

BACKGROUND PAPERS REQUESTED AT POLICY AND RESOURCES COMMITTEE

16TH NOVEMBER 2010

The Trade Union response contains structures, which they have costed. These figures differ to those contained in Appendices 2 to 5.

Having discussed this with a nominated member of staff from Communications, it was agreed that the differences are accounted for, by them including the post of Web Editor, at a cost of £39,798 (see Appendix 2). This post, however, has been transferred to the IT Development Team and the value will be vired from Communications to IT Development, as from 1 April 2011. Their savings were, therefore, overstated by this amount, the minor differences being as a result of grades being slightly different, in some of the options proposed.

Proposals	Staff Comment	Trade Union Comment
<p>Communications Proposal</p>	<p>4. THE REPORT</p> <p>4.1 The aim of this report is to demonstrate how savings can be made based on accurate, up to date facts and financial figures. The report includes 2 options for reducing the budget costs of the Communications Unit.</p> <p>4.2 This report provides an options appraisal for future service provision.</p> <p>4.3 The report also asks Members to consider whether Communications Unit staff (12 posts) and a Foster Care Marketing post (Social Services) should be incorporated into the Advisory Services team to consolidate the council's marketing service.</p> <p>4.4 The Communications Unit is sub divided into service areas of Print, Graphic Design, Media, Web, Advertising, and Events/Marketing. These are described in Section 4.5 – 4.9 that follow. See current structure for Communications Unit (Appendix A and Appendix B) for a detailed breakdown.</p> <p>4.5 The Graphic Design Service</p> <p>4.5.1 The Graphic Design service has continued to attract work from long term clients within the authority while expanding its client base externally via partnership working with neighbouring authorities and other strategic partners including South Wales Police, Aneurin Bevan Health Board and ????</p> <p>4.5.9 From April 2009 to March 2010, 477 graphic design jobs were completed. ??? of these required a print run with an external print supplier. For reference, during the previous financial year 2008-09 615 design jobs were completed with 4 designers. During the preceding financial year 2007-08, 575 design jobs were completed by 6 graphic designers. These figures demonstrate that graphic design jobs per designer have increased from 95.8 in 2007 to 119.25 in 2010.</p>	<p>It has been suggested within the staff proposal that the role of Graphic Designers has become more challenging over the past couple of years due to the cuts in department budgets and providing a more cost effective way to produce design solutions which are vital to the authority, to keep the residents of the borough informed of the services that are provided.</p> <p>Unison is a firm believer in maintaining the need for any workforce from internal resources, instead of the slash, cut and outsourcing approach, which has become the norm within the public sector. Unison has suggested that a more strategic approach and focus are required. Unison has suggested this to Management on a number of occasions. Unison believes there is mileage in adopting this approach within these service areas affected by the potential restructuring.</p> <p>Unison believes that to build a fit-for-purpose, robust strategic service to meet the needs of the Community it cannot be driven by cost and bottom line. Unison is concerned that these proposals are cost-led, not led by a strategic approach.</p> <p>Unison shares the staff's concerns of the apparent lack of consultation, and information disclosure between management and its employees and Trade Union in regard to the proposals at hand.</p> <p>Unison shares the concern of the staff in what appears to be "selective financial and statistical reporting" throughout sections of this document. The staff, within their proposals, highlight this as an issue.</p>

Proposals	Staff Comment	Trade Union Comment
	<p>4.5.10 The salary cost of 4 graphic designers is £109,970. In addition there is a Design Manager's post at a cost of £39,798 which is currently vacant but will be deleted under the proposed new structures.</p> <p>4.5.2 The graphic design team predict a decrease in demand for printed material, over the next 5 years, as budget cuts begin to bite but an increase in electronic media is expected as clients seek cost effective ways of promoting their services eg. Websites, E-newsletters, electronic files hosted on websites or emailed directly to service users. The figures should be looked at again in 2 years and no action taken until graphic design jobs per head, per year drops to the 2007-08 level of 95.8.</p> <p>4.5.3 Due to the expected decrease in demand for "design for print" and an increase in demand for "design for electronic media" the graphic design and web services will skill exchange and integrate into a multi-media design service.</p> <p>4.5.4 Consideration should be made to the overall cost to the authority if the graphic design service is partly or wholly externalised. Local private sector hourly rates are currently between £45-50. The graphic design team operate at an hourly cost to the authority of £15. The annual cost to the authority if graphic design is sourced from the private sector based on current workload would be £384,800 if the graphic design service is wholly externalised – a net loss to the authority of £274,430 per annum.</p>	<p>Unison suggests that Management supply a full 3yr statistical and financial appraisal of this service area, which will identify the "peaks and troughs", giving stakeholders a broader picture of this department.</p> <p>Without this appraisal, Unison feels there may be shortcomings within the decision-making process with having only 12 months figures at Management's disposal.</p> <p>Unison would also highlight the following concerns:</p> <ul style="list-style-type: none"> ➤ Unison is worried that there appears to be no attempt of a proper appraisal of the comparative costs for providing an in-house graphic design team and web team against the analysis of external provision i.e. what it would cost the Authority if there were no graphic design team or web team. Subsequently, Unison would request a full value appraisal and comparison of having an in-house design team as opposed to outsourcing the work to the private sector. ➤ Unison suggests that CCBC have not made clear the cost implication involved with clients going directly to external design companies and the control of the work that would be left unmonitored.

