

Leicester  
City Council

**WARDS AFFECTED:**

**CABINET**

**24<sup>TH</sup> MARCH 2003**

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**BEST VALUE REVIEW OF COMMUNICATIONS AND PROMOTIONS**

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**Report of the Service Director (Cultural Services)**

**1 Purpose of Report**

- 1.1 To present the final report on the Communications and Promotions Best Value Review and the Continuous Improvement Action Plan
- 1.2 To advise members that incremental change is not sustainable and that step change is required to improve communications and promotions and is in the best interests of a modern local authority seeking to improve its performance and profile, both locally and nationally.

**2 Summary**

- 2.1 The Best Value review of Communications and Promotions is a Year 1 Review. An initial report and outline proposals for improvement were approved by Directors' Board, Cabinet and the Highways and Transport Scrutiny Committee in November 2000. One of the agreed recommendations was a further period for strategy development to enable:

- more detailed consideration of specific issues
- more detailed consultation
- more detailed analysis of the links with other reviews, particularly Revitalising Neighbourhoods
- the preparation of a Continuous Improvement Action Plan

This report completes the further work on strategy development and provides the Continuous Improvement Action Plan for approval.

- 2.2 The review has identified a number of key strategic themes which need to be considered as part of this review, as follows (further details in supporting information)

Marketing the City Council and its Services  
Reputation Management  
Marketing the City  
Employee and Member Communications

- 2.3 Consideration of these four strategic themes has identified a number of key questions and issues which need to be both understood and addressed as part of the ongoing improvement of these services.
- 2.4 The key questions to be considered are firstly what level of resources should be allocated to support the step change required and how should this be funded – secondly where should strategic and operational responsibility for oversight of Marketing and Communications be located.
- 2.5 The review clearly identifies that the current standard of performance on marketing and communications is unsatisfactory and that there is a need for improvement.
- 2.6 In addition there is a need to:
- a Develop a clear understanding between Cabinet, Scrutiny and Corporate Directors with regard to leading on both proactive and reactive communication and that this understanding is consistently applied
  - b Ensure an appropriate balance between clear strategic leadership (including a more proactive approach to communication and marketing at a corporate level) and greater ownership of the importance of communication at all levels in the organisation
  - c Acknowledge that investment is required to deliver the step change required and that the level of change achieved will be dependent on the level of investment. Although the City Council spends considerably less on marketing and communication than private sector organisations and there is a clear relationship between quality information and customer satisfaction, the case for increased investment needs to recognise the severity of budget pressures on front line services at the present time.
- 2.7 Taking into account all of the above issues, 3 options are presented for Members' consideration:

Option 1 – No change to present arrangements

Option 2 – Part implementation of proposals within existing resources

Option 3 – Full implementation of the proposals contained in the review

These Options are set out in more detail below.

### **3 Options**

3.1 Option 1 - No change to present arrangements

3.2 Option 2 - Part implementation of proposals within existing resources

The key features of this option are:

- a Corporate Director of Cultural Services and Neighbourhood Renewal to provide strategic leadership for Communication and Marketing on Corporate Directors' Board

- b Re-prioritise the work of the Communications Manager, within the existing job description, from reactive to strategic work for a period of 9 months (initially) and to backfill the reactive work by means of a secondment, within existing resources. The responsibilities of the Communications Manager will place emphasis on:
  - i. leading and co-ordinating the Council's improved performance on Marketing and Communications including the setting and monitoring of high standards and protocols and contributing to the culture change programme
  - ii. strategically planning a proactive Council Information and Communication Programme
  - iii. facilitating improvements to devolved communication and marketing activities through the proposed Communications and Marketing forum.
- c The establishment of a cross service communications and marketing forum to co-ordinate activity across the Council. The forum would be led by the Head of Communications, have the full backing of Corporate Directors' Board and Cabinet and would be responsible for implementing this review together with any additional external support required within existing resources allocated to Communication and Marketing activities and for examining and reviewing all communications and promotions budgets.
- d Each Corporate Director to review and define the accountability and responsibility for Communications and Marketing in their own Department including the establishment of a Departmental Lead Officer.
- e Consistent application and development of the City Council's existing brand image
- f The additional cost of the secondment to be determined by Corporate Directors' Board from existing expenditure on Communications, Promotion and Marketing.
- g Agreement to part implementation of the Continuous Improvement Action Plan attached to this report.

### 3.3 Option 3 - Full implementation of the proposals contained in the review

The key features of this option are:

- a Corporate Director of Cultural Services and Neighbourhood Renewal to provide strategic leadership for Communications and Marketing on Corporate Directors' Board
- b The appointment of a Strategic Head of Communication and Marketing based within the Chief Executive's Office. Responsibilities as per 3.2b above.
- c The establishment of a cross service Communications and Marketing forum to co-ordinate activity across the Council.

- d Each Corporate Director to review and define the accountability and responsibility for Communications and Marketing in their own Department including the establishment of a Departmental Lead Officer.
- e The development of a positive and clearly focused brand image to reflect the City Council's new strategic direction.
- f The additional cost of the Strategic Head of Marketing and Communications and the development of a new brand image to be met from existing expenditure on Communication, Promotion and Marketing. Options to be identified as part of the implementation process and following consultation with Members.
- g Agreement to the Continuous Improvement Action Plan attached to this report.

3.4 Cabinet is recommended to identify the most appropriate option.

## **4 Financial & Legal Implications**

### **4.1 Financial**

Incorporated within supplementary information paper.

### **4.2 Legal**

There are no specific legal implications contained within this report.

