

**SUBJECT: STAFFING RESTRUCTURE: DEVELOPMENT MANAGEMENT TEAM**

**MEETING: INDIVIDUAL CABINET MEMBER DECISION**

**DATE: 23<sup>rd</sup> August 2017**

**DIVISION/WARDS AFFECTED: All**

**NON-PUBLICATION: n/a**

**1. PURPOSE:**

1.1 To request approval to implement a proposed staffing restructure involving the deletion of 0.5FTE Support Services Officer within the Development Management team to align resources and responsibilities for processing applications with a new IT system and to support service delivery improvements. This restructure would be achieved via a voluntary redundancy.

**2. RECOMMENDATIONS:**

2.1 That Cabinet Member:

- a) Approves the implementation of the proposed new structure, with the deletion of 0.5FTE Support Services Officer.
- b) Approves the voluntary redundancy payment of approximately £4400.

**3. KEY ISSUES:**

3.1 The Development Management Team have been working on the implementation of a new planning IT system that aims to bring increased efficiencies and process improvements, allowing Officers to focus on the added value elements for our customers, together with embracing the ongoing legislative changes. As part of this implementation and the systems thinking ethos, the processes are being reviewed and responsibility assigned accordingly. This is scheduled to go live in October 2017.

3.2 This introduction of the new system will see some changes in responsibility between the teams within Development Management and allow resources to be targeted where they are most needed and will result in some efficiencies.

3.3 The Development Management Support team operated for 5 months with a 0.5FTE vacancy from October 2016 to February 2017 at no obvious detriment to the service and its customers and this coupled with the introduction of the new system, changes in working processes and small shifts in responsibility has brought about the opportunity to release a 0.5 FTE of a post. A member of the team has made a written request for voluntary redundancy as part of the consultation on this proposal.

3.4 The current and proposed staffing levels are listed below:

	<b>Current FTE</b>	<b>Proposed FTE</b>
Support Services Officers	4.5	4.0
<b>Total</b>	<b>4.5</b>	<b>4.0</b>

3.5 It is therefore proposed to:

- Delete 0.5FTE Support Services Officer. The restructuring of the DM Support team has been discussed at team meetings.

- No other colleagues outside of the Support Team are detrimentally impacted by the proposed restructure. Informal staff consultation has already taken place with one officer 0.5FTE expressing an interest to take redundancy.

#### **4. REASONS**

4.1 The reasons for the proposed restructure are summarised below:

- The implementation of a new planning IT system has resulted in Officers challenging our current processing responsibilities within the Development Management Team to drive out waste and allow officers to focus on what matters to our customers.
- The realignment of processing responsibilities is in line with the MCC Development Management operating principles, resulting in greater opportunity to drive forward service improvement and delivery to our customers, targeting resources where they are most needed.
- The Development Management Support team operated for 5 months with a 0.5FTE vacancy from October 2016 to February 2017 at no obvious detriment to the service and its customers and this coupled with the introduction of the new system, change in working processes and small shifts in responsibility has brought about the opportunity to release 0.5 FTE. A member of the team has expressed an interest in voluntary redundancy.

#### **5. RESOURCE IMPLICATIONS:**

5.1 The proposed restructure would result in a budget saving of £14,105. This would be used to realign the budget to reduce a challenging income target which is not currently being achieved. There would be a one off voluntary redundancy cost of £4367.09 to be met from the Development Management budget in this financial year. This would be offset by the remainder of the in-year saving.

5.2 It is proposed that the post deletion commences immediately after the call-in period for this individual Cabinet Member decision. This timescale suits the colleague in question who has requested VR.

#### **6. OPTIONS CONSIDERED**

6.1 Do nothing: This option would ensure service delivery can continue unaffected but would not make the most efficient and effective use of Council resources and public monies.

6.2 Delete 0.5FTE post, as proposed: this option is considered to strike an appropriate balance between the efficient use and allocation of resources and service delivery to our customers and communities, due to efficiencies and new processes associated with the replacement back-office IT system.

6.3 Delete more than 0.5 FTE: this option would result in a greater financial saving however it is considered that it would exceed the efficiencies provided by the IT system and therefore be to the detriment of service delivery. It is worth noting that once the new system is live, Business Support Officers will revert to dealing with a small caseload of basic planning applications. This was introduced as part of the Systems Thinking review in 2012 but has been stopped temporarily while the team has been working on the new IT system. Re-commencing this work will free up some capacity for the remainder of the Development Management team, allowing service and performance improvements in that area:

#### **7. HOW WILL SUCCESS BE MEASURED?**

7.1 Success will be securing the financial saving without any detriment to service delivery. The financial impact will be clearly seen via budget monitoring. The impact on service delivery will be measured via a range of performance indicators which are already used to measure the performance of the Development Management service. These are reported via the Annual Performance Report (APR) and via the Service Improvement Plan. The APR includes an annual customer feedback survey, and additional customer feedback is sought throughout the year for different aspects of service delivery as an on-going part of the Systems Thinking approach.

