorities instead.

In April 2013, the council regained responsibility for public health. The transfer of public health staff from the NHS did not include any communications and marketing resources but did include a budget for communications and marketing support. Two additional posts were created on the communications and marketing team structure funded by the public health budget.

In April 2013, staff from the three housing arms-length management organisations (ALMOs) returned to the council under TUPE transfer. Two staff with specific

communications and marketing responsibilities, funded through the HRA transferred to the communications and marketing team.

5. Current situation

Despite austerity, Leeds has articulated a positive future, retaining big ambitions to improve outcomes and placing a high value on public service. This is a time of significant change for public service. The demand for communications and marketing support continues to grow as more services seek to improve engagement with residents, promote the take up of services, increase the level of behaviour change, realise savings or achieve higher levels of income.

The current operating model for the service cannot keep up with demand with the result that some service requests that are clearly strategic priorities are not met. In contrast activity that is less important or for which there is little evidence of impact on strategic priorities can often be well funded or over-resourced as decisions on prioritising communications and marketing are taken at a service level.

At the same time, in line with all support services, communications and marketing is expected to make a contribution to overall council savings and was set a budget savings target of £150k within 2015/16 financial year with a further £150k of savings expected during 2016/17.

Through continued engagement with staff, the service successfully achieved the savings target for 2015/16 without the need for redundancy through the use of ELI and by not replacing posts when vacancies arise. This means there are now 11 fewer posts in the team compared with the number in post in September 2014. This includes the removal of a JNC post, in keeping with the organisational design principles which advocate flatter structures and the 2014 collective agreement with unions. The proposals presented with this report will secure the further savings of £150k that the service is expected to achieve during 2016/17.

6. New operating model

The new model for communications and marketing is adapted from the Government's communications framework. It is based on a strategic communications planning cycle and also informs the team's professional competencies: insight; ideas, implementation; and impact.

The team are being supported to achieve a high level of professional competence through training and structured development opportunities.

The team is now a member of the Public Relations Consultants Association which requires the service to be audited against and achieve the Communications Management Standard for in-house teams. The benefits of membership include access to free training and industry benchmarking.

Leadership of the model will continue to be through the principle of single professional line management across the whole organisation. This includes strengthening professional relationships with colleagues performing communications and marketing functions outside

of the central team to ensure consistency and quality of approach in the design and delivery of communications and marketing.

The new model is separated into **business partnership**/account direction and **delivery**. This requires the creation of new business partner/account director roles at a senior level within the team. These posts will hold responsibility for client servicing; leadership & management; team development; capacity building; strategy & resource planning; co-ordination; and partnership.

Another feature of the new model is a new business manager/account planning role. This post holder will work alongside senior managers to develop and deliver resource plans for projects and campaigns; ensure projects are progressed efficiently and accurately and that objectives, budgets and timescales are met; and standardise systems and processes to support planning, monitoring and evaluation and reporting.

Delivery includes content creation; campaign planning; media relations; copy writing; design; digital; production; maintenance; metrics; engagement; client feedback; and value for money. Within this part of the team, colleagues will work on a range of projects across different directorates increasing and broadening their knowledge and level of skill.

The model provides more consistency of approach as well as increased levels of flexibility. It will achieve higher quality outputs and importantly there will be a greater focus on measurable outcomes. To make this model work and in turn to deliver effective communications and marketing activity across the council's identified priorities requires both the service and directorates to come to a new understanding of how to work together. For example, there will be more elements of self-service across the organisation within an agreed framework supported by appropriate tools and capacity building from the team; some directorate/service relationships will be uncoupled while others will be maintained where there is a demonstrable business need; some of the things we currently do will stop or be replaced by more relevant activity; and more of the council's communications and marketing activity will be integrated, planned and proactive rather than reactive.

It is an important principle that resources should not be reduced in the central team only to be recreated elsewhere in the organisation. There is an acknowledgement however that some services, particularly those with new or increased income targets require specialist support. Each case will need to be examined on its own merits but there will be times when this support cannot be resourced from within the central communications and marketing team without adversely impacting on the resource available to deliver other council priorities. One example of this is the council's Bodyline leisure facilities. The council's sports service has entered into a new contract with an external partner to maximise the income that can be achieved through better commercial marketing of the Bodyline offer. The contract requires the council to guarantee a minimum level of in-house resource (two officers) dedicated to marketing the service. The head of sport and the head of communications and marketing have agreed the following to achieve the minimum level of resource: the transfer of a communications and marketing manager post to the sport organisational structure; and the continued alignment of a graduate trainee post from within the central team to commercial sport marketing work. The graduate post will remain on the structure of the central team. Other sport and leisure marketing and communications work, for example behavioural and lifestyle change campaigns, will be commissioned from the central team on the same basis as for other services through the development of an annual plan of activity. This arrangement will be reviewed annually to

make sure it is meeting the needs of the service and delivering the intended benefits in terms of increased income.