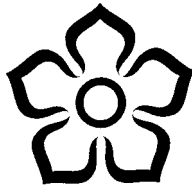
## **5 Report Author**

Lead Director – Richard Watson ext 7301

Lead Officer – Lorna Brabin-Smith ext 6976

## **DECISION STATUS**

<b>Key Decision</b>	<b>Yes</b>
<b>Reason</b>	<b>Potential effect on budget and policy framework</b>
<b>Appeared in Forward Plan</b>	<b>Yes</b>
<b>Executive or Council Decision</b>	<b>Cabinet / Council</b>



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24<sup>TH</sup> MARCH 2003

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## BEST VALUE REVIEW OF COMMUNICATIONS AND PROMOTIONS

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### Report of the Service Director (Cultural Services)

## SUPPORTING INFORMATION

### 1 INTRODUCTION

1.1 The Best Value review of Communications and Promotions is a Year 1 Review. An initial report and outline proposals for improvement were approved by Directors' Board, Cabinet and the Highways and Transport Scrutiny Committee in November 2000. One of the agreed recommendations was a further period for strategy development to enable:

- more detailed consideration of specific issues
- more detailed consultation
- more detailed analysis of the links with other reviews particularly Revitalising Neighbourhoods
- the preparation of a Continuous Improvement Action Plan

1.2 The review has identified the need for improvement in the following:

- a strong and consistent brand for the City Council which reflects its strategic direction and key priorities
- active and integrated management of the Council's reputation (in particular through media and public relations, service marketing and external communications)
- customer satisfaction with the City Council, in particular by providing effective external communications that meet the needs of residents
- standard of the content and look of all City Council publications
- marketing of council services, so that services are adapted in response to customers needs and are differentiated and promoted more effectively, in particular to hard to reach and/or disadvantaged groups
- a more co-ordinated, comprehensive and focussed approach to marketing of the City of Leicester, both to visitors and residents and to encourage a greater sense of civic pride
- better use of a wider range of internal communications to equip staff to do their work better, improve morale, bring about cultural change, engender a greater sense of pride in the authority and thus enhance the council's reputation

- good practice, in particular a greater use of marketing and communications planning, including service targeting and design, researching, understanding and differentiating our customers and, make better use of resources, set standards and work more collaboratively between departments and across the authority.

1.3 This has been a wide-ranging, cross-cutting review involving services and staff from all departments. It has covered a variety of functions - marketing, promotions, internal and external communications, internal and external consultation, plus design, print, photography, advertising and distribution. The process of the review has been complicated by some confusion and lack of agreement among staff on the different roles of marketing and communications, and whether each is seen as a discipline in its own right, or as a sub-discipline of the other. Promotions can be seen as one of several communications tools or as just one of seven elements of the service marketing mix. (These elements are the service (or product), price, promotion, distribution, people, processes and paperwork, and physical evidence, and are adjusted in order to maximise satisfying the needs and requirements of both the customer and the organisation.

1.4 The review has encompassed this range of functions whether provided or used by outside agencies, in-house specialists or dedicated teams, or by non-specialist managers and other staff on a 'DIY' basis. In particular the review has involved six different strategic corporate and departmental units:

- the corporate Communications Unit
- Creativity Works
- the Housing Marketing and Information Unit
- the Social Care and Health Committee and Public Information team
- the Cultural Services and Neighbourhood Renewal Marketing Team
- the Lord Mayor's Office, in Resources, Access and Diversity.

The scoping of the review also included Leicester Promotions Ltd (an arms-length company set up by the City Council to handle marketing the City on its behalf).

The marketing element of the review has encompassed marketing council services, marketing the City Council itself and marketing the City of Leicester, to residents as well as visitors.

## 1.5 The review process

1.5.1 The work carried out for Stage One of the review included, in addition to completing the Council's Best Value procedures and documentation:

- interviews and focus groups by the independent consultants with marketing, communications and consultation staff, internal customers and local business leaders
- council-wide staff survey on internal communications
- audit of City Council publications
- audit of marketing and communications work carried out by officers on a DIY basis or through external agencies
- half day EFQM exercise
- joint benchmarking exercise with Oldham and Wolverhampton Councils.

1.5.2 The original report set out four major emerging themes, which were used to group the elements of the Phase 1 draft proposed improvement programme

- Strategy and leadership
- Marketing and promotions
- Communications and consultation
- Performance and processes

1.5.3 This second stage began in May 2001, with the majority of the work being completed by October that year. The work included:

- investigations by cross-department working groups on key topics
- a series of consultation events open to all interested staff on key topics
- a further series of in-depth interviews with internal customers by the independent consultant
- desk research, in particular into publications and standards
- production of a draft publications standard for the authority

1.5.4 A 'light touch' inspection of the review was carried out by Mary Perry, Acting Lead Inspector for the Central Region of the Best Value Inspection Service in September 2001, ie. before the review was completed. The inspection notes with approval that the review had:

- employed an independent consultant
- consulted widely
- had worked on making comparisons (especially given the lack of any national PIs) and were planning to form a benchmarking club
- provided more effective challenge through staff focus groups, surveys and the input of the consultant
- undertaken a thorough and useful appraisal of the internal weaknesses
- identified key building blocks for providing better services in the future.

1.5.5 The inspector was less happy that:

- there was a general lack of management and local performance information relating the services covered by the review
- at that stage the review had not yet considered competition nor appraised options for alternative service delivery
- at that stage the review was not complete and there was no final action plan
- staff interviewed had expressed strong doubts about the 'lack of discipline across the organisation' that could result in standards and guidance not being adhered to.

1.5.6 Given the length of time taken by this review, many of the issues and situations that were investigated in the early stages have changed or are in the process of changing as a result of other developments and initiatives, especially the Revitalising Neighbourhoods project. The process of the review has also acted as a catalyst in several areas, triggering some of the improvements indicated at the end of stage one. The outcomes have generally been more or less in line with the recommendations of this second stage, although some further refinement or adjustment may be necessary in the light of the final decisions by Directors' Board and Cabinet.

