

**Report To:** Communities Scrutiny Committee

**Date of Meeting:** 12 September 2013

**Lead Officer:** Head of Communication, Marketing and Leisure

**Report Author:** Head of Communication, Marketing and Leisure

**Title:** Destination, Marketing and Communications Team – New Operating Model

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**1. What is the report about?**

This report sets out the key changes that have taken place in the re-structure of the Destination, Marketing and Communications Team, and the new operating model for this team, outlining the ways in which the services will be delivered by the team to meet the enhanced performance required by the Council. (The literature review report will follow at a later date. This has been difficult to progress due to the events programme and other priorities over the summer)

**2. What is the reason for making this report?**

The reason for the report is to provide information regarding the new structure and operating model of the Destination, Marketing and Communications Team, and to ensure that members understand the way in which this team will deliver the aspirations of the Council. It is also important that members feel confident that this approach will deliver the expected outcomes.

**3. What are the Recommendations?**

That Members:

- 3.1 consider the report, provide observations on the changes that have taken place; and
- 3.2 provide support for the new approach, and positive engagement in the process of change.

**4. Report details.**

The key driver for changing the service is the requirement to deliver an enhanced economic performance in Denbighshire through improved marketing and communications, leading to increased economic activity, investment and job creation. This mandate was set out by the Chief Executive and the Leader of the Council in 2012.

The other key requirement for change is the need to adequately resource the new team to ensure that the enhanced performance required is achievable. The capacity of the existing team has already been identified as an issue.

The key elements of change have been listed in the table in Appendix 2 under the column entitled **Re-structuring Principle**. The other columns highlight the expected impact of this change either on the Corporate Priorities or on Economic Ambition and Destination Management.

A structure chart is appended to this document in Appendix 1 and should be referred to in conjunction with the table.

## **5. How does the decision contribute to the Corporate Priorities?**

“Developing the Local Economy” -The remit and structure of the new team will ensure that there is a greater focus on the development of destination management and destination marketing with key interfaces agreed to mirror the Economic and Business Development team structure and objectives.

“Modernising the Council to deliver efficiencies and improve services for customers” The new team will be able to deliver a more efficient and better service, primarily through improved evaluation and performance management, and better co-ordination.

## **6. What will it cost and how will it affect other services?**

The costs of the re-structure include project management costs included in the original business case, and an allowance of £26K which has been set aside for the review as a one off cost from the 2011/12 budget.

The re-structured team will provide a more complete and tailored service to other services through the introduction of account management and campaign management. Some of which will generate income to cover the expansion of the remit. (For example the Fostering Campaign)

## **7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision?**

A positive and pro-active approach has been taken regarding the protected characteristic "pregnancy and maternity" which guarantees the employment rights of staff members on maternity leave. (EqIA attached - Appendix 3)

## **8. What consultations have been carried out with Scrutiny and others?**

Full informal and formal consultation has been undertaken with staff and services directly impacted by the change. A consultation log has been maintained throughout the project, and a formal consultation response document has been issued. Consultation has also taken place with the Corporate Executive Team (CET), Senior Leadership Team (SLT) and Council through presentations at each forum. The Head of Service has also been available to members on a one to one basis.

## 9. Chief Finance Officer Statement

The outlook for public finance is poor for the medium term and it is likely that low revenue settlements from Welsh Government will continue for Denbighshire beyond the period of the current three year Medium Term Financial Plan. This means it is very important for Council services to consider a short to medium term view on all proposals and to ensure that staffing structures are fit for purpose and are as efficient as possible going forward.

The proposed restructuring of the Destination, Marketing and Communications Team brings together individual groups of staff from different service areas and merges these into a single unit. However, despite the financial challenges currently facing the Council the present review of this team is not being undertaken to save costs but to modernise and improve service delivery and enable officers to focus more on strategic and corporate priorities. The only restriction imposed in terms of finance is that the restructuring must be "cost neutral" i.e. the new staffing structure does not cost any more than the existing teams. The proposals put forward meet this requirement.

## 10. What risks are there and is there anything we can do to reduce them?

The risks include the

- Risk of not being able to meet the high expectations required  
Mitigated by:
  - Detailed job descriptions
  - Performance management
  - Stakeholder management
- Risk associated with change management - staff morale and motivation may dip.  
Mitigated by:
  - Staff engagement led by Head of Service
  - Change management and benefits realisation plan – Lead Officer and Team leaders

## 11. Power to make the Decision

### Constitution

- *Article 13.2 Principles of Decision Making*
- Article 6.3.4(b) of the Council's Constitution stipulates that "scrutiny committees may review and scrutinise the decisions made by the Cabinet and Council officers both in relation to individual decisions and over time."
- Paragraph 4.8.4(b) of the Council's Rules of Procedure, Officer Employment Rules, stipulates that "The appointment of all other officers is the responsibility of the Head of Paid Service or his/her nominee."

### Contact Officer:

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