

SUBJECT: STAFFING RESTRUCTURE: DEVELOPMENT MANAGEMENT TEAM

MEETING: INDIVIDUAL CABINET MEMBER DECISION

DATE: 29th MARCH 2017

DIVISION/WARDS AFFECTED: All

NON-PUBLICATION: n/a

1. PURPOSE:

- 1.1 To request approval to implement a proposed staffing restructure within the Development Management team to create additional management capacity to enable succession planning and to support service delivery improvements.
- 1.2 To rename the Planning Applications and Enforcement Manager post as Development Management Area Team Manager.
- 1.3 To provide Job Descriptions for the Development Services Manager and DM Area Team Manager posts.

2. RECOMMENDATIONS:

- 2.1 That Cabinet Member:
Approves the implementation of the proposed new management structure and associated back-filling via internal and/or external recruitment, and approves the associated job descriptions.

3. KEY ISSUES:

- 3.1 While the Planning Service is operating at an acceptable level, there is scope to improve service delivery and performance. Actions are being implemented to that end as identified in the Annual Performance Reports for 2014/15 and 2015/16 as endorsed by Economy and Development Select Committee and Planning Committee. My observations since my appointment in May 2015, and feedback from 1:1s that have been offered to all team members during the last 12 months, is that a previous restructure in 2012 reduced management capacity too far and this has hampered our ability to provide effective leadership, management and improvement, despite best intentions and effort. The particular concern in terms of capacity relates to the Planning Applications and Enforcement Manager, who currently has 12 line reports covering a significant and varied workload. This means that important support measures such as monthly staff 1:1s cannot be provided. All parties throughout the service have expressed the desire for additional management and support. The proposal has been worked up having looked at budget and workload trends, caseloads and workload by geographic area.
- 3.2 In addition, a service manager has expressed their likely intention to seek retirement in the next couple of years, and has made an application for flexible early retirement from May 2017, a report for which is to be considered by Cabinet in the near future. There is consequently a clear and pressing need for succession planning, to enable a new manager to grow and learn from the existing expertise, as well as enabling the improvements mentioned above.
- 3.3 The proposed restructure also provides an opportunity to secure staff retention. The Council is fortunate enough to have a number of very capable and experienced Senior Planning Officers with leadership potential, and this restructure offers an opportunity for internal promotion. It is proposed to backfill the vacated post, however the range of posts would be realigned by reducing the number of senior officers by 0.8FTE and increasing the number of planning officers by the same amount.

3.4 The current and proposed staffing levels are listed below:

	Current FTE	Proposed FTE
Development Services Manager	1.0	1.0
Planning Applications and Enforcement Manager [#]	1.0	2.0*
Senior Planning Officer (DM)	6.8	6.0
Senior Planning Officer (Enforcement)	1.0	1.0
Planning Officer	1.8	2.6
Enforcement Officer	0.8	0.8
Monitoring Officer	1.0	1.0
Total	13.4	14.4**

*this would be occupied as 1.6FTE if the flexible early retirement request is approved

** or 14.0FTE if the flexible early retirement request is approved

to be renamed DM Area Team Manager

3.5 It is also proposed to provide updated Job Descriptions for the Development Services Manager and DM Area Team Manager posts.

3.6 It is therefore proposed to:

- Provide an updated Job Description for the Development Services Manager
- Create 1.0FTE additional DM Area Team Manager post (band K) to report to the Development Services Manager and recruit internally. Various options regarding how the teams are structured have been considered and discussed via team meetings and it is currently proposed to have the Enforcement Team and North Team reporting to one manager, and the Central and South teams reporting to the other manager. However, this will deliberately be left flexible so that it can be adapted as service needs/demand changes with time;
- To rename the Planning Applications and Enforcement Manager as Development Management Area Team Manager;
- To provide a Job Description for the existing and new DM Area Team Managers;
- To replace the vacated Senior Planning Officer post with a Planning Officer post and recruit (internally and externally).

3.7 No colleagues are detrimentally impacted by the proposed restructure. Informal staff consultation has already taken place.

4. REASONS

4.1 The reasons for the proposed restructure are summarised below:

- The current Planning Applications and Enforcement Manager has 12 line reports giving insufficient capacity to properly fulfil a management role and drive forward service improvement. This is identified by the Head of Service's own observations since appointment, the current Planning Applications and Enforcement Manager, and from 1:1s held with all team members by the Head of Service, the majority of which identified the need for and benefits of increased management;
- Succession planning given a management team member's desire to retire within the next few years, with an application for flexible early retirement from May 2017 (subject to approval by Cabinet);
- Staff retention and the opportunity to develop identified management and leadership qualities in existing members of staff. It is in the Council's interests to retain and develop these skills rather than lose them to another organisation, having invested the time and resource into training and mentoring to date;
- Greater opportunity to drive forward service improvement and delivery to our customers.