- 1.5.7 Although the bulk of the second stage work was finished more or less on time, bringing together the final proposals has proved both time-consuming and contentious, and the core review team has found it impossible to reach consensus over several major issues. The Lead Director, Mick Gallagher, left the authority at the end of January and a new director, Richard Watson, was appointed. Two further meetings of the core review team, including the independent consultant, were held, in order to identify the main areas of difference, the possible options and any further work that was needed. This report is the result and sets out the proposed strategic framework and the key issues requiring resolution.
- 1.5.8 The independent consultant, Neville Holmes, would have been asked to produce a brief overview report on the whole process of this review, in addition to the contribution he made to the various elements of it. However, Mr Holmes died in April 2002, before this could be done.

## 1.6 Links with other reviews and strategies

- 1.6.1 By the nature of the topics covered, this review has connections with most of the work of the City Council. We have therefore concentrated on the key links:

Customer Care Best Value Review: standards and guidance for external publications will be linked with those for letters and other communications, the creation of a corporate 'sign-posting' plan will involve the Customer Care team and Customer Service Centre(s), and there will need to be close liaison over improvements to the external appearance of Council buildings and public reception areas in particular, and links with Corporate Identity and reputation management;

Advice Best Value Review: the creation of the corporate sign-posting plan will also need to involve advice teams;

Interpretation and Translation Service Review: discussions have been held with the Community Languages Team and copies of the independent consultants report on Marketing Support Services and the Internal Customers Specification have been passed to the lead officer for this review, and there is also a link between these services and the proposed council-wide Publications Standard;

Managing Procurement: the new recommendations for procuring services will be built into the proposed good practice guidance for staff specifying and procuring design, photography, printing etc;

E-government and ICT: there are two main links to consider in this connection – the opportunities presented by the use of e-mails, the internet and intranet for marketing and internal and external communications and consultation, and the synergies between ICT and more traditional printing and photocopying technology;

Equality strategies: We need to be designing our services based on understanding of all communities' needs and wishes, and targeting services appropriately. There are crucial links with the City Council's approach to marketing, communications and consultation with disabled people and those



using other community languages, in particular in providing good practice guidance and the proposed new Publications Standard;

Cultural Strategy: Marketing has a role to play in meeting all the Cultural Strategy objectives, particularly;

- Objective 1 - (the key objective of responding to diversity) "to celebrate, promote and build on the fact that the City's culture is defined by the diversity of its people's cultures, and to increase respect and understanding for the integrity of each of those cultural traditions"
- Objective 2 – to contribute to individual wellbeing by increasing access to, and participation in, cultural activity
- Objective 4 – to create a city centre which exemplifies the richness of the City's cultural diversity and which is accessible and welcoming to all.

Visitor Development Strategy: similarly this strategy links with this review through the need to identify clear 'branding' or 'brand values' for the City, to focus on the most appropriate key market groups, to use marketing to adapt 'the product' to make it more attractive to visitors, and to find and use the most effective ways of promoting the City. There is also an overarching need (see Marketing the City) to identify the most appropriate mechanisms and structures to provide a unified lead and common approach to visitor development across all sectors.

1.6.2 In addition, the Revitalising Neighbourhoods initiative has emerged since the work began on this review. Many of the details are not yet in place, but there are some likely implications for this review and the contribution it can make. Some of these are set out below:

- a) internal communications: reliable and timely internal communications are vital in a period of rapid change, and can in themselves both demonstrate and facilitate cultural change;
- b) external communications: similarly, the principles and practicalities of the initiative will need to be communicated to stakeholders, partner organisations and Leicester's citizens in general, and the improvements being proposed should help this process; in addition, in due course the question of localised communications, such as neighbourhood or local forum newsletters will need to be addressed and especially the possibility of optimising effectiveness and economy by working with the range of stakeholder agencies involved in a neighbourhood to produce joint publications, as well as exploring the role of Link in providing a single, unifying element across the whole City;
- c) marketing: the fundamental thinking behind marketing, as well as its practical application should help the authority establish a more outward-looking, customer-oriented, responsive and locally tailored range of services and set up local customer service centres;
- d) corporate identity and service branding: the need to establish a strong corporate brand as well as service branding becomes more urgent in the light of the Revitalising Neighbourhoods initiative, not least our increased involvement with partner agencies, but in addition, the authority will need to explore the issue of how far individual neighbourhood identities, perhaps focused on the local customer service centre, could and should be developed.

1.6.3 Similarly there are a multitude of connections that can be made with the City Council's other strategies, policies and plans. However, the key issue is the need to actively use internal marketing and communications to:

- 'sell' new strategies to staff so that they grasp the inspiration and motivation that drives the thinking
- 'tell' staff the facts, in particular how top level developments affect their own areas of work
- sustain that effort beyond the immediate enthusiasm of the launch.

## **2. FUNDAMENTAL CHALLENGE**

2.1 The need for marketing in particular and for an over-arching marketing strategy for the authority, incorporating external communications, was challenged and addressed in the first stage report of this review (more details can be found in Appendix D1 of that report). The rationale included the increasing need in local government for:

- clear strategic thinking and objective setting
- a strong lead internally and clear, consistent (and persistent) messages from local authorities to their residents and other stakeholders
- an awareness and understanding of different groups of customers, audiences and stakeholders
- a willingness and ability to differentiate services for different groups and to adapt services more rapidly in response to changing local and national circumstances
- a willingness and ability to engage with the community, to consult with customers and other stakeholders and to work with partners
- greater customer focus in service design and delivery
- a broader and more professional approach to marketing rather than relying solely on communications and promotions activities.

2.2 In addition to that initial challenge, some further work has been carried out during the second stage, by questioning under the different topic headings what each service was trying to achieve before looking at the ways this could best be done. This approach proved particularly useful in the area of internal communications.