Proposals	Staff Comment	Trade Union Comment
<p>Communications Proposal</p>	<p>Response to the 2nd Consultation proposals for Communications Service</p> <p>Point 2.1 Contained within the report to Council on 24 February 2010, the Medium Term Financial Plan identified a potential indicative savings target for Communications, Marketing & Events of circa £200k as part of the Directorate of Corporate Services savings target of £2.1m.</p> <p>1st point of consultation was on 9.53am 7th September 2010 An e-mail sent by the Communications Manager to attend a very important meeting at 12noon the next day. The Chief Executive's Joint Consultative Committee meeting took place earlier that morning where the 1st proposal document was discussed.</p> <p>A short presentation from the Communications Manager was made accompanied by Phil Evans and representatives from HR. The staff present from the Communications Unit were told briefly of the 4 options in the 1st report with the proposed number of cuts in posts and the savings it would make in salary costs to the authority. The staff present were not shown the report during the meeting this was emailed to us after the meeting was over.</p> <p>We were told this was the 1st part of the consultation process and many more meetings would follow to discuss the proposals. No meetings have taken place since.</p> <p>Wednesday 29th September 16.06 A second report was sent by the Communications Manager stating "These are the versions that are going to scrutiny for their comments / input."</p> <p>We were sent an e-mail to be asked if we would like to attend this meeting. This is a meeting where we were unable to comment - just observe!</p> <p>This is my response to the proposals. The italicised sections are taken from the report and the non-italic text are my feelings and opinions as a member of staff in the Communications Unit.</p>	<p>➤ Unison reiterate the staff's concern that clients with no design experience or knowledge will be left to commission work with no regard for corporate guidelines and regulations. Potential Services will be free to re-brand themselves with new logos, strap-lines and identities, destroying the hard work that has been created by the Communications Unit since 1996. Unison is alarmed at this direction.</p> <p>Unison would draw Management's attention to Sections of the staff's feedback report, especially section 5 page 8. It is felt that the proposals and flow charts on page 11, 12 & 13 of their report have merit. Unison would formally request that Management consider these as options and alternatives to Management's proposals and feedback accordingly.</p> <p>Some myth busters for you to consider:</p> <p>Myth 1 Contracting-out to the private sector saves money In brief</p> <ul style="list-style-type: none"> • Too often public sector managers compare the current cost of providing a service with the price of contracting-out and jump to the conclusion that the only way of saving money is to out-source. • Even the Audit Commission says this is wrong. This approach assumes that no savings can be made if services are kept in-house. • Contracting out is expensive in itself. Fees for lawyers and consultants need to be taken into

Proposals	Staff Comment	Trade Union Comment
		<p>account when considering the cost of contracting out.</p> <ul style="list-style-type: none"> • When things go wrong, huge costs can fall on the public sector for contract cancellation and bringing services back in-house. • There is often little competition for contracts which means contract prices are often very high. <p>Myth 2 Contracting-out services will improve them In brief</p> <ul style="list-style-type: none"> • Contrary to free market theory, privatising services does not automatically improve them. • Many of the ingredients for long-term success (such as long-term investment, good staff engagement) are more likely to be found in the public sector. • Contracting-out introduces the risk of lowering standards and even completes service failure, which can be avoided by putting in place an in-house service development plan. • The inflexibility of public sector contracts and the loss of direct management control mean that when things start to go wrong on a contract, it can be very difficult to turn things around (see case studies)

Proposals	Staff Comment	Trade Union Comment
<p>Communications Proposal</p>	<p>4.4 The Design and Print Service</p> <p>4.4.1 <i>Two specific areas of the Communications Unit - Design and Print, have been affected quite dramatically by the authority-wide cut in publicity spending last year and again in this financial year. Reflecting on these changes, a robust challenge to the services' current status has been undertaken via an options appraisal using an IDEA Service Delivery Option Appraisal Summary (see Appendix C).</i></p> <p>In the Communications Unit - Design workload has not been affected quite dramatically by the authority-wide cut in publicity spending last year and again in this financial year. With smaller budgets the importance of an experienced in-house design team is invaluable in continuing to strive to produce cost effect design solutions.</p> <p>The role of Graphic Designers have become more challenging over the past couple of years due to the cuts in department budgets to provide more cost effective ways to produce design solutions which are vital to the authority to keep the residents of the borough informed of the services that are provided.</p> <p>4.4.8 <i>Design: The two areas involved in design are graphic and web. Most campaigns and marketing packages require a blend of the traditional graphic and new media and all of the proposed options look at combining these design disciplines into one team.</i></p> <p>The graphic design team has seen an increase in demand for non-printed material, over the past couple of years, and a decrease in the volume of high quantity print jobs. As publicity budgets have been cut throughout the Authority there has been an increase in electronic media as clients and designers seek to find cost effective ways of promoting their services eg. Websites, E-newsletters, electronic files hosted on websites or emailed directly to service users.</p>	<p>Myth 3 Services can't be restructured or improved when they are kept in-house In brief</p> <ul style="list-style-type: none"> • Just as private companies are not inevitably irresponsible, profit obsessed employers, neither is the public sector bound to be slow, bureaucratic and resistant to change. • UNISON branches have been involved in a number of staff re-organisations within the public sector, which show that services can be improved when the employer and staff representatives work together. • One of the reasons people think that contracting-out will save money is because they imagine that numerous private companies are competing for each contract, which will drive down costs. But the reality is that only a handful of companies are competing for each type of contract. The real level of competition for public sector contracts is generally low and the prices charged by the private sector for running services remain high. A National Audit Office Study of privatised facilities services contracts found that nearly half had not demonstrated value for money. <p>The example of Newcastle City Council shows what can be done when trade unions and public sector management work together. (This case study is contained within the link below).</p>