5. RESOURCE IMPLICATIONS:

- 5.1 The proposed restructure would result in additional staffing costs of up to £34,800. This would be met within existing budgets by reducing other areas of spend. This figure represents the maximum cost with 2.0FTE managers in post (i.e. the flexible early retirement request is not approved) and all newly appointed team members at top of grade. The figure above includes funding for the cost of the flexible early retirement.
- 5.2 The proposal would be funded by:
- £10,000 from an agreed virement from the Planning Policy budget;
 - £24,800 reduction in the D080 Professional Fees budget line (this budget line will reduce to £92,223);
- 5.3 It is worth noting that the proposed restructure was first drafted in September 2016 and was considered as part of, and factored into, the 2017/18 budget saving proposals put forward and agreed by Cabinet, with additional overview scrutiny by PeopleToo, who make reference to the proposal in their commentary. The ability to cover the costs within budget, factors in the 2017/18 budget savings already offered.
- 5.4 Consideration has been given to the implications of the recent White Paper on Local Government reorganisation, which includes a suggestion that Development Management could be delivered at a sub-regional (undefined) level. However, these suggestions are at a very early stage. There are no draft or firm proposals yet, nor any political agreement. Even if the Council were to agree to such an approach, the actual organisational change will take time. In any case, we need to ensure we are in the best possible place, delivering the best service possible and with the right people in the right roles now.

6. CONSULTEES

Senior Leadership Team

PeopleToo as high level consideration as part of the 2017/18 budget proposals

Development Services colleagues via 1:1s, Management Team meetings and whole Team meetings.

Chair, Deputy Chair and Lead Opposition Party Member from Planning Committee

Finance Officer (Davina Hicks)

People Services

7. BACKGROUND PAPERS

Appendix One – Future Generations Evaluation (summarised below)

Appendix Two – Current and Revised Staffing structures

Appendix Three – Job Descriptions

8. FUTURE GENERATIONS IMPLICATIONS

The completed Future Generations Evaluation can be found in Appendix One below. In summary, the proposed restructure is intended to provide a resilient and improving service with additional management capacity to provide succession planning and staff retention. The impact should be positive with no negative impacts identified.

9. **AUTHOR:** Mark Hand – Head of Planning, Housing & Place-shaping

10. CONTACT DETAILS:

E-mail: markhand@monmouthshire.gov.uk

Tel: 01633 644803/ 07773 478579

Future Generations Evaluation (includes Equalities and Sustainability Impact)

APPENDIX ONE Name of the Officer Mark Hand Phone no: 07773 478579 E-mail: markhand@monmouthshire.gov.uk	STAFFING RESTRUCTURE: DEVELOPMENT MANAGEMENT TEAM
Name of Service: Planning (Enterprise and Innovation Directorate)	Date: Future Generations Evaluation 02 March 2017



NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc.




1. Does your proposal deliver any of the well-being goals below?

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The proposed restructure seeks to ensure resources are best utilised and that a resilient service is provided for the benefit of colleagues, the wider Council and our communities. The proposal, by definition, provides job opportunities.	<ul style="list-style-type: none"> • Internal recruitment where possible to maximise opportunities for career progression and staff retention.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Ensuring the planning service is properly resourced is essential to an effective service, part of which includes ensuring our green spaces and cultural heritage is supported.	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Positive impact by ensuring quality services are provided. Promotion opportunities and appropriate levels of management support will have positive impact on the well-being of colleagues.	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Positive impact by ensuring quality services are provided	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Positive impact by ensuring quality services are provided	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Positive impact by ensuring quality services are provided, which includes heritage management.	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Positive impact by ensuring quality services are provided and by giving promotion opportunities to colleagues. Increased capacity to deliver service improvements.	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	The proposal seeks to balance budget pressures with short term succession planning and longer term staff development and service resilience.	
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	Increased management capacity will support a better and more responsive service for our partners.	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	As above	Performance and increased management support will be monitored via 1:1s, annual appraisals, team meetings and the Annual Performance Report.
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	The rationale for the proposal is to improve management capacity and therefore service delivery, and to provide succession planning for a known future risk.	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	. The service contributes to the wellbeing goals and therefore an improvement to service delivery should have a positive impact on delivering the well-being goals.	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Consider the impact on our community in relation to this e.g. how do we engage with older and younger people about our services, access issues etc. Also consider what issues there are for employment and training.	n/a	n/a

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	What issues are there are around each of the disability needs groups e.g. access to buildings/services, how we provide services and the way we do this, producing information in alternative formats, employment issues.	n/a	n/a
Gender reassignment	Consider the provision of inclusive services for Transgender people and groups. Also consider what issues there are for employment and training.	n/a	n/a
Marriage or civil partnership	Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance	n/a	n/a
Pregnancy or maternity	<i>In employment a woman is protected from discrimination during the period of her pregnancy and during any period of compulsory or additional maternity leave. In the provision of services, good and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth</i>	n/a	n/a