2.3 A considerable amount of consultation has been carried out for stage two, including cross-department working groups, an extensive range of one to one interviews with internal customers and other staff by the independent consultant and a series of open consultation events on the key topics, to which all staff with an interest in the topics were invited. A major council-wide two-phase staff survey has been carried out on internal communications. Specialist officers within the City Council, internal and external groups have also been consulted on particular issues, especially the proposed new Publications Standard.

2.4 There are no national performance indicators for the areas of work covered by the review. During stage two further information on the arrangements made by the other authorities in Leicester's comparator group has been gathered, in addition to the survey work carried out in stage one. Other authorities have a wide variety of arrangements for handling their marketing, communications and consultation work, through various mixes of internal specialists, external

agencies and DIY The information gathered has been of limited use, partly because other authorities had little data or good practice to share and partly because many were involved in their own reviews or mid-way through change. One of the recommendations of the review is that Leicester takes the lead in setting up a regional benchmarking club, initially to share good practice, but also in due course to develop standards so that performance can be compared between authorities. It has proved similarly difficult to gather information on competition, not least because of the lack of precise data from our own service providers. However, where relevant, comparison and competition information has been included in this report under the appropriate headings, and it has been incorporated into the action plan proposals.

## 2.5 Over-arching marketing strategy

2.5.1 A simple over-arching 'marketing strategy' was drawn up as a result of Phase 1 of the Review, incorporating communications, marketing and promotions. This involves the definition of a number of broad strategic objectives and the application of eight 'strategic principles' to guide all areas of work encompassed by the review and an infrastructure able to bring about continuous improvement in the future.

2.5.2 Communications, marketing and promotions are highly interconnected areas of work, both in terms of the activities involved and in their outcomes. There is also considerable overlap with best value, particularly since its main focus is the improvement of services. The broad strategic objectives proposed under the marketing strategy are set out in paragraph 2.5.4. These objectives are also inextricably inter-connected and inter-dependent. All of the City Council's marketing and communications activities contribute to these linked objectives, which can be described as conveying three simple messages to Leicester's citizens, that;

- "Leicester is a great place to live"
- "the City Council provides great services"
- "the City Council does a great job in providing services and leading the City"

2.5.3 Of course, in order to convince citizens of the truth of these messages, they not only have to be communicated clearly and consistently, but the reality of the City, the services and the Council needs to match the message. At the same time, communications is as much about 'selling', in terms of winning people over and convincing them of an idea or a fact, as simply 'telling' it to them. These three messages can be seen as leading to a single overall aim of 'customer satisfaction'. However, it is also worth noting that according to recent LGA guidance, providing useful information is more effective than 'trumpet blowing' in generating high levels of satisfaction with their council among residents.

2.5.4 The strategic objectives are set out more formally as being:

- a) to improve customer satisfaction with the City Council and its services by:
- marketing the City Council's services so that they are defined, planned and delivered to meet the needs and requirements of our diverse customers and so that customers know about, have access to and take up the services they need;

- communication news and information about the City Council, its provision of services and its strategic leadership of the City;
  - raising the commitment of employees to deliver Council policy and customer satisfaction;
- b) to increase the confidence of City residents in the City Council so they engage more fully in the democratic process by:
- actively marketing the City Council
  - actively managing the City Council's reputation
- c) to define an image/brand for Leicester and market the City to its citizens and to visitors.

2.5.3 The eight strategic principles have different applications depending on the area of work concerned, but the fundamental idea is that all marketing, communications (and consultation) work should be handled in a way that is:

- planned
- proactive
- consistent
- co-ordinated
- integrated
- professional
- properly resourced
- and responsive.

2.5.4 The aim is to strengthen and support all the marketing, communications and consultation work of the authority, whether carried out by corporate or departmental dedicated teams, by individual specialists or other officers. This will be done by:

- equipping staff with the resources they need in order to do their work effectively and efficiently
- establishing council-wide good practice guidance and providing ready access to information,
- setting and sustaining consistently high standards of performance
- making optimum use of financial and other resources
- sharing knowledge skills and experience and working collaboratively between departments and with other organisations

### **3. A STRATEGIC APPROACH TO COMMUNICATIONS AND PROMOTIONS**

3.1 Although progress on completing the second phase of the review has taken longer than anticipated, the time taken has been used positively to review the work undertaken in Phase 1, gather further and more up to date information, and hear the views (often conflicting) of relevant staff, customers and stakeholders.

3.2 The detailed work on Phase 2 identified a number of key recommendations, proposals and options for achieving step change within Communications and Promotions. These were considered by Corporate Directors' Board on 20 August 2002 and it was agreed to set these in the context of a more strategic framework to provide greater clarity and to be able to identify appropriate corporate leadership.

3.3 The key strategic themes for improvement in respect of marketing, communications and promotions are as follows. (See diagram on page 14.)

a) Marketing the City Council and its services

This includes Corporate Identity and Branding, External Communications and Information, Service Promotion, the Internet, Link, and Public Consultation and Research. Elected members have a key role in this, both as representatives of the council in the wider as well as local arena as vital contacts with individuals and groups, and of course as the decision makers who affect service design and delivery.

There are also significant links with E-government, Revitalising Neighbourhoods, Customer Service, CRM (Customer Relationship Management) and Customer Care, Interpretation and Translation, Call Centres and Help Lines, Press and Media.

b) Managing the City Council's Reputation

This particularly involves a strong proactive corporate lead on promoting the Council through Press and Media Relations, and Public Relations. It also includes Political Conventions and member advice on public affairs issues. Although media coverage is the most obvious and immediate way in which reputation is expressed, reputation management is the responsibility of all staff and elected members – everyone can and should contribute to a positive view of the Council. Reputation is also strongly affected by the quality of services and their delivery, the public perception of our facilities, as well as the services provided from them, and the level of customer friendliness and care we provide.