Proposals	Staff Comment	Trade Union Comment
	<p>4.4.9 <i>The past year has seen 317 graphic design jobs undertaken and placed £219,953.88 with external print suppliers. The salary costs are £169,523 equating to 4 graphic design posts and 2-web design posts one of which is wholly funded via income generated mainly from grant-funded projects. In addition there is a Design Manager's post at a cost of £39,798, which is currently vacant.</i></p>	<p>Myth 4 Contracting services out is not political – it's just a management decision In brief</p> <ul style="list-style-type: none"> • There is a real, practical difference between services managed by the public sector and those run by the private sector. It is a mistake to just pretend these differences don't exist. Contracting out is political. • The pressure to return a profit on private sector management means they are less likely to value long-term investment. • Studies show that people who work in the public sector have a greater commitment and emotional attachment to their work The public are fully aware that introducing the profit motive into public services can have a damaging effect. • Concerns about contracting out and a preference for keeping public services public consistently show up in public opinion surveys. People want their public services to be run by the public sector.

Proposals	Staff Comment	Trade Union Comment
<p>Communications Proposal</p>	<p>This has not been evidenced clearly in the report only last years figure are given with the cost of external print jobs placed by the Graphic Design team no figures have been given from previous years for comparison.</p> <p>This point does not include the number of jobs which have no print costs and the hours of design time taken to produce jobs that are produced and printed internally and for electronic use from both the 4 Graphic Designers and the 2 web designer posts.</p> <p>The past year (from Aug 2009 till the end of Aug 2010) the 4 Graphic designers produced more than 600 design jobs.</p> <p>The previous year (from Aug 2008 till the end of Aug 2009) the number of jobs was also above 600.</p> <p>This is compared to the financial year from April 2005 till the end of March 2006 when just over 650 jobs where undertaken, when the Graphic Design Unit was at it busiest with 6 Graphic designers and a Graphic Design Manager.</p> <p>The Graphic Design unit has not had a Design Manager since January 2008. The post is still included in the current structure of the unit.</p> <p>These figures demonstrate that graphic design jobs per designer have increased considerably from the financial year of 2005/06 compared to the number of actual design jobs last years.</p> <p>These figures reflects the changing demand for producing vital information and statutory documents and how the designers have adapted with the changes due to the current economic climate to ensure more cost effective solutions are produced with the replacement of printed literature with e-marketing and new media mediums such as electronic newsletters and the increased use of placing more and more work on the councils website as opposed to producing a printed leaflets or reports which is becoming more and more apparent with budget cuts.</p>	<p>Myth 5 Contracting-out transfers risk to the private sector In brief</p> <ul style="list-style-type: none"> • We shouldn't assume that risks (such as service failure or cost over-runs) are transferred to a contractor when they are contracted out. • The importance of public services often makes it impossible to transfer risk. • If a contractor fails to provide adequate services or goes bust, the NHS Trust or Local Authority cannot simply stop providing the service. • As a result they often step in and clear up the mess that out-sourcing has created. <p>The myths outlined in this document are deeply ingrained and are often endorsed by senior politicians and commentators. The pressure to privatise is only increasing as a result of high levels of public sector debt created by the banking crisis. But as this attached document shows, it is possible to make a constructive, positive case for keeping services in house which meets concerns about cost and service improvements. Despite the prevalence of the "private good, public bad" viewpoint, the climate of opinion does seem to be changing. The fall-out from the 2008 banking crisis and the accompanying economic downturn means that, at the very least, the private sector's halo has slipped. But arguing against privatisation should not just be about criticising the private sector. It should also be about making the positive case for</p>