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Race	<i>Think about what the proposal will do to promote race equality with the aim of: eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between persons of different racial groups. Also think about the potential to affect racial groups differently. Issues to look at include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy & Traveller, migrant communities and recording of racist incidents etc.</i>	n/a	n/a
Religion or Belief	<i>What the likely impact is e.g. dietary issues, religious holidays or days associated with religious observance, cultural issues and customs. Also consider what issues there are for employment and training.</i>	n/a	n/a
Sex	<i>Consider what issues there are for men and women e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues. Will this impact disproportionately on one group more than another</i>	n/a	n/a
Sexual Orientation	<i>Consider the provision of inclusive services for e.g. older and younger people from the Lesbian, Gay and Bi-sexual communities. Also consider what issues there are for employment and training.</i>	n/a	n/a
Welsh Language	<i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc. and also the requirement to promote the language.</i>	n/a	n/a

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i>	n/a	n/a
Corporate Parenting	<i>This relates to those children who are 'looked after' by the local authority either through a voluntary arrangement with their parents or through a court order. The council has a corporate duty to consider looked after children especially and promote their welfare (in a way, as though those children were their own).</i>	n/a	n/a

5. What evidence and data has informed the development of your proposal?

This report is founded upon the following:

- The Medium Term Financial Plan and 2017/18 budget proposals;
- HoS observations since appointment;
- 1:1s with team members and feedback via Team meetings.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The proposed restructure is intended to provide a resilient and improving service with additional management capacity to provide succession planning and staff retention. The impact should be positive with no negative impacts identified.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
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n/a			
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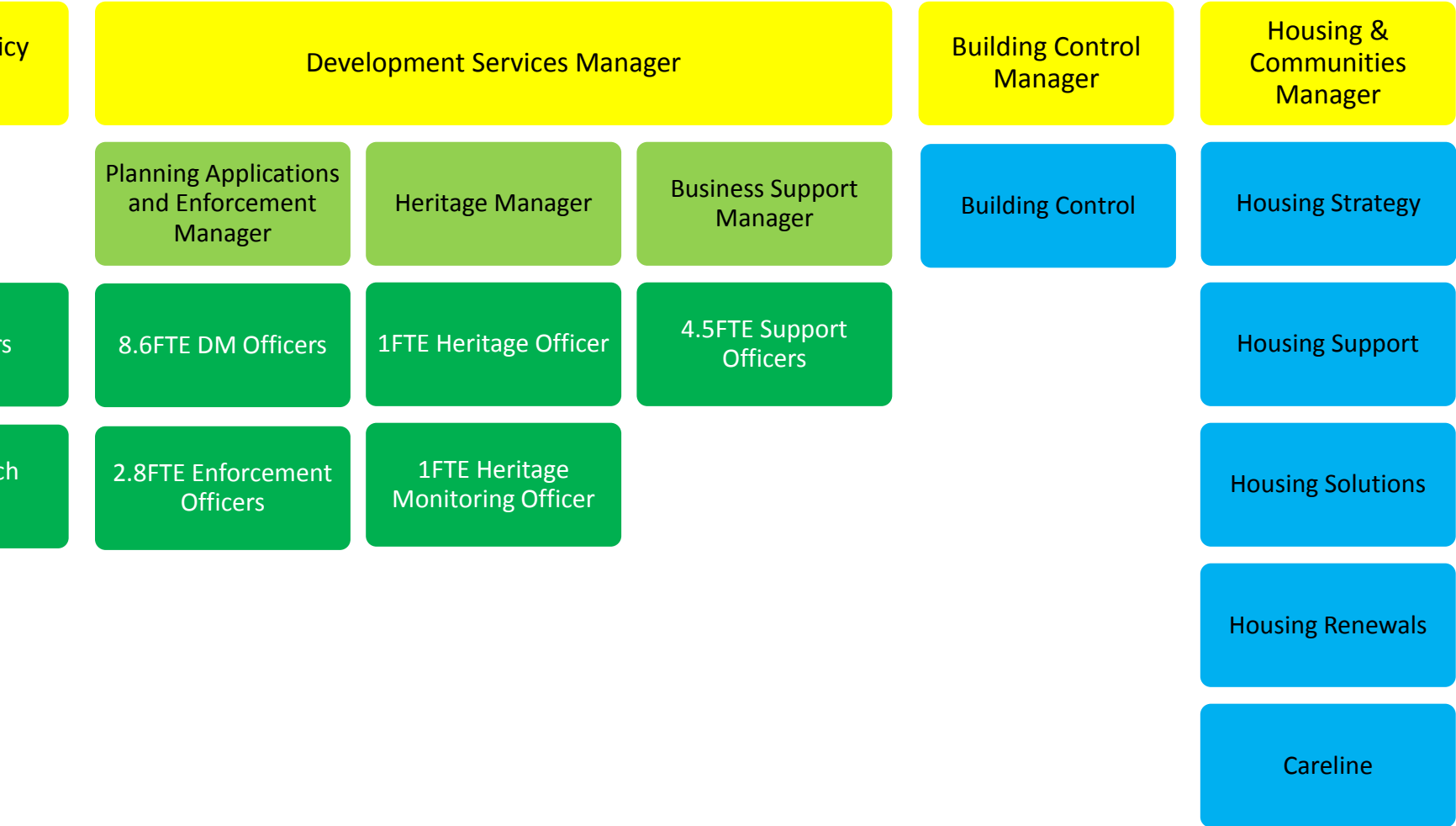
8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	October 2017 via Annual Performance Report
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.	<i>Submission of the staff restructuring plan</i>	<i>March 2017</i>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