There are also significant links with Service Departments and the media and public relations work handled there, which needs to be in line with the overall marketing strategy and messages.

c) Marketing the City of Leicester

This includes tourism, visitor development, Leicester Promotions, the Cultural Strategy and Civic Pride. Again, elected members have a vital role to play in this area, both as representatives and champions of the City, and as the decision makers who affect its future. There are also significant links with other service strategies, Inward Investment, regional development, regeneration and LRC/LSP.

d) Employee and Member Communications

Good quality communications are needed in order to equip and encourage employees and elected members to create and understand policies in context, to make decisions and provide services, and to be effective ambassadors for the authority and the City, whether dealing with individual customers or constituents or on a broader platform.

This includes team briefings, staff consultation, corporate and Departmental bulletins and newsletters, intranet and in-contact.

3.4 This is a broad framework, but demonstrates the wide range of issues associated with Communications and Promotions. It is worth noting that the existing Communications Unit has current responsibilities which cover

all four strategic elements and that Creativity Works serves as a support function again crossing all four elements outlined above. The viability, location and provision of Creativity Works services have been the subject of internal discussion and agreement and agreed actions are included within the Continuous Improvement Action Plan. The Action Plan also includes actions to improve the performance management of Communications and Promotions, including the development of benchmarking arrangements.

## FOUR KEY STRATEGIC AREAS

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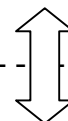
### Marketing the Council

Including:

- Corporate Identity and Branding
- External Communications and Information
- Service Promotion
- Service Promotion
- Internet
- Link
- Public Consultation and Research

Internal links:

- E-government
- Revitalising Neighbourhoods
- Customer Service
- CRM & Customer Care
- Interpretation and Translation
- Call Centres/Helpines
- Press & Media
- Equality Strategy



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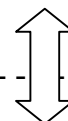
### Reputation Management

Including:

- Proactive promotion of the council
- Press and Media Relations
- Public Relations
- Political Conventions

Internal links:

- Service Departments



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### Marketing the City

Including:

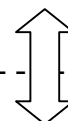
- Tourism
- Cultural Strategy
- Visitor Development
- Leicester Promotions Limited
- Civic Pride

Internal links:

- Service Strategies
- Regeneration and Inward Investment

External links:

- RDA
- LSP
- LRC



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### Employee and Member Communications

Including:

- Team briefings
- Staff consultation
- Corporate & Departmental bulletins and newsletters
- Intranet
- In-Contact

Internal links:

- Culture Change Programme
- HR Strategy
- Service Departments

3.5 The discussion around these questions will help to inform and establish a clear way forward with regard to some of the key issues and improvements which will need to be delivered if the primary objectives of the review are to be satisfactorily achieved.

a) Improving the marketing of the City Council and its services

<b>Improvement area/Issue</b>	<b>Recommendation/Options</b>
<ul style="list-style-type: none"> <li>Strategic Leadership</li> </ul>	Nominated Corporate Director
<ul style="list-style-type: none"> <li>Appointment of Strategic Head of Marketing and Communications (including support) at a cost of up to £85,000 depending on level of support (2 posts)</li> </ul>	Resources to be identified
<ul style="list-style-type: none"> <li>Establishment of Marketing and Communications Forum (including member involvement)</li> </ul>	Within existing resources
<ul style="list-style-type: none"> <li>Establishment of departmental lead officers for marketing and communications</li> </ul>	Within existing resources
<ul style="list-style-type: none"> <li>Development of a positive and clearly focused brand image to reflect the Council's strategic direction at a cost of circa £10,000</li> </ul>	Resources to be identified

c) Improving the City Council's Reputation Management

<b>Improvement Area/Issue</b>	<b>Recommendation/Options</b>
<ul style="list-style-type: none"> <li>Strategic Leadership</li> </ul>	Nominated Corporate Director
<ul style="list-style-type: none"> <li>Developing a more proactive brief for corporate media and public relations</li> </ul>	Within existing resources
<ul style="list-style-type: none"> <li>Devolution of the production and issuing of non-sensitive press releases to departments</li> </ul>	Options: a) to retain present centralised control of press relations b) to devolve subject to agreed guidelines and training and review after a 6 month trial period

d) Improving the Marketing of the City of Leicester

<b>Improvement Area/Issue</b>	<b>Recommendation/Options</b>
<ul style="list-style-type: none"> <li>Strategic Leadership</li> </ul>	Nominated Corporate Director



<ul style="list-style-type: none"> <li>Managing Contractual Relationship with Leicester Promotions, including review of existing procurement arrangements</li> </ul>	As above
<ul style="list-style-type: none"> <li>Developing a programme for marketing the City, in conjunction with other key stakeholders</li> </ul>	City Marketing Forum and Leicester Promotions, led by nominated Corporate Director

e) Improving Employee Communications

<b>Improvement Area/Issue</b>	<b>Recommendation/Options</b>
<ul style="list-style-type: none"> <li>Strategic Leadership</li> </ul>	Nominated Corporate Director

f) Other Key Issues

<b>Improvement Area/Issue</b> (Covering all of the above strategic areas)	<b>Recommendation/Options</b>
<ul style="list-style-type: none"> <li>Future Procurement of Marketing Support Services (currently provided by Creativity Works)</li> </ul>	Under review by the Corporate Director of Resources, Access and Diversity
<ul style="list-style-type: none"> <li>Eliminating current financial deficit on Creativity Works services</li> </ul>	Corporate Director of Resources, Access and Diversity
<ul style="list-style-type: none"> <li>Funding of Document Management Assessment (Estimated cost of £16,000)</li> </ul>	Within existing resources
<ul style="list-style-type: none"> <li>Location of operational marketing and communication teams: <ul style="list-style-type: none"> <li>- Service Marketing Units</li> <li>- Central/Corporate Units</li> <li>- Creativity Works</li> </ul> </li> </ul>	Corporate Directors Chief Executive Resources, Access and Diversity

## 4 FINANCIAL, LEGAL AND OTHER IMPLICATIONS

### 4.1 Financial implications

Current City Council expenditure on Communications and Promotions is:

Chief Executive's Office	£566,500
Resources, Access and Diversity	£ 34,000*
Housing	£159,700
Cultural Services and Neighbourhood Renewal	£660,400
Education and Lifelong Learning	£196,900
Social Care and Health	£ 86,100
Environment, Regeneration and Development	£ 64,800 (exc. SRB)
Leicester Promotions Ltd, Grant	£673,000
<b>TOTAL</b>	<b>£2,441,400</b>

[\*Estimate based on 10% of Lord Mayor's Office plus a proportion of advertising and publicity costs.]