Proposals	Staff Comment	Trade Union Comment
	<p>This work still takes the same amount of design hours to produce which if done externally the design costs would be charged to the client this could cost more than having a printed document so the service would not make a saving to the authority if graphic design and web design is sourced from the private sector based on the current workload and the design charges would far out way the cost of an In-house design team to the local authority. The true design costs to the authority has not been made clear based on the charges from external design companies as stated in point 4.4.10.</p>	<p>publicly run services. At their best, our public services are an example to the whole world. Protecting and extending the public service ethos, which sits at the heart of the NHS, education and local government in this country, is crucial to winning this argument. By using the arguments outlined in this document, hopefully it will help to persuade key decision makers that there is a route to efficient, value for money services that does not involve contracting-out and privatisation.</p> <p>Full report with link below:</p> <p>http://www.unison.org.uk/file/The%20case%20for%20in-house%20services%20-%20a%20branch%20guide.pdf</p>
<p>Communications Proposal</p>	<p>There is not only a cost implication involved with clients going directly to external design companies the control of the work will be left unmonitored, clients with no design experience or knowledge will be left to commission work with no regard for corporate guidelines and regulations such as the Disability Discrimination Act. Services will be free to re-brand themselves with new logos, strap-lines and identities, destroying the hard work that has been created by the Communications Unit since 1996.</p> <p>4.7 The Advertising Service</p> <p><i>4.7.1 The advertising service continues to centrally co-ordinate activity across the Council but has seen a significant drop off in activity following previous Council decisions to cut expenditure on advertising.</i></p> <p><i>4.7.2 The unit is placing approximately £175,000 value of advertising per annum.</i></p> <p>In Option 2 - Appendix E and Option 3 - Appendix F of the proposals there is no Advertising Assistant post. No explanation or cost to the Authority has been</p>	

Proposals	Staff Comment	Trade Union Comment
	<p>given if this post has been removed and needs to be sourced externally. No comparison is evidenced to show the cost of outsourcing this service as opposed to keeping the service in house. The authority has an obligation to publish Public Notices in the local press.</p> <p>4.9 Options Appraisal for Future Service</p> <p>4.9.1 Three distinctly different options are put forward for consideration. The grades associated with the posts in these proposals are based on our opinion and would need to be formally evaluated with the new job descriptions. Each option shows the overall impact on the salary cost and number of posts in all of the council's Communications team.</p>	
<p>Communications Proposal</p>	<p>In option 2 posts have been upgraded and downgraded this is after the job evaluation process. If the grades associated are based on opinion, what was the purpose of Job Evaluation process if job descriptions are going to be changed? Changing a job title and expecting the same post holder to do the same or more work for less money makes a mockery of the lengthy process of Job Evaluation.</p> <p>Should all posts be formally re-evaluated on a restructure? How can a manager be on the same grade from current structure in charge of 22 posts to Option 3 in charge of 7 posts, two thirds less staff?</p> <p>Current Structure for Communications Unit – Appendix A Communications Manager – Grade 12 £53,685 - In charge of 22 posts</p> <p>Option 1 Proposed Structure for Communications Unit – Appendix D Communications Manager – Grade 12 £53,685 - In charge of 15 posts</p> <p>Option 3 Proposed Structure for Communications Unit – Appendix F Communications Manager – Grade 12 £53,685 - In charge of 7 posts</p>	

Proposals	Staff Comment	Trade Union Comment
	<p>In point 5.3 the proposal is for 8 posts and the structure Option 3 – Appendix F only shows 6 posts. All these posts are media based and do not represent any other areas of the Communications Unit as stated in point 4.3. The current structure within Communications is split into discrete service areas of Print; Design; Media; Web; Advertising and Events.</p> <p>There appears to be no attempt of a proper appraisal of the comparative costs for providing an in-house graphic design team and web team against the analysis of external provision i.e. what it would cost the authority if there were no graphic design team or web team as in the proposal in Appendix F.</p>	
<p>Communications Proposal</p>	<p>Using the report example of £50-£250 an hour being charged for external design, dependent on type of work, there are no statistics of how many hours are currently undertaken by both the Web and Graphic Design team so a comparison can be made against the cost of in in-house design team as opposed to outsourcing the work from the private sector.</p> <p>If this were a genuine attempt to look at service delivery and cost association then an identification of such outputs would be vital. If the Graphic Design and Web Design service is wholly externalised – this could result in a net loss to the authority.</p> <p><i>4.11 Option 2 – Estimated Savings Target £ 260,900 (see Appendix E)</i></p> <p><i>4.11.1 This option would see a significant reduction across all communication work areas if this option were selected, with a reduction of 10 posts. A new communications strategy and action plan will need to be developed to reflect the capacity available and also be able to respond to the budget pressures over the next four years.</i></p> <p>All 3 options see no reduction in the Media Services of the Communications Unit and as stated in point 4.5.1 the service has been recently reinforced prior to these proposals. Why is this service area been recently strengthened with a Media Assistant Post and an Events Assistant Post from the agreed transfer of Education and Leisure events posts budget of £56,466 and the annual grant funded Community Safety Media Assistant. No appraisal or statistics have</p>	