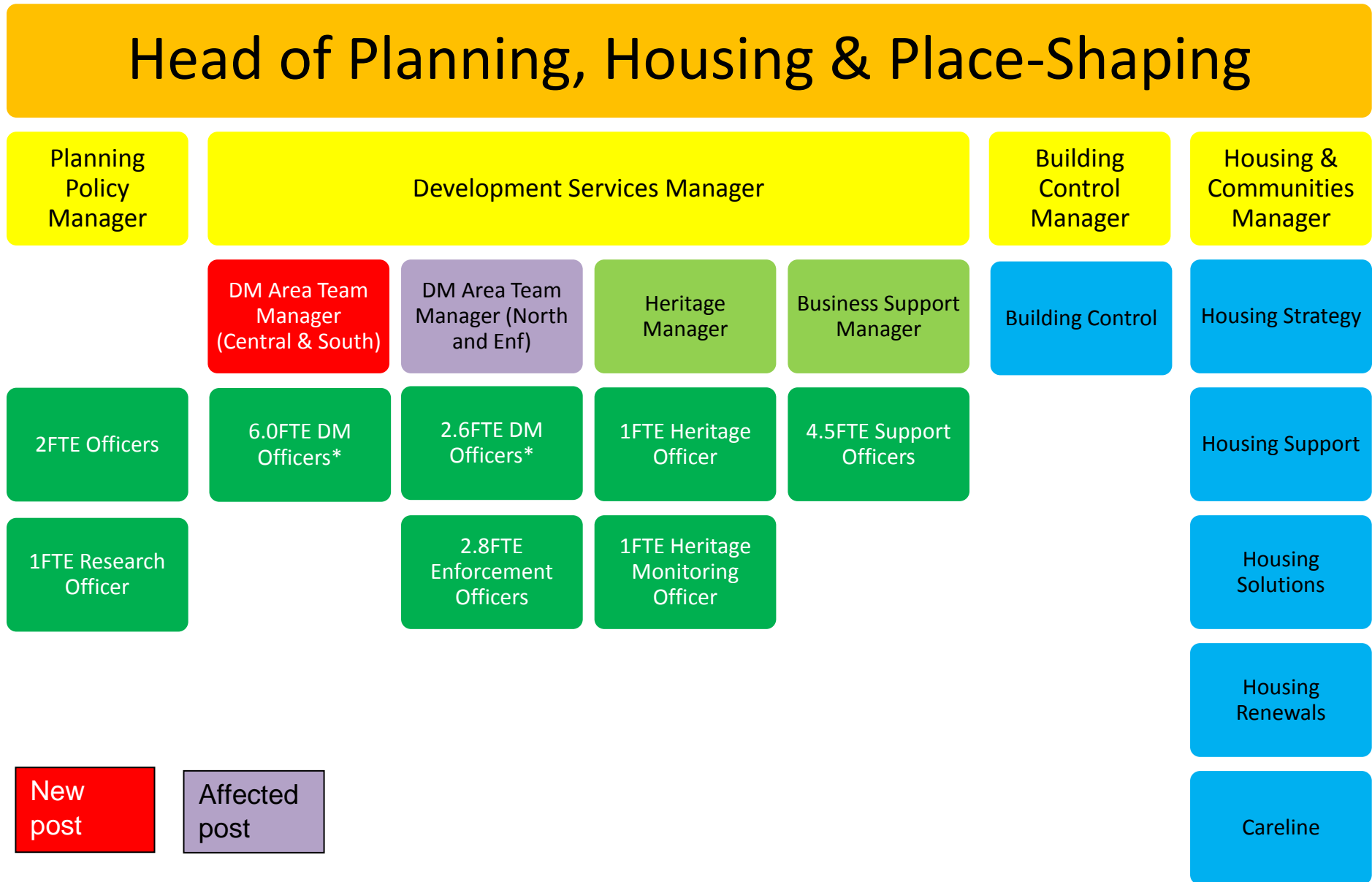
Head of Planning, Housing & Place-Shaping