In addition, Creativity Works is an internal trading organisation with a turnover of approximately £2m. Creativity Works made a loss of over £400,000 in 2001/02.

Based on data collected at Phase 1 of the review, the efficiency savings target of £50,000 to be identified from this review has been added to Budget targets as follows:

Chief Executive's Office	£15,000
Housing	£ 6,000
Cultural Services and Neighbourhood Renewal	£20,000
Social Care and Health	£ 6,500
Environment, Regeneration and Development	£ 2,500
<b>TOTAL</b>	<b><u>£50,000</u></b>

In addition, external consultancy fees totalling £20,000 have been met by Cultural Services and Neighbourhood Renewal. The Housing Department has provided the Lead Officer for the review, Lorna Brabin-Smith, including a 6-month secondment (4 days out of 5) at a cost of £9,600.

- 4.2 In order to deliver step change and best value and to implement the proposed strategic approach and associated Continuous Improvement Action Plan the following investment will need to be incurred.

Potential Investment/Expenditure

Appointment of Strategic Head of Marketing (including support posts)	£85,000
Corporate identity and branding	£10,000

Options for funding

- Corporate Growth Bid 2003/04
- From subsequent savings arising from Document Management Assessment (DMA)
- Reprioritisation of existing marketing and communications budgets (recognising that this will have an effect on current levels of marketing and communication activity)

**4.3 Legal implications**

There are no direct legal implications for this review. Indirectly the main legal implications are the good practice guidance that would be disseminated through the proposed new Marketing Forum which would cover topics such as the Disability Discrimination, Data Protection and Freedom of Information Acts and their impact on marketing, communications and consultation work in local government.

**4.4 Other implications**

<b>OTHER IMPLICATIONS</b>	<b>YES/NO</b>	<b>PARAGRAPH REFERENCES IN SUPPORTING PAPERS</b>
Equal Opportunities	Yes	Publications Standard (ref to CIAPlan), better marketing of relevant services
Policy	Yes	Publications Standard
Sustainability and Environment	Yes	Publications Standard, better marketing of relevant services
Crime and Disorder	Yes	Better marketing of relevant services

Human Rights Act	No	
Older People on Low Income	Yes	Better marketing of relevant services

#### 4.5 Background papers

Stage 1 report: Best value Review Process – Year One, Communications and Promotions Best Value Review, January 2001.

#### 4.6 Consultations

A series of open consultation events have been held during this second stage, in addition to topic specific working groups, meetings and one to one interviews. A major staff survey has also been carried out. Particular pieces of work, such as the proposed new Publications Standard have also been the subject of specific consultation, internally and externally.

#### 4.7 Authors

Lead Director – Richard Watson (x7301)

Lead Officer – Lorna Brabin-Smith (x6976)

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## Communications and Promotions Best Value Review

### Continuous Improvement Action Plan (December 2002)

Key: SHMC – Strategic Head of Marketing and Communications

NCD – Nominated Corporate Director

PCRG – Public Research and Consultation Group

ACE – Assistant Chief Executive

CDs – Corporate Directors

What	How	Lead	Cost	Key outcomes Benefit for people of Leicester & main Pis
<b>1 MARKETING THE CITY COUNCIL AND ITS SERVICES</b>				
<b>Improve customer satisfaction with the City Council and its services</b>				<b>Improved customer satisfaction measured through residents' survey and other research</b>
a) improve services and customer focus	- integrate marketing principles and practice into standard LCC business planning guidance, best value reviews and performance management framework, and into marketing planning as appropriate	ACE & SHMC		- revised guidance in place - improved customer satisfaction with specific service areas
b) provide professional marketing leadership	- provide corporate professional lead for marketing - identify/appoint departmental lead officers - create inter-departmental marketing forum	SHMC CDs SHMC	£85k	- BVR action plan implemented and continuous improvement identified in future
c) establish corporate identity	- establish a clearly defined brand in support of the Council's strategic direction	SHMC	£10k	- better identification of all services with City Council and improved customer satisfaction
	- produce corporate identity manual and related resources, such as guidance on signage, and require comprehensive use of corporate ID	SHMC	Comms Unit budget	
	- introduce corporate look for key publications to reflect current strategic direction (RN) - introduce service branding consistent with 'corporate family' identity	SHMC SHMC		
d) improve quality of service marketing and promotion	- ensure relevant staff work to agreed strategic objectives and principles for marketing,	SHMC & M&C forum		- improved customer satisfaction with council - take up of services on target

