

S&R 1st December 2022

Appendix D - Communications Business case

Annex C: Tandridge District Council Communications Service

1. Background

Tandridge District Council is reviewing all its services with the aim of becoming a smaller, more strategic, agile and responsive organisation. We also need to reduce our expenditure to a level we can afford, now and in the future, focusing our resources on our key priorities.

The Communications Team has been identified as an area where savings can be made. We are carrying out a service review and are looking at two possible options for the future service. One is to provide a reduced service in-house and the second to consider outsourcing the service.

Below we have provided some details about the service and included a comparison chart to show what the current service provides, what an in-house reduced service could provide and what an outsourced service might provide.

2. Vision and purpose of the communication service

- Enhance and maintain the Council's reputation through proactive communications.
- Gain understanding and support for the organisation's vision and objectives.
- Keep internal and external customers informed about priorities, projects, services and campaigns.
- Enhance external customers' experience, making use of data to target communications and influence service delivery and behaviour.
- Provide communications advice, guidance and support to all teams.
- Ensure there is effective internal communications and staff engagement.
- Manage response to emergency planning and crisis communications.

3. Comparison of different types of service

Below is a list of work the Communications Team currently delivers, along with details of what a reduced in-house service might cover and what could be outsourced.

To provide a reduced service some work will need to move to other teams in the council. These are listed in column B. The tick shows what work will continue and the red cross what will stop.

Activities	A: Current service	B: Reduced service	C: Outsourced service
Advice, guidance, projects and campaigns			
Communications advice and support for specific projects eg Queens Park, Boundary review, Regeneration / Local Plan, Outcome of Future Tandridge	✓ Multiple campaigns Service flexes to meet demand	✓ Up to 4 a year Records show there will be more requests	✓ Up to 4 a year Contingency for additional work
Providing general communications advice and guidance	✓	✓	✓
Specific advice and guidance eg letters, job adverts	✓	✗	✗

Ongoing campaign execution (eg lottery and community fund, elections, recycling and waste, Northgate)	✓ Multiple campaigns	✓ Up to 4 campaigns	✓ Up to 4 campaigns Contingency for additional work
Supporting partners' campaigns and initiatives	✓	✗	✗
Branding and corporate identity	✓	✓	✓
E-newsletters (content, design and issue)			
News and events Councillor newsletter Business	✓ fortnightly ✓ monthly ✓ monthly	✓ monthly ✓ monthly ✓ every two months	✓ monthly ✓ monthly ✓ every two months
Housing	✓ quarterly	✓ quarterly Reduced content	✓ quarterly Reduced content
Recycling and waste	✓	✗	✗
Planning	✓	✗	✗
Local Plan	✓	✗	✗
North Tandridge and Caterham	✓	✗	✗
Green Waste Club	✓	✗	✗
Seasonal newsletters	✓	✗	✗
Wellbeing newsletter	✓	✗	✗
Publications content, design and print			
Corporate flyers annual billing	✓ Up to 5 flyers	✓ 1 flyer	✓ 1 flyer
Corporate leaflets editing existing leaflets, design and print eg housing, recycling and waste	✓	✓ Reduce number move content to website	✓ Reduced number
Councillors leaflet	✓	✗	✗
Monthly free page in local magazines	✓	✓	✓
Official guide and street plan	✓	✗	✗
Internal communications and staff engagement			
Staff e-newsletter monthly	✓	✗ New intranet	✗
Staff briefing support	✓	✗ CE PA	✗
Managing the intranet and content	✓	✓	✗
Maintaining the notice board outside the building (change to digital notice board)	✓	Move to Customer Services	✗
Staff engagement plan	✓	Move to HR	✗
Corporate internal messaging (HR, IT)	✓	All teams DIY	✗
Website			
Overall management of website including contracts (contract for hosting and support until 2023)	✓	✓	✗
Maintaining and updating website content	✓	✓	✓