MCC Development Management Service

Proposed Structure

* Exact split of teams and team size tbc



Appendix Three

ROLE ADVERT**ROLE TITLE:** Development Management Area Team Manager

PERMANENT

POST ID: RDC19**GRADE:** BAND K SCP 45 – SCP 49**HOURS:** 37 Per Week**LOCATION:** County Hall, Usk (This may change in the future if the service needs to relocate. Relocation or disturbance expenses will not be paid if this happens).**WELSH LANGUAGE ASSESSMENT:** Welsh language skills are desirable**PURPOSE OF POST:**

1. To have day to day responsibility for the performance and management of the planning applications, enforcement and appeals service.
2. To ensure the Council's objectives for the determination of planning applications, resolution of enforcement cases and success at appeals are met.
3. To provide management and leadership to the development management service to ensure that a high quality of development is achieved in accordance with the Council's policies and the service's purpose, and that the service meets the needs of its users.
4. To support the review and challenge of service delivery and drive service improvements.
5. To deputise in the absence of the Development Services Manager or other DM Area Team Manager.

Should you require any further information regarding this post, please contact: Philip Thomas, Development Services Manager Tel: 01633 644809

Closing Date: 12 noon on 19/04/2017**Interviews will be held week commencing 24/04/2017****Please Note that we are not able to accept CV's****Application forms can be completed online or down loaded via:****www.monmouthshire.gov.uk/how-to-apply-for-council-jobs**

Applications may be submitted in Welsh. An application submitted in Welsh will not be treated less favourably than an application submitted in English.

Completed paper application forms should be returned to the following address:-

People Services, Monmouthshire County Council, PO BOX 106,
CALDICOT, NP26 9AN

Monmouthshire County Council is an equal opportunities employer and welcomes applications from all sections of the community.

All posts are open to job-share unless stated otherwise.

Monmouthshire County Council operates a Smoke Free Workplace policy.

ROLE PROFILE

ROLE TITLE: Development Management Area Team Manager

PERMANENT

POST ID: RDC19

GRADE: BAND K SCP 45 – SCP 49

HOURS: 37 Per Week

LOCATION: County Hall, Usk (This may change in the future if the service needs to relocate. Relocation or disturbance expenses will not be paid if this happens).

RESPONSIBLE TO: Philip Thomas, Development Services Manager

RESPONSIBLE FOR: 4 - 8FTE staff

WELSH LANGUAGE ASSESSMENT: Welsh language skills are desirable

Development Services.....Who are we?

Our Purpose:-

The Development Services section seeks to allow appropriate economic development, tourism and growth, providing the homes, jobs, amenities and infrastructure needed to support sustainable and resilient communities and to support delivery of the Council's priorities.

The section provides a range of land use planning-related functions including determining applications for planning permission and defending those decisions if challenged, enforcing planning legislation and taking action against unauthorised development, and protecting and enabling the re-use of the County's historic buildings. The section works closely with a number of organisations and stakeholders, and the ability to balance competing demands is essential.

The Purpose of this Role:-

1. To have day to day responsibility for the performance and management of the planning applications, enforcement and appeals service.

2. To ensure the Council's objectives for the determination of planning applications, resolution of enforcement cases and success at appeals are met.
3. To provide management and leadership to the development management service to ensure that a high quality of development is achieved in accordance with the Council's policies and the service's purpose, and that the service meets the needs of its users.
4. To support the review and challenge of service delivery and drive service improvements.
5. To deputise in the absence of the Development Services Manager or other DM Area Team Manager.

Expectation and Outcomes of this Role:-

You will be expected to provide effective management and leadership, to secure positive outcomes, good performance and effective service delivery.

Your responsibilities are to:-

Function	Main Duties
1. To be responsible for the day-to-day management of the planning applications, enforcement, appeals and related matters, providing management and leadership to secure high quality development and excellent customer service.	<ol style="list-style-type: none"> 1. To support the review and challenge of service delivery and drive service improvements. 2. To advise staff on technical, legal and professional aspects of applications, enforcement, appeals and related matters and reports and recommendations on planning applications and enforcement cases with regard to the Council's planning policies, national planning policy and all relevant material considerations and consideration of representations made by other parties 3. To have an excellent knowledge of planning policies and how these affect the planning service 4. To provide guidance to achieve a high standard of design and the aims of the Council's planning policies. 5. To attend and advise the Delegation Panel on those applications and enforcement cases identified in the scheme of officer delegation for determination in consultation with the Delegation Panel. 6. To have a key role with Planning Committee by making recommendations, and presenting and providing advice on applications 7. To handle complex planning applications and enforcement cases, as workload allows