Proposals	Staff Comment	Trade Union Comment																					
	<p>been shown why these two posts are needed in the Media Team of the Communications Unit.</p> <p><i>Point 4.8.1. There is a clear desire expressed by Cabinet for a single delivery of events for the entire authority. Communications does provide an events service for high profile activities but this is not formally resourced and relies on media, administration and advertising personnel to deliver corporate events.</i></p> <p>If there is a clear desire expressed by Cabinet for a single delivery of events for the entire authority, should the Events Assistant post from the agreed transfer Education and Leisure events posts budget be transferred to the Advisory Services Unit not the Communications Unit where there is no formal resource to fund events, also in the proposed structure Option 2 - Appendix E there is no advertising personal to rely on.</p>																						
<p>Communications Proposal</p>	<p>5. FINANCIAL IMPLICATIONS</p> <p><i>5.1 The financial implications show a possible saving of between £ 178,169 and £ 434,932, dependant upon the option chosen. The indicative pro rata savings target identified in the medium term plan was to produce a saving of circa £200k.</i></p> <p>In the current structure for the Communications Unit Appendix A, a number of these posts have been vacant for sometime why have these staff savings not been made earlier?</p> <p>Current Structure for the Communications Unit – Appendix A</p> <table data-bbox="421 1141 1433 1380"> <tbody> <tr> <td>Administration Assistant</td> <td>Vacant since October 2006</td> <td>£19,923</td> </tr> <tr> <td>Design Manager</td> <td>Vacant since January 2008</td> <td>£39,798</td> </tr> <tr> <td>Less Pension Costs</td> <td></td> <td>(£16,790)</td> </tr> <tr> <td>Web Assistant</td> <td>Vacant since July 2009</td> <td>£24,673</td> </tr> <tr> <td>Printer</td> <td>Vacant since 2009</td> <td>£21,711</td> </tr> <tr> <td>Communications Officer</td> <td>Vacant since August 2010</td> <td>£49,074</td> </tr> <tr> <td>Web Editor</td> <td>Seconded - August 2010</td> <td>£39,798</td> </tr> </tbody> </table>	Administration Assistant	Vacant since October 2006	£19,923	Design Manager	Vacant since January 2008	£39,798	Less Pension Costs		(£16,790)	Web Assistant	Vacant since July 2009	£24,673	Printer	Vacant since 2009	£21,711	Communications Officer	Vacant since August 2010	£49,074	Web Editor	Seconded - August 2010	£39,798	
Administration Assistant	Vacant since October 2006	£19,923																					
Design Manager	Vacant since January 2008	£39,798																					
Less Pension Costs		(£16,790)																					
Web Assistant	Vacant since July 2009	£24,673																					
Printer	Vacant since 2009	£21,711																					
Communications Officer	Vacant since August 2010	£49,074																					
Web Editor	Seconded - August 2010	£39,798																					

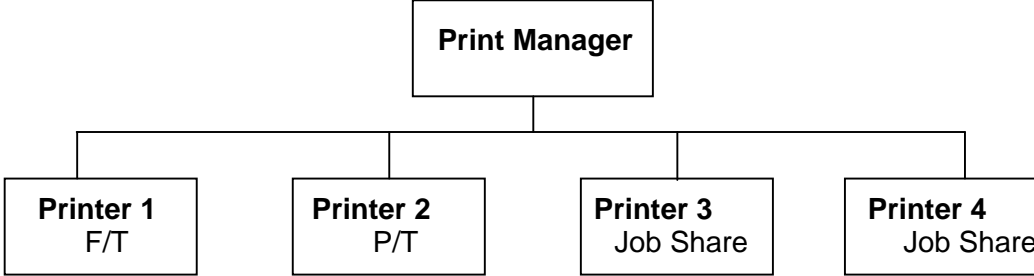
Proposals	Staff Comment	Trade Union Comment
	<p>If the 6 currently vacant positions are deleted the saving would just fall short of the required amount of £200k, so why is Option 2 proposed with a saving of over £260k and Option 3 with a saving of over £434k?</p> <p>If the authority is to make between £25m to £38m of savings, then one department making savings at the expense of other departments facing increased costs from outsourcing will not deliver a net saving.</p>	
<p>Communications Proposal</p>	<p>4.4.5 Print. The unit is working below capacity because of reductions in budgets across the authority; strategy's to reduce paper, the installation of MFP's and people not having the storage capacity to hold print jobs. It is projected further developments of integration within the Councils applications e.g. Proactis could as a consequence requires the staffing ratio to be adjusted to reflect the business activity.</p> <p>4.4.6 the print service is currently provided as a trading account. The services current tasks include, high volume black & white photocopying, high volume colour photocopying, offset printing, Inserting along with various finishing equipment. The print section orders and stocks paper for all sections within the authority.</p> <p>Work currently undertaken in the unit include, ballot papers, council tax inserts, council reports, LDP documents, Tender documents, colour fliers & posters, council stationery, confidential copying of legal files, Inserting and mailing out all payslips generated from payroll, council tax bills, cheques and BACS statements.</p> <p>4.4.7 The print section has continued to try and attract work by contacting all the comprehensive schools within the authority with some joy. The print team are well aware of the challenges facing us and are aware of the downturn in work. The section has lost a member of staff to retirement, and has also taken on other tasks such as distribution of Newsline.</p> <p>4.4.8 The print team feel if the members go for option 2, due to staffing levels, key jobs would have to be outsourced. The unit, due to staffing levels would not be in a position to build the business back up.</p>	

