
Head of Communications and Marketing

Report of the Corporate Director of Resources

1. SUMMARY

- 1.1 This report seeks approval for establishing the new post of Head of Communications and Marketing.

2. RECOMMENDATIONS

- 2.1 That the post of Head of Communications and Marketing be approved, reporting to the Corporate Director of Resources subject to funding being approved through the budget process (on the basis of funding for the first year, the cost thereafter being found from the existing financial envelope of the new unified service).
- 2.2 That the approach to the grade be approved (paragraph 3.6).

3. REPORT

- 3.1 The Business Improvement Programme's (BIP) review of Communications & Marketing recognised that the fragmented nature of the function made it difficult for the Council to present consistent, One-Council messages which reflect corporate priorities. With so much change, effective communications with the public and with staff is vital. These changes have put a strain on our existing communications arrangements. The recent Peer Review by the IdeA emphasised the need to invest in and strengthen the strategic resource available for communication and marketing strategy development, planning, implementation and management in order to ensure the Council communicates effectively both internally and externally. This will help to increase staff and public satisfaction with the Council, and will assist in the Comprehensive Performance Assessment.
- 3.2 The review so far recognised the need to consolidate all communications and marketing under a new Council-wide service, in order to ensure a consistent, strategic approach, provided it is sufficiently responsible to different departmental needs. The scope of the new service will therefore be much broader and strategic than the current arrangements and will be responsible for leading all Council communications and marketing activity – media relations, marketing campaigns, events and sponsorship; publishing; design and internal communications.

- 3.3 The review recommended the creation of a new post of Head of Communications and Marketing that would provide strategic leadership across the organisation on all communication and marketing delivery including:
- Corporate communications strategy.
 - Forward planning/service planning on communications needs for each directorate.
 - High-level advice to Members and Directors' Board.
 - Strategic planning with our partners
 - Overall management and performance management of communications and marketing teams.
- 3.4 This new strategic post will report directly to the Corporate Director of Resources and ensure that Members and the Directors' Board have the appropriate level of seniority to support the delivery of corporate objectives and priorities and the transformation agenda in reports to a Chief Officer, it is a Member appointment.
- 3.5 The new post is being assessed through the new job evaluation scheme and is estimated to be graded at band 9 (£46,377 to £57,511). The market for people to fulfil this role is highly competitive. This salary may be sufficient to attract suitable candidates, although it is the lower end of the market, compared with similar sized authorities both regionally and nationally (excluding London), which on average pay between £58,887 and £64,648. Many authorities are now appointing at Service Director level and this is why the market pay is as high as it is.
- 3.6 The salary options would be to:
- (1) Test the market at band 9 (if confirmed). There is a reasonable prospect of securing appropriate candidates. Otherwise, another option could then be considered;
 - (2) Consider a market supplement on top of band 9. There is a formal process for assessing the market case, including trades union scrutiny before decision;
 - (3) Designate the post a Service Director (£60,909 to £70,269). The upper end of this range is slightly above the market and the range of responsibilities would be out of step with the broader range of existing Service Directors.

4. FINANCIAL IMPLICATIONS

- 4.1 It is proposed to create a senior post of Head of Communications and Marketing. The cost of this post would be dependent on the salary option chosen, but would fall between £67,527 (mid-point of band 9, inclusive of oncost @ 30%) and £85,265 (mid point of Service Director scale, inclusive of 30% oncost). An appointment at a payscale other than the mid point of the grade, or with other market supplements would obviously alter the costing. This appointment would precede the restructuring of the communications function across the authority.

- 4.2 No funding for this post has been identified. It is assumed that the position would be taken up from about April 1st, and that any cost incurred in the current financial year would, be modest and met from the Business Improvement Programme budget.
- 4.3 The recurrent cost could likewise not be absorbed within that Department's existing budgets, so alternative funding arrangements would have to be agreed through the budget process, either by a growth proposal or from within the existing financial envelope of the unified service.

Andy Morley

Chief Accountant & Head of Finance (Resources Dept)

5. LEGAL IMPLICATIONS

- 5.1 It is within Cabinet's remit to keep the Council's organisational structure under review and can establish the proposed post of Head of Communications and Marketing as proposed in this report.
- 5.2 The post must be assessed through the Council's new job evaluation scheme.
- 5.3 Otherwise changes to terms and conditions is a matter for the Employees Committee.

Peter Nicholls

Head of Legal Services (Resources Dept)

6. OTHER IMPLICATIONS

7.

Other Implications	Yes/No	Paragraph references within report
Equal Opportunities	No	Not applicable
Policy	No	Not applicable
Sustainable and Environmental	No	Not applicable
Crime and Disorder	No	Not applicable
Human Rights Act	No	Not applicable
Elderly People / People on Low Income	No	Not applicable

8. DETAILS OF CONSULTATION

Service Director (Business Improvement & Equalities) – Resources Department

8. AUTHOR OF REPORT

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 4 October 2007

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A