	<ol style="list-style-type: none"> 8. To represent the Council at appeal and in Court proceedings and support staff in their case preparation 9. To ensure measures and procedures are in place to identify and prioritise causes of variation within the delivery of the service 10. To ensure that appropriate action is taken to address any identified causes of variation 11. To assist the Development Services Manager on service planning, improvement and delivery 12. To liaise with the Business Manager on the administrative aspects of the application, enforcement and appeal processes.
<ol style="list-style-type: none"> 2. To manage staff effectively 	<ol style="list-style-type: none"> 1. To discuss with staff their work capacity and priorities on a regular basis, coach staff to resolve problems and manage performance, and to develop and implement system changes to improve capacity. 2. To assist the Development Services Manager in the recruitment and selection of team members as required and ensure new team members are effectively inducted into the organisation 3. To monitor, manage and maintain human resource elements e.g. sickness absence, leave and flexi. 4. To have a knowledge of the key personnel policies
<ol style="list-style-type: none"> 3. Ensure effective team working 	<ol style="list-style-type: none"> 1. To be responsible for liaising closely with all managers within the Development Management service in particular and with other service managers to ensure effective service provision 2. Ensure the planning application and enforcement team operates effectively and consistently, including attending and participating in team meetings to discuss cases. 3. Implement and monitor effective ways for the staff of the Development Management and other MCC teams, including Planning Policy, Countryside & Green Infrastructure, Highways and Building Control, to work together effectively 4. To ensure effective cross working and partnership working with other Directorates and external stakeholders on planning applications
<ol style="list-style-type: none"> 4. To actively support and implement the principles and practice of equality of opportunity as laid down in the Council's Equal 	<ol style="list-style-type: none"> 1. To attend the Equality Awareness/ Service Delivery Training course and ensure all staff have undertaken the appropriate training. 2. To actively implement and support the principles and practice of equality of opportunity. 3. To ensure staff adhere to the principles and practice of equality of opportunity

Opportunities Policy.	
5. To ensure the planning application team operate in a safe and diligent manner at all times, in line with all health, safety & welfare policies and guidelines in place.	<ol style="list-style-type: none"> 1. Support the Development Services Manager in Health and Safety Risk Assessments and Inspections 2. Promote safe working practices

Here's what we can provide you with:-

- Full support of the Planning, Housing and Place-shaping network as a valued colleague;
- Supportive and flexible line management from the Development Services Manager;
- A pleasant working environment with an ability and freedom to work on an agile basis;
- Opportunities and the support to grow your skills and to shape and improve service delivery, to trial new things and to make a real difference; and
- Use of a pool car as required.

What else you need to know.....Monmouthshire Values are:

Openness: We aspire to be open and honest to develop trusting relationships.

Fairness: We aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.

Flexibility: We aspire to be flexible in our thinking and action to become an effective and efficient organisation.

Teamwork: We aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

And this role, will work with Monmouthshire to achieve these.

In addition:

All employees are responsible for ensuring that they act at all times in a way that is consistent with Monmouthshire's Equal Opportunities Policy in their own area of responsibility and in their general conduct.

The authority operates a Smoke Free Workplace Policy which all employees are required to abide to.

Person Specification

How will we know if you are the right person for the role? As the successful candidate you will have demonstrated:-

- That you hold a recognised degree level qualification in Planning and evidence of continuing professional development;
 - That you are a member of the RTPi;
 - That you hold or are working towards, or are willing to work towards a leadership or management qualification;
 - That you have at least 5 years' experience post qualification in Development Management and appeals;
 - Leadership skills to review, challenge and drive service improvement
 - An aptitude and ability to effectively manage a team of staff, managing performance and assisting caseload organisation and setting priorities. Line management experience is desirable but not essential;
 - A customer focus and customer service experience in a service delivery role;
 - A positive and solutions-based approach;
 - An extensive knowledge and awareness of planning and environmental issues;
 - An understanding of the bigger picture within which the planning service sits: corporately, politically, regionally and alongside other services and priorities;
 - An understanding of and willingness to work in accordance with systems thinking principles (as used in a lean review of the service) to improve the customer's experience of the development management service;
 - Proven team working skills and ability to facilitate a team working environment and work with others in partnership;
 - Effective presentation and communication skills, including experience of presenting information to Members, dealing with cross examination/scrutiny, having effective and efficient communication skills (written and verbal), and demonstrate experience of dealing courteously with the public and Elected Members (including irate and anxious callers) both face to face and by telephone;
 - Effective negotiation skills;
 - The ability to present complex or controversial matters in clear and concise reports, letters and other sources of customer information;
 - The ability to manage a personal varied caseload, with examples or working to tight deadlines meeting required performance standards and balancing competing demands;
 - Practical experience of IT applications such as GIS and word processing;
 - That you hold a valid driving licence and access to a vehicle
 - A clear understanding of equal opportunities principles and practice and a commitment to their effective implementation;
 - Experience and a willingness to implement safe working practices for the team to operate in a safe and diligent manner at all times, in line with all Health, Safety & Welfare Policies and Guidelines in place.
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- Holding or working towards a management or leadership qualification is desirable

Should you require any further information regarding this post, please contact: Philip Thomas, Development Services Manager Tel: 01633644809

Closing Date: 12 noon on 19/04/2017

Interviews will be held week commencing 24/04/2017

ROLE PROFILE

ROLE TITLE:	Development Services Manager
	PERMANENT
POST ID:	RDC 01
GRADE:	BAND L SCP 49 – SCP 53
HOURS:	37 Per Week
LOCATION:	County Hall, Usk (This may change in the future if the service needs to relocate. Relocation or disturbance expenses will not be paid if this happens).