Proposals	Staff Comment	Trade Union Comment
	<p>Consideration should be made to go for an in between option where current staff in the unit can be use skills they have developed elsewhere within the authority. (See option 2a). This is one way to manage the peaks and troughs of the workflow in the print unit.</p> <p>4.4.9 What figures do they have which supports option 3? Is this option cheaper than the existing structure? This option could work out far more expensive. There will be many issues if all work is to be farmed out. There are currently 23 suppliers on the print framework. The locations of these printers range from 5 in South Wales, 1 in North Wales and 17 from England. What about the carbon footprint? There will be no personal touch; the CCBC brand will be lost. All the hard work over the past 10 years or so will have been for nothing.</p> <p>You will have to get at least 3 quotes every time you want a job printed, the authority will still need to employ staff to carryout these tasks effectively. If left to individual departments to order and pay print costs, the CCBC brand will certainly be lost completely. How can option 3 be policed?</p>	

Proposals	Staff Comment	Trade Union Comment
<p>Communications Proposal</p>	<p>RESPONSE TO CONSULTATION PROPOSALS FOR COMMUNICATIONS SERVICE</p> <p>4.7 Advertising Service</p> <p>Only recruitment based advertising has decreased due to the current job freeze, but all other forms of advertising such as legal notices, tourism/events adverts still remain unaffected. If advertising is outsourced, then the local authority will lose all current discount structures that we have with the media resulting in a much more costly option over a period of time.</p> <p>Options 2 and 3 do not indicate whose role it will be for the outsourcing of advertising.</p> <p>Communications Unit</p> <p>In recent months, whilst the meetings between team leaders and the Manager were taking place in relation to restructure proposals, at the same time, the Communications Manager created and filled 2 new permanent positions - 1 Media Assistant grade 7 (the successful applicant was temporarily employed at that time) and 1 Events Assistant grade 5. How can creating a new post of Events Assistant within the Communications Unit be more cost effective?</p> <p>Why didn't the Manager discuss with existing staff and actively encourage them to apply? This workload was previously shared out by 2 other posts within the Unit at no extra cost. For the last x years, the Advertising Assistant and Senior Administrator were responsible for organising all departmental events including 'One Beat', Big Cheese, F.O.T.B. and have always received excellent feedback for their work. Events organising were a factor of their job evaluation.</p> <p>We were discreetly advised that the Media Assistant grade 7 post had been ring fenced for the temporary post holder whereas the Events Assistant grade 5 position (formally Education department) was created and filled without the knowledge of anyone in the department. These posts were suitable for existing staff within the department who could easily have been re-deployed into these positions.</p> <p>Throughout the Report, there has been constant reference about outsourcing the Print Unit, Advertising and Design for cost effectiveness, but nothing about the Media Team. The Report states that the Media Service is embracing the requirements as set out in 2009 by CMT and Cabinet - what requirements are these? Has there been any thoughts on proposing media to be outsourced? If it's more cost effective than the other marketing tools, what are the financial benefits of retaining Media in-house? There is no factual evidence to support this. It would appear from the Manager's Report, that the criteria for measuring the Media Team performance differs from that set for all other services within the Unit.</p> <p>Option 3 is showing a Business Administrator position. Options 1 and 2 show a position for a Senior Administrator. Option 3 no longer requires a Senior Administrator, but instead requires a 'new position' for a Business Administrator on the same salary. What is the difference? It would make more sense if the Business Administrator post was applicable to options 1 and 2 where there are businesses to administer, i.e. advertising, print and design, unlike option 3 showing all these functions being disposed of.</p> <p>Throughout all these options, the Manager still retains her existing salary and the Media/Communications Officer has been awarded a promotion (grade 10) even though many of the functions have been disposed of and outsourced. How can their salaries be justified when there are less staff to manage and apparently less work to do.</p>	