Website event management	✓	✓	✓
Accessible documents	✓	✓	✓

Data protection checks eg redaction carried out correctly	✓	✓	✓
Managing search function	✓	✓	✓
Managing accessibility, links, grammar, spelling	✓	✓	✓
Media relations, press and social media			
Drafting press/news releases, publish and share	✓	✓	✓
Responding to press enquiries and press monitoring	✓	✓	✓
Social media management			
Posting news and campaign material to social media accounts	✓ Main accounts, all FB groups 25+	✓ Main accounts, key FB groups	✓ Main accounts
Drafting and sharing social media posts	✓	✓	✓
Monitoring social media and responding to enquiries	✓	Move to Customer Services	✗
Managing corporate LinkedIn page including jobs	✓	Move to HR	✗
Supporting or running consultations and surveys			
Residents' survey	✓	Move to Policy	✓
Staff surveys	✓	Move to HR	✓
Other surveys /consultation	✓	Move to Policy	✓
Focus groups	✓	Move to Policy	✓
Communications support for emergencies/crisis			
Take lead for communications and share messaging	✓	✓	✗
Provide draft messaging for councillors, public and staff.	✓	Move to Emergency Planning	✗
Represent council on Multi Agency Group if wider crisis	✓	✓	✗
Textlocal emergency messaging – staff and tenants	✓	Move to Emergency Planning	✗

Design and print support			
Design, print and finish documents, committee reports, leaflets, posters, banners etc.	✓	✓ Reduced printing ie no committee reports	✓
Mailmerge, mailshots incl enveloping eg elections, benefits, council tax, recycling and waste	✓	✓	✓
Photocopier contract, management and maintenance (contract ends 2025)	✓	✓	✗
Design and print for external customers	✓	✗	✗
Complaints and FOI management and administration			
Complaints policy, admin and oversight	✓	Move to Policy	✗
FOI admin	✓	Move to Legal	✗
Committee reports	✓	Move to Policy	✗
Other work			
Chair and lead Surrey Communications Group	✓	✓	✗
Support Chairman's activities	✓	✓	✓
General administration	✓	✓	✗
Adhoc requests from councillors	✓	✗	✗
Analytics - Google Analytics, social media, e-newsletters	✓	Move to Data and Insight or automate	✗

4. Measurement and evaluation

We evaluate the campaigns and communication plans we run by levels of engagement, increase or decrease in contact to the Council via key channels, take up of service etc.

A key indicator in the residents' survey is the score for how well informed people feel. This was 66% in the 2021 survey, which was higher than the LGA national average of 61% at that time.

In the May 2021 staff survey, 72% of staff felt they were kept up to date about work related and Covid issues. Internal communications is not just dependent on the Communications Team, but on management communication.

5. Performance indicators

Performance indicator	Data capture frequency
We aim to respond to media enquiries within 24 hours 95% of the time.	Monthly
We aim to respond to social media comments within 4 hours 95% of the time.	Monthly
We aim to increase e-newsletter sign up by 1% within the next year.	Annual, but data for monthly subscribers collected and shows increase of between 22% and 69% across three key newsletters.
We will measure how satisfied residents are with the way Tandridge District Council runs things.	Residents' survey every two years
We will measure how satisfied residents are with their local area as a place to live.	Residents' survey every two years
We will measure how well informed residents are.	Residents' survey every two years
We aim to make our main website over 94% accessible.	Monthly
We aim to maintain website availability 100% of the time.	Monthly

6. Current team and contracts

The current team is led by a Head of Service who will remain in-house and is about to take on the management of the policy function. There are five full time staff, of which one is responsible for design and print, which is likely to be out of scope for this brief.

We have an in-house print room, with a contract for our photocopiers and printing equipment which expires in 2025.

We have a contract with a website company for hosting and support/development which has a total cost of £9230. This is due to expire in 2023 and can be included as an option. We also have some other smaller contracts for the website search, accessibility, links and grammar checker software and an accessibility tool.

7. Request for informal indicative quote

We are seeking an informal indicative quote from several companies to gauge whether outsourcing is a feasible option.

We have provided a list of possible activities we consider the Council is likely to require in column C, but we are very interested in any different ways of providing the service.

We would like to hear what your company may be able to achieve, what objectives you would set and the outcomes and impact we could expect to see. We are particularly interested in any innovative approaches you may suggest to help us meet our objectives.