WELSH LANGUAGE ASSESSMENT: Welsh language skills are desirable

RESPONSIBLE TO: Head of Planning, Housing and Place-shaping

RESPONSIBLE FOR: 22 FTE staff

Development Services.....Who are we?

Our Purpose:-

The Development Services section seeks to allow appropriate economic development, tourism and growth, providing the homes, jobs, amenities and infrastructure needed to support sustainable and resilient communities and to support delivery of the Council's priorities.

The section provides a range of land use planning-related functions including determining applications for planning permission and defending those decisions if challenged, enforcing planning legislation and taking action against unauthorised development, and protecting and enabling the re-use of the County's historic buildings. The section works closely with a number of organisations and stakeholders, and the ability to balance competing demands is essential.

The Purpose of this Role:-

1. To have overall responsibility for the performance and management of the Development Management and Heritage services;
2. To provide the Authority with professional expertise in planning matters;
3. To represent the Council on Development Management matters;

4. To ensure the Council's objectives for the determination of planning applications, resolution of enforcement cases, success at appeals, heritage management and associated business support are met;
5. To provide management and leadership to ensure that a high quality of development is achieved in accordance with the Council's policies and the service's purpose, and that the service meets the needs of its users;
6. To review and challenge service delivery and drive service improvements;
7. To deputise for the Head of Service as required.

Expectation and Outcomes of this Role:-

You will be expected to provide effective management and leadership, to secure positive outcomes, good performance and effective service delivery.

Your responsibilities are to:-

Function	Main Duties
<p>1. To ensure the effective delivery of the Development Management and Heritage services, providing management and leadership to secure high quality development and excellent customer service.</p>	<ol style="list-style-type: none"> 1. To review and challenge service delivery and drive service improvements; 2. To achieve the efficient performance of the Development Management Service and ensure that up to date statutory and local requirements are met; 3. To give professional advice, prepare reports or expert evidence and appear at committees, hearings or inquiries representing the Council; 4. To have an excellent knowledge of planning policies and how these affect the planning service; 5. To provide guidance to achieve a high standard of design and the aims of the Council's planning policies; 6. To attend and advise the Delegation Panel on those applications and enforcement cases identified in the scheme of officer delegation for determination in consultation with the Delegation Panel; 7. To play a lead role in Planning Committee by making recommendations, and presenting and providing advice on planning matters; 8. To handle complex planning applications and enforcement cases, as workload allows; 9. To represent the Council at appeal and in Court proceedings and support staff in their case preparation; 10. To ensure measures and procedures are in place to identify and prioritise causes of variation within the delivery of the service; 11. To ensure that appropriate action is taken to address any identified causes of variation.

<p>2. To manage staff effectively</p>	<ol style="list-style-type: none"> 1. Ensure the right staff are in the right roles to meet the needs of the planning service; 2. To review and manage staff performance and identify staff training needs on a regular basis; 3. To be responsible for the recruitment and selection of team members as required and ensure staff are effectively inducted into the organisation and reflect the Council's values; 4. To discuss with staff their work capacity and priorities on a regular basis, coach staff to resolve problems and actively manage performance, and to develop and implement system changes to improve capacity and efficiency; 5. To monitor and maintain human resource elements e.g. sickness absence, leave and flexi; 6. To make staff aware of expectations and responsibilities in relation to key MCC policies such as health and safety and equal opportunities; 7. To have a good knowledge of the key personnel policies and how these affect the staff team.
<p>3. Responsibility for service management</p>	<ol style="list-style-type: none"> 1. To ensure measures and procedures are in place to identify and prioritise causes of variation within the delivery of the service; 2. To ensure that appropriate action is taken to address identified causes of variation; 3. To ensure the Welsh Government Development Management Quarterly return is submitted accurately and on a timely basis; 4. To be responsible for service planning on a quarterly and annual basis including completing a Service Plan; 5. To assist the Head of Service in the preparation of the Planning Department's Annual Performance Report; 6. To be responsible for managing the team's budget and any related grants; 7. To apply for, and provide subsequent reports for grant funding;