Proposals	Staff Comment	Trade Union Comment																			
<p>Communications Proposal</p>	<div data-bbox="510 280 1016 347" style="background-color: #cccccc; padding: 5px; margin-bottom: 20px;"> <p>Communication Unit; Option 1 Estimated Saving: £202,097</p> </div> <div style="text-align: center;"> <div data-bbox="705 411 824 507" style="background-color: #add8e6; padding: 5px; margin: 10px auto; width: fit-content;"> <p>***Scale 12 Manager £53,685</p> </div> <div style="display: flex; justify-content: space-around; margin: 10px auto; width: 80%;"> <div data-bbox="577 539 696 635" style="background-color: #add8e6; padding: 5px; text-align: center;"> <p>Scale 8 Assistant Manager £35,925</p> </div> <div data-bbox="705 539 824 635" style="background-color: #add8e6; padding: 5px; text-align: center;"> <p>Scale 9 Deputy Manager £39,798</p> </div> <div data-bbox="833 539 952 635" style="background-color: #add8e6; padding: 5px; text-align: center;"> <p>Scale 5 Snr. Admin £24,673</p> </div> </div> <table border="1" style="margin: 20px auto; width: 80%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #cccccc;">Design</th> <th style="background-color: #cccccc;">Print</th> <th style="background-color: #cccccc;">Media</th> </tr> </thead> <tbody> <tr> <td style="background-color: #add8e6; padding: 5px;">Scale 7 Snr. Designer £31,793</td> <td style="background-color: #add8e6; padding: 5px;">Scale 7 Snr. Web Designer £31,793</td> <td style="background-color: #add8e6; padding: 5px;">*Scale 5 Print Supervisor £24,673</td> <td style="background-color: #add8e6; padding: 5px;">***Scale 5 Media Assistant £24,673</td> </tr> <tr> <td style="background-color: #add8e6; padding: 5px;">Scale 7 Snr. Designer £31,793</td> <td style="background-color: #add8e6; padding: 5px;">*Scale 6 Web Designer £27,760</td> <td style="background-color: #add8e6; padding: 5px;">*Scale 4 Printer £21,711</td> <td style="background-color: #add8e6; padding: 5px;">Scale 5 Events Assistant £24,673</td> </tr> <tr> <td style="background-color: #add8e6; padding: 5px;">Scale 5 Lead Designer £24,673</td> <td style="background-color: #add8e6; padding: 5px;">Scale 4 Advert Assistant £21,711</td> <td style="background-color: #add8e6; padding: 5px;">*Scale 4 Printer £21,711</td> <td></td> </tr> <tr> <td style="background-color: #add8e6; padding: 5px;">Scale 4 Assistant Designer £21,711</td> <td></td> <td style="background-color: #add8e6; padding: 5px;">*Scale 4 Printer (P/T) £10,855</td> <td></td> </tr> </tbody> </table> <p style="margin-top: 20px;">*self funded posts ***post regraded</p> <div data-bbox="1086 654 1319 1299" style="background-color: #cccccc; padding: 10px; margin-top: 20px;"> <p>STRUCTURE ALTERATIONS</p> <p>Management reorganised.</p> <p>***Job evaluation should be conducted as to whether the current listed scale is too high due to the loss of posts.</p> <p>5 vacant posted deleted and 1 web editor post moved to IT Unit.</p> <p>Graphic and Web Design would become one team offering a more extensive multimedia based team. Advertising would also be incorporated into this team to take advantage of the skill base synergies.</p> <p>Print team would retain it's trading status and would actively market itself to other public, voluntary and council funded bodies.</p> <p>***Media assistant duties redefined.</p> <p>Additional accommodation savings could be made by relocating the Design Team to a smaller office space.</p> <p>Other cost reduction measures could also be introduced such as, reduced working hours 4 day working job share and joint working with other CCBC departments.</p> </div> </div>	Design	Print	Media	Scale 7 Snr. Designer £31,793	Scale 7 Snr. Web Designer £31,793	*Scale 5 Print Supervisor £24,673	***Scale 5 Media Assistant £24,673	Scale 7 Snr. Designer £31,793	*Scale 6 Web Designer £27,760	*Scale 4 Printer £21,711	Scale 5 Events Assistant £24,673	Scale 5 Lead Designer £24,673	Scale 4 Advert Assistant £21,711	*Scale 4 Printer £21,711		Scale 4 Assistant Designer £21,711		*Scale 4 Printer (P/T) £10,855		
Design	Print	Media																			
Scale 7 Snr. Designer £31,793	Scale 7 Snr. Web Designer £31,793	*Scale 5 Print Supervisor £24,673	***Scale 5 Media Assistant £24,673																		
Scale 7 Snr. Designer £31,793	*Scale 6 Web Designer £27,760	*Scale 4 Printer £21,711	Scale 5 Events Assistant £24,673																		
Scale 5 Lead Designer £24,673	Scale 4 Advert Assistant £21,711	*Scale 4 Printer £21,711																			
Scale 4 Assistant Designer £21,711		*Scale 4 Printer (P/T) £10,855																			