	communications and promotions			
	- introduce standard marketing and promotion planning and other good practice guidance and training	SHMC & M&C forum		
	- create forum intranet website	SHMC & M&C forum		
	- gather/research marketing and communications customer, audience and other information and publish on intranet website	SHMC & M&C forum		
e)	improve marketing of City Council itself	- produce annual marketing plan for the council	NCD & SHMC	- improved customer satisfaction with council, measured through residents' survey
f)	raise standard of information provision	- introduce council-wide publications standard	SHMC & M&C forum	- publication standard targets being met
		- publish biennial service A to Zs	SHMC & Comms CDs	- improved customer satisfaction with information
		- improve focus, impact, look, contents and distribution of all key publications and carry out regular reader surveys and other research or consultation to measure improvements	Comms Unit budget	- improved reader satisfaction
		- introduce standard communications planning and other good practice guidance and training	SHMC & M&C forum	- improved customer satisfaction with information
g)	improve Link	- improve focus, impact, look, contents and distribution of Link	SHMC & Comms Unit	- improved customer satisfaction with council/city
		- carry out regular reader surveys and other research and consultation	SHMC	
		- work with departments to plan themes	Comms Unit	
			SHMC, M&C forum & Comms Unit	
h)	publish new self-financing events/leisure listing	- create new comprehensive pull-out events and leisure listing in Link, including existing 'What's on', and transfer editorial control to CSNR	CSNR	Comms Unit budget plus CSNR for add. copies
i)	develop internet website	- continue to expand site	SHMC & Net Group	- improved customer satisfaction with council/city and increased usage of site
		- develop marketing function, customer focus, interactivity and transaction usage		- meeting e-government targets
j)	improve expression of diversity and community cohesion in Leicester	- make greater use of BME photos and other images in all media, in particular in depicting service providers as well as service users	ALL	- value of diversity to City demonstrated
		- improve distribution/reach of marketing and communications through all media, especially	ALL	

		to 'hard to reach' groups		
k)	improve public consultation	<ul style="list-style-type: none"> <li>- review current approach to public consultation and research</li> <li>- carryout research/consultation on quality of current consultation and usefulness of toolkit and amend toolkit as necessary</li> </ul>	SHMC & PCRG	<ul style="list-style-type: none"> <li>- consistent approach to public consultation and research (measured through annual sample audit)</li> <li>- participation by public in consultation</li> <li>- consultation/research plan objectives being achieved</li> </ul>
		<ul style="list-style-type: none"> <li>- develop guidance on effective neighbourhood consultation methods</li> </ul>	SHMC & PCRG	<ul style="list-style-type: none"> <li>- participation in neighbourhoods maximised</li> </ul>
n)	improve appearance of council buildings, externally and in public service areas	<ul style="list-style-type: none"> <li>- raise awareness of all managers of importance of tidiness, cleanliness and condition of buildings to council reputation and customer satisfaction</li> <li>- carry out regular audits of buildings</li> <li>- upgrade all signage in line with new corporate branding and explore possibility of sponsorship to help defray costs</li> </ul>	CDs	<ul style="list-style-type: none"> <li>- improved identification of service with council and improved customer satisfaction with council</li> </ul>
			SHMC, M&C forum CDs	

## 2 REPUTATION MANAGEMENT

### Increase the confidence of city residents in the City Council so they engage more fully in the democratic process

				<ul style="list-style-type: none"> <li>- <b>higher turnout at local elections</b></li> <li>- engagement in neighbourhood forums</li> <li>- <b>engagement in other consultation</b></li> </ul>
a)	active and integrated management of the Council's reputation	<ul style="list-style-type: none"> <li>- identify designated press officers for each dep't</li> <li>- establish departmental responsibility for active anticipation and proactive planning of positive and negative media coverage, crisis management and PR, working with dep lead and des'd press officer</li> <li>- provide good practice guidance and training</li> <li>- create council-wide press release register and coverage rating system</li> <li>- train and authorise dep'l staff to release own press releases, trial for 6 months and evaluate</li> <li>- run 'meet the media' training and visits</li> </ul>	Comms Unit CDs	<ul style="list-style-type: none"> <li>- departmental rolling programme in use</li> <li>- issues addressed at DMT/member briefing</li> </ul>
			Comms Unit and M&C forum	<ul style="list-style-type: none"> <li>- improved media coverage, measured through register and rating system (corporate and departmental)</li> </ul>
			Comms Unit & M&C forum	
			SHMC & M&C forum	
b)	raise standing of council with key stakeholders and partners	<ul style="list-style-type: none"> <li>- improve PR planning and management, including better objective setting and targeting</li> </ul>	Comms Unit and M&C forum	<ul style="list-style-type: none"> <li>- PR plan objectives being achieved and improved relationships with key stakeholders and partners</li> </ul>
c)	adjust staffing structure and arrangements	<ul style="list-style-type: none"> <li>- review Communications Unit in light of strategic decisions to facilitate improved media coverage, relationships with partnerships and public</li> </ul>	ACE	<ul style="list-style-type: none"> <li>- council managing its reputation effectively and efficiently</li> </ul>

reputation

### 3 MARKETING THE CITY

#### Improve take-up of the City as a destination for visitors, tourists and businesses

				- increased number of visitors and tourists increased length of stay and spend, increased hotel and conference bookings, and increased inward investment
a) improve marketing of City to visitors and tourists	- establish a cross-sector city marketing forum to lead on marketing the City, linking with the LSP and other relevant bodies, under leadership of CSNR	NCD & SHMC		- increased numbers, length of stay and spend measured through local and tourist board research
	- forum to commission work on a limited tendered contract basis, such as the development and/or implementation of the Visitor Development Strategy, Leicester TIC, etc from marketing, promotions agencies, such as LPL, if needed	NCD & SHMC		
b) improve marketing of City to inward investors	- work with ERD team to retain existing businesses and attract new investment	NCD & SHMC		- increased scale of inward investment
c) build civic pride	- city marketing forum sub-group to focus on civic pride, working in particular with the VDS, Cultural Strategy and local media (including Link)	NCD & SHMC		- increased civic pride, measured through research, postbag coverage, reduced graffiti and litter
	- develop TIC(s) that offer an exciting and inspiring 'shop-front' for the life of the whole city, for residents as well as visitors, reflecting and celebrating Leicester's diversity and achievements	NCD & SHMC		
d) review contractual framework for LPL	- contractual arrangements to allow for tendering by alternative suppliers	NCD & SHMC		- best value procurement of marketing and promotional work for the City and local tax payers