	<p>8. To ensure resources are in place to meet the requirements of service users.</p>
<p>4. To ensure that the service meets the needs of its users</p>	<ol style="list-style-type: none"> 1. To ensure that the section has the resources and capacity to answer telephone calls, meet callers at the Section's reception and respond to correspondence effectively to meet the requirements of service users. 2. Identify and implement changes to improve the service for users; 3. Ensure customer information is user-friendly and up to date; 4. To improve the profile of the service within and beyond Monmouthshire; 5. To respond to serious complaints in line with the MCC customer complaints procedure.
<p>5. Ensure effective team working</p>	<ol style="list-style-type: none"> 1. Ensure the Development Management team operates effectively and consistently; 2. To ensure there is close liaison between Development Management and the Planning Policy, Countryside and Green Infrastructure, Highways and Building Control teams, in particular, and with other service managers within the Council to ensure effective service provision; 3. Implement and monitor effective ways for the staff to work together effectively; 4. To ensure effective cross working and partnership working with other Directorates on planning and related matters; 5. To work with other Authorities and partnerships, including the South Wales Development Managers Forum to develop a consistent approach to development management in the region and to contribute to best practice in development management and wider planning policy; 6. To deputise for the Head of Service at Planning Officers Society Wales (POSW) meetings; 7. To work in a flexible manner to meet the needs of the Authority including support for the Council's Planning Policy team where necessary.

<p>6. To actively support and implement the principles and practice of equality of opportunity as laid down in the Council's Equal Opportunities Policy.</p>	<p>4. To attend the Equality Awareness/ Service Delivery Training course and ensure all staff have undertaken the appropriate training.</p> <p>5. To actively implement and support the principles and practice of equality of opportunity, including the provisions of the Equality Act 2010 and the Well Being of Future Generations (Wales) Act 2015, in both service delivery and employment issues;</p> <p>6. To ensure staff adhere to the principles and practice of equality of opportunity.</p>
<p>7. To ensure the Section operates in a safe and diligent manner at all times, in line with all health, safety & welfare policies and guidelines in place.</p>	<p>1. To conduct Health and Safety Risk Assessments and Inspections and act upon findings.</p> <p>2. Promote safe working practices</p>

Here's what we can provide you with:-

- Full support of the Planning, Housing and Place-shaping network as a valued colleague;
- Supportive and flexible line management from the Head of Service;
- A pleasant working environment with an ability and freedom to work on an agile basis;
- Opportunities and the support to grow your skills and to shape and improve service delivery, to trial new things and to make a real difference; and
- Use of a pool car as required.

What else you need to know.....Monmouthshire Values are:

Openness: We aspire to be open and honest to develop trusting relationships.

Fairness: We aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.

Flexibility: We aspire to be flexible in our thinking and action to become an effective and efficient organisation.

Teamwork: We aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

And this role, will work with Monmouthshire to achieve these.

In addition:





All employees are responsible for ensuring that they act at all times in a way that is consistent with Monmouthshire's Equal Opportunities Policy in their own area of responsibility and in their general conduct.

The authority operates a Smoke Free Workplace Policy which all employees are required to abide to.

Person Specification

How will we know if you are the right person for the role? As the successful candidate you will have demonstrated:-

- That you hold a recognised degree level qualification in Planning and evidence of continuing professional development;
- That you are a member of the RTPI;
- That you hold or are working towards, or are willing to work towards a leadership or management qualification;
- That you have at least 5 years' experience post qualification in Development Management, heritage and appeals;
- Leadership skills to review, challenge and drive service improvement;
- That you have experience of and, more importantly, an aptitude and ability to, effectively manage a team of staff, managing performance and assisting caseload organisation and setting priorities;
- A customer focus and customer service experience in a service delivery role;
- A positive and solutions-based approach;
- Political astuteness and sensitivity;
- An extensive knowledge and awareness of planning and environmental issues;
- An understanding of the bigger picture within which the planning service sits: corporately, politically, regionally and alongside other services and priorities;
- An understanding of and willingness to work in accordance with systems thinking principles (as used in a lean review of the service) to improve the customer's experience of the development management service;
- Proven team working skills and ability to facilitate a team working environment and work with others in partnership;
- Effective presentation and communication skills, including experience of presenting information to Members, dealing with cross examination/scrutiny, having effective and efficient communication skills (written and verbal), and demonstrate experience of dealing courteously with the public and Elected Members (including irate and anxious callers) both face to face and by telephone;
- Effective negotiation skills;
- The ability to present complex or controversial matters in clear and concise reports, letters and other sources of customer information;
- The ability to manage a personal varied caseload, with examples or working to tight deadlines meeting required performance standards and balancing competing demands;
- Practical experience of IT applications such as GIS and word processing;
- That you hold a valid driving licence and access to a vehicle
- A clear understanding of equal opportunities principles and practice and a commitment to their effective implementation;
- Experience and a willingness to implement safe working practices for the team to operate in a safe and diligent manner at all times, in line with all Health, Safety & Welfare Policies and Guidelines in place.

Should you require any further information regarding this post, please contact: Mark Hand, Head of Planning, Housing and Place-shaping Tel: 01633 644803