Proposals	Staff Comment	Trade Union Comment												
<p>Communications Proposal</p>	<div data-bbox="501 256 1012 325" style="background-color: #333; color: white; padding: 5px; margin-bottom: 20px;"> <p>Communication Unit; Option 2 Estimated Saving: £248,662</p> </div> <div style="text-align: center;"> <div data-bbox="696 389 817 483" style="background-color: #00a0e3; color: white; padding: 5px; margin-bottom: 10px;"> <p>Scale 10 Manager £44,568</p> </div> <div style="display: flex; justify-content: space-around; width: 100%;"> <div data-bbox="631 512 752 606" style="background-color: #00a0e3; color: white; padding: 5px; margin-bottom: 10px;"> <p>Scale 8 Assistant Manager £39,798</p> </div> <div data-bbox="763 512 884 606" style="background-color: #00a0e3; color: white; padding: 5px; margin-bottom: 10px;"> <p>Scale 5 Admin £24,673</p> </div> </div> <hr style="border: 0; border-top: 1px solid black; margin: 10px 0;"/> <div style="display: flex; justify-content: space-around; width: 100%; margin-bottom: 5px;"> <div data-bbox="624 639 757 663" style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">Design, Advertising & Media</div> <div data-bbox="860 639 909 663" style="background-color: #333; color: white; padding: 2px 5px; font-size: 0.8em;">Print</div> </div> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td data-bbox="566 675 696 769" style="background-color: #00a0e3; color: white; padding: 5px;">Scale 7 Snr. Designer £31,793</td> <td data-bbox="696 675 826 769" style="background-color: #00a0e3; color: white; padding: 5px;">Scale 7 Snr. Web Designer £31,793</td> <td data-bbox="826 675 947 769" style="background-color: #00a0e3; color: white; padding: 5px;">*Scale 5 Print Supervisor £24,673</td> </tr> <tr> <td data-bbox="566 778 696 873" style="background-color: #00a0e3; color: white; padding: 5px;">Scale 7 Snr. Designer £31,793</td> <td data-bbox="696 778 826 873" style="background-color: #00a0e3; color: white; padding: 5px;">*Scale 6 Web Designer £27,760</td> <td data-bbox="826 778 947 873" style="background-color: #00a0e3; color: white; padding: 5px;">*Scale 4 Printer £21,711</td> </tr> <tr> <td data-bbox="566 882 696 976" style="background-color: #00a0e3; color: white; padding: 5px;">Scale 5 Lead Designer £24,673</td> <td data-bbox="696 882 826 976" style="background-color: #00a0e3; color: white; padding: 5px;">Scale 4 Advert Assistant £21,711</td> <td data-bbox="826 882 947 976" style="background-color: #00a0e3; color: white; padding: 5px;">*Scale 4 Printer £21,711</td> </tr> <tr> <td data-bbox="566 986 696 1080" style="background-color: #00a0e3; color: white; padding: 5px;">Scale 4 Assistant Designer £21,711</td> <td data-bbox="696 986 826 1080" style="background-color: #00a0e3; color: white; padding: 5px;">Scale 7 Media Assistant £31,793</td> <td data-bbox="826 986 947 1080" style="background-color: #00a0e3; color: white; padding: 5px;">*Scale 4 Printer (P/T) £10,855</td> </tr> </table> <p data-bbox="501 1217 622 1246" style="margin-top: 20px;">*self funded posts</p> <div data-bbox="1081 632 1319 1259" style="background-color: #333; color: white; padding: 10px; margin-top: 20px;"> <p>STRUCTURE ALTERATIONS</p> <p>Maximum saving would be obtained by reducing the size of the management team and regrade the top post.</p> <p>Graphic, Web Design, Media and Advertising would become one team offering a more extensive multimedia and marketing team.</p> <p>Media team would be reduced by moving event management to Advisory Services which would offer a more focused event delivery service.</p> <p>Print team would retain it's trading status and would bring in work from other public, voluntary bodies and council funded units.</p> <p>Additional accommodation savings could be made by relocating the Design Team to a smaller office space.</p> <p>Other cost reduction measures could also be introduced such as, reduced working hours 4 day working, job share and joint working with other CCBC departments.</p> </div> </div>	Scale 7 Snr. Designer £31,793	Scale 7 Snr. Web Designer £31,793	*Scale 5 Print Supervisor £24,673	Scale 7 Snr. Designer £31,793	*Scale 6 Web Designer £27,760	*Scale 4 Printer £21,711	Scale 5 Lead Designer £24,673	Scale 4 Advert Assistant £21,711	*Scale 4 Printer £21,711	Scale 4 Assistant Designer £21,711	Scale 7 Media Assistant £31,793	*Scale 4 Printer (P/T) £10,855	
Scale 7 Snr. Designer £31,793	Scale 7 Snr. Web Designer £31,793	*Scale 5 Print Supervisor £24,673												
Scale 7 Snr. Designer £31,793	*Scale 6 Web Designer £27,760	*Scale 4 Printer £21,711												
Scale 5 Lead Designer £24,673	Scale 4 Advert Assistant £21,711	*Scale 4 Printer £21,711												
Scale 4 Assistant Designer £21,711	Scale 7 Media Assistant £31,793	*Scale 4 Printer (P/T) £10,855												

Proposals	Staff Comment	Trade Union Comment
<p>Communications Proposal</p>	<p style="text-align: center;">Option 2a</p> <div style="text-align: center;">  <pre> graph TD PM[Print Manager] --- P1[Printer 1 F/T] PM --- P2[Printer 2 P/T] PM --- P3[Printer 3 Job Share] PM --- P4[Printer 4 Job Share] </pre> </div> <p>Printer 1 – Full Time</p> <p>Printer 2 – Part Time</p> <p>Printer 3 – Job Share, this member of staff, can be employed full time by CCBC, part time within the print unit & part time with IT Services to assist in the MFP program.</p> <p>Printer 4 – Job Share, a member of the print team currently is employed a relief chauffeur, in works time and outside normal working hours. Why not utilise his time to do both tasks. This will not only reduce salary cost to the print unit, but will also reduce overtime payments for a relief chauffeur.</p> <p>This option allows the unit to manage and look to take on NEW print jobs, and be able to meet the clients' demands. Workflows and staff can be managed to ensure that existing large print jobs for example, ballot papers, council tax work can still be carried out efficiently and effectively and within the tight timescales set by the client.</p> <p>Current Salary costs - £139,673</p>	

Proposals	Staff Comment	Trade Union Comment
	Salary Savings 1 x Print Manager 1 x Full Time Printer 3 x Part Time Printers (1 part time & 2 job share) Total cost £90,201 Saving - £49,472	