### 4 INTERNAL COMMUNICATIONS

#### Raise the commitment of employees to deliver council policy and customer satisfaction

- positive results from staff attitude surveys and improved results from follow-up internal communication surveys

a) improve and develop internal communications to include welcome, sense of belonging, pride, understanding of strategic direction, culture change, as well as news and information	<ul style="list-style-type: none"> <li>- ensure consistent and regular team meetings for all staff</li> <li>- introduce welcome letter at induction</li> <li>- use BVR research/consultation to differentiate and target news and information through Face, a new 'big picture' publication, e-bulletins and other media</li> <li>- introduce new quarterly 'big picture' staff news-letter</li> <li>- introduce a frequent e-bulletin for corporate news</li> <li>- use Face to focus on staff news etc, widen appeal, and improve look and readability</li> <li>- improve reliability of and access to departmental distribution networks</li> <li>- introduce bulletins/newsletters in all departments</li> <li>- hold regular departmental staff conferences and/or workshops</li> <li>- hold regular senior management visits to outposts</li> <li>- establish a corporate theme calendar to provide framework for promotion, training and action on issues such as health and safety, EMAS etc</li> <li>- carry out follow-up internal communications surveys</li> </ul>	<p>CDs</p> <p>SHMC &amp; CDs SHMC &amp; Comms Unit</p> <p>SHMC &amp; Comms Unit</p> <p>SHMC &amp; Comms Unit SHMC &amp; Comms Unit</p> <p>CDs</p> <p>CDs</p> <p>CDs</p> <p>CDs SHMC &amp; M&amp;C forum</p> <p>M&amp;C forum</p>	<ul style="list-style-type: none"> <li>- improved council-wide and dep't results from annual follow-up internal communications survey</li> <li>- reduced staff turnover and sickness levels</li> </ul>
b) establish links with other HR issues, especially the cultural change programme	<ul style="list-style-type: none"> <li>- explore ways of using internal communications and consultation to facilitate and demonstrate cultural change</li> </ul>	<p>NCD &amp; SHMC</p>	
c) improve internal consultation	<ul style="list-style-type: none"> <li>- use review research/consultation to establish good practice, internal people's panel, etc and publish guidance on intranet site</li> </ul>	<p>SHNR &amp; M&amp;C forum</p>	<ul style="list-style-type: none"> <li>- improved response rates to staff consultation exercises</li> </ul>

**6 PERFORMANCE, BENCHMARKING AND GOOD PRACTICE**

**Establish performance monitoring and measures and benchmarking to ensure future best value for all relevant services**

a) set up common methods and measures for performance monitoring across council services	<p>these include:</p> <ul style="list-style-type: none"> <li>- setting up a press release register and five point coverage rating system</li> <li>- producing marketing and communications plans</li> </ul>	<p>SHMC, Comms Unit &amp; M&amp;C forum</p> <p>CDs</p>	<ul style="list-style-type: none"> <li>- output and financial data readily available for performance, comparison and competition evaluation</li> </ul>
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	with SMART objectives to measure results		
	- requiring managers to set up specific identifiable marketing and/or communications budgets	CDs	
	- setting up new subjective codes to identify marketing spends	SHMC & M&C forum	
	- requiring all staff/units engaged in marketing/communications work to record output	CDs	
	- applying new council-wide publications standard to all publications (and to website contents)	SHMC & CDs	
b) focus on internal customers' needs	- all internal marketing, communications and marketing/communications support service units to build the BVR's 'internal customer specification' into current and future business plans, and carry out regular customer satisfaction surveys to assess results	CDs	- business plan targets being met, good results from internal customer satisfaction surveys, and improved take-up of internal services
c) establish arrangements for bench-marking	- set up regional bench-marking club with other councils, public, private and voluntary sector bodies, and carry out regular cost and quality comparison exercises	SHMC, & M&C forum	
d) establish marketing and communications good practice council-wide	- define, publish and disseminate marketing, and communications and other good practice to all relevant staff, including job shadowing, placements etc with private sector	SHMC, M&C forum	

## 7 CREATIVITY WORKS

<b>Provide best value support services for City Council with respect to design, printing, photography, sales and media</b>		<b>RAD</b>	<b>- Council spending money cost effectively on internal and external support services</b>
a) tackle short term viability of services	- continue current 'business retrieval plan' including: - improved customer focus and reliability - account handling - tighter output and financial monitoring - review pricing - review procurement options for all current services	RAD	- all services breaking even by end of current financial year

b) tackle long term viability of services	<ul style="list-style-type: none"> <li>- carry out Document Management Assessment</li> <li>- explore potential for joint venture to meet Council's future bulk, office and desk-top copying and printing needs</li> </ul>	RAD	- assessment completed
		RAD	- joint venture assessed
c) maximise synergy advantages	<ul style="list-style-type: none"> <li>- move services to RAD</li> <li>- establish links with:               <ul style="list-style-type: none"> <li>- HR and recruitment</li> <li>- ICT</li> </ul> </li> </ul>	RAD/ERD	- move completed
d) improve internal customer satisfaction and take up of services	<ul style="list-style-type: none"> <li>- build 'internal customer specification' into business/improvement plan</li> <li>- carry out regular customer satisfaction surveys, hold user group meetings, etc</li> </ul>	RAD	- increased take up of services
e) improve briefing and procurement of design, print etc	<ul style="list-style-type: none"> <li>- provide standard formats and good practice guidance and training (in line with new corporate guidance on procurement)</li> </ul>	SHMC & M&C forum	- internal and external suppliers being procured and used to best effect