In April 2015, the council took on responsibility for Visit Leeds and the work of promoting the Leeds visitor economy. Following the cessation of alternative outsourced PR and marketing arrangements, the associate director of visitor economy and the head of communications and marketing have agreed the creation of an additional post at the business partner level on the communications and marketing team structure to support the delivery of this activity in-house. This post will be funded from the visitor economy budget.

An agreement has also been reached with Housing Leeds to create a post at the business partner level to focus on developing and delivering communications and marketing for housing related services. This post will be funded by the Housing Leeds budget.

The head of communications and marketing took on line management responsibility for the international relations manager at the beginning of the last appraisal cycle. The international relations manager role was previously part of a larger international relations team which was disbanded as other staff left to pursue other roles or jobs outside the authority. Over the last year, the volume and nature of international relations work has increased, reflecting the ambition of the council to contribute to a strong economy and of the city to bid for European Capital of Culture. It should be acknowledged that the function of international relations is specialist, requiring appropriate expertise, knowledge and understanding as well as language skills. As the job description for this post is currently generic, a legacy from a previous restructure, a new job description will be written to more accurately reflect the current duties, responsibilities and skill sets required. The new job description will be subject to job evaluation.

Workforce implications

Taking into account the issues described above, the restructure proposals are as follows:

Delete seven communications manager posts at grade PO4.

Create seven new communications and marketing business partner posts at grade PO6 funded from within the communications and marketing team budget. The business partner job description, which is attached at appendix (1), has been formally evaluated by council's job evaluation team.

Create two additional communications and marketing business partner posts at grade PO6 funded from the Visitor Economy and Housing Leeds budgets respectively.

Transfer one communications manager post to the sport service to support commercial sports marketing.

Create a new communications and marketing account planner post at grade PO2.

Assimilate all other posts into the structure in line with the flexibility protocol. This will include employees on temporary contracts whose length of service with the council is over two years (two affected).

Create new job description for international relations manager post.

In line with the council's policy for managing staffing reductions, all new posts will be offered to the talent pool to give priority to anyone at risk of redundancy.

7. Corporate considerations

Consultation and engagement

The head of communications and marketing began engaging members of the team in developing a new model for the service in January 2015. Since that time, there has been ongoing dialogue about the budget pressures, implications for the workforce and the potential for staffing reductions.

Trades unions have also been engaged about the proposals and a copy of the draft report was shared with them together with the new job description for the PO6 business partner posts. Although they initially raised genuine concerns about increase in the number of senior posts within the team, following detailed discussions, they were satisfied with the proposals.

8. Equality and diversity / cohesion and integration

An equality, diversity, cohesion and integration impact screening has been undertaken in relation to the proposed structure and a copy is attached at appendix (2). There are no adverse impacts to specific groups of staff as a result of this restructure and the assimilation process proposed.

9. Council policies and best council plan

This proposal will be implemented in accordance with the council's established policies and procedures including the Managing Staffing Reductions Policy and the Flexibility Protocol and will reflect the outcomes from job evaluation. The proposed structure has been designed to maximise the ability of the communications and marketing team and the wider organisation to support the Best Council Plan, deliver council priorities, and make best use of council resources.

10. Resources and value for money

The current and proposed team structures are outlined at appendix (3) and (4).

The current structure represents an overall saving of £300k in comparison with the structure in place in January 2015.

11. Legal Implications, access to information and call in

The Deputy Chief Executive holds delegated authority to take this decision.

It is believed that there are no legal implications or access to information issues in relation to this report.

12. Risk management

Failure to restructure the service and change the operating model will result in an ongoing shortage of capacity to deliver the existing and desired programme of activity. This will put achievement of the council's Best Council Plan outcomes at risk.

13. Conclusions

The proposed structure and operating model has been drawn up to help the service meet demand and continue to improve the quality of council communications and marketing activity.

14. Recommendations

The deputy chief executive approves the changes to the organisational structure of the communications and marketing team as outlined in this report.

Background documents

Appendix 1 – Job description

Appendix 2 - Equality impact screening

Appendix 3 Communications and marketing team structure – old

Appendix 4 Communications and marketing team structure - proposed