**8. CONSULTEES**

Senior Leadership Team

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

Finance Officer (Davina Bridger)

People Services

No objections were received to the formal staff consultation on this proposal in August 2017. One request for voluntary redundancy was received which equates to a 0.5FTE post.

**9. BACKGROUND PAPERS**

**Appendix One** – Future Generations Evaluation (summarised below)

**Appendix Two** – Current and Revised Staffing structures

**10. FUTURE GENERATIONS IMPLICATIONS**

The completed Future Generations Evaluation can be found in Appendix One below. In summary, the proposed restructure is intended to secure efficiency savings while providing a quality and sustainable service. The restructure can be achieved via a voluntary redundancy therefore the impact should be positive with no negative impacts identified.

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

**12. CONTACT DETAILS:**

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## Future Generations Evaluation (includes Equalities and Sustainability Impact)

<b>APPENDIX ONE</b>  <b>Name of the Officer</b> Mark Hand <b>Phone no:</b> 07773 478579 <b>E-mail:</b> <a href="mailto:markhand@monmouthshire.gov.uk">markhand@monmouthshire.gov.uk</a>	<b>STAFFING RESTRUCTURE: DEVELOPMENT MANAGEMENT TEAM</b>
<b>Name of Service:</b> Planning (Enterprise and Innovation Directorate)	<b>Date:</b> Future Generations Evaluation


*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?
<b>A prosperous Wales</b> 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"> <li>The implementation of the new planning IT system will help mitigate any impact, although the service has effectively operated at the proposed level of resources for 5 months with no negative impact.</li> </ul>
<b>A resilient Wales</b> 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.	This post has limited ability to impact upon this goal.

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?
<b>A healthier Wales</b> 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.	The release of this post will help to future proof the remaining resources within the department, together with the new IT system bringing increased efficiencies and freeing up time to focus on value add for our customers.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Positive impact by ensuring quality services are provided	The new IT system will bring about improvements to the service provided to our customers, particularly improved online information regarding planning applications that impact their local communities.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Positive impact by ensuring quality services are provided	The new IT system will bring about improvements to the service provided to our customers, particularly improved online information regarding planning applications that impact their local communities.
<b>A Wales of vibrant culture and thriving Welsh language</b> 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.	The new IT system will bring about improvements to the service provided to our customers, particularly improved online information regarding planning applications that impact their local communities.
<b>A more equal Wales</b> 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.	The release of this post will help to future proof the remaining resources within the department. The new IT system will bring increased efficiencies and free up time to focus on value add for our customers as well as improved online information regarding planning applications that impact their local communities.

**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 and future proof the planning service.	The release of this post will help to future proof the remaining resources within the department, together with the new IT system bringing increased efficiencies and freeing up time to focus on value add for our customers.

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>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The proposal seeks to balance budget pressures and future proof the planning service.</p>	<p>It will provide opportunities for resources to proactively work with other teams to obtain the best development possible.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>As above</p>	<p>Performance and increased management support will be monitored via 1:1s, annual appraisals, team meetings and the Annual Performance Report.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The proposal seeks to balance budget pressures and future proof the planning service.</p>	<p>The new IT system will bring about processing efficiencies allowing resources to focus on eliminating waste and reviewing operating methods.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<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.</p>	<p>The new IT system should ultimately help to eliminate frustrations with the current system that impact on the ability to do the job. In turn this will have a positive impact on wellbeing.</p>

**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](mailto: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
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, goods 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 &amp; 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>	80% of the Business Support Officer post-holders (i.e. those affected by the proposal) are female, so there is a greater statistical probability that a female colleague would have been affected.	The restructure has followed all relevant HR policy and guidelines. All affected colleagues were given an opportunity to comment on the proposal and/or seek voluntary redundancy. One request for VR was received and this has been accepted, subject to the proposal being supported by Cabinet Member.
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;
- The effective running of the service for 5 months without this post.
- The development and implementation of the new planning IT system
- 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 help future proof the planning service, contribute to the challenging income target and realign resources as along with the implementation of the new planning IT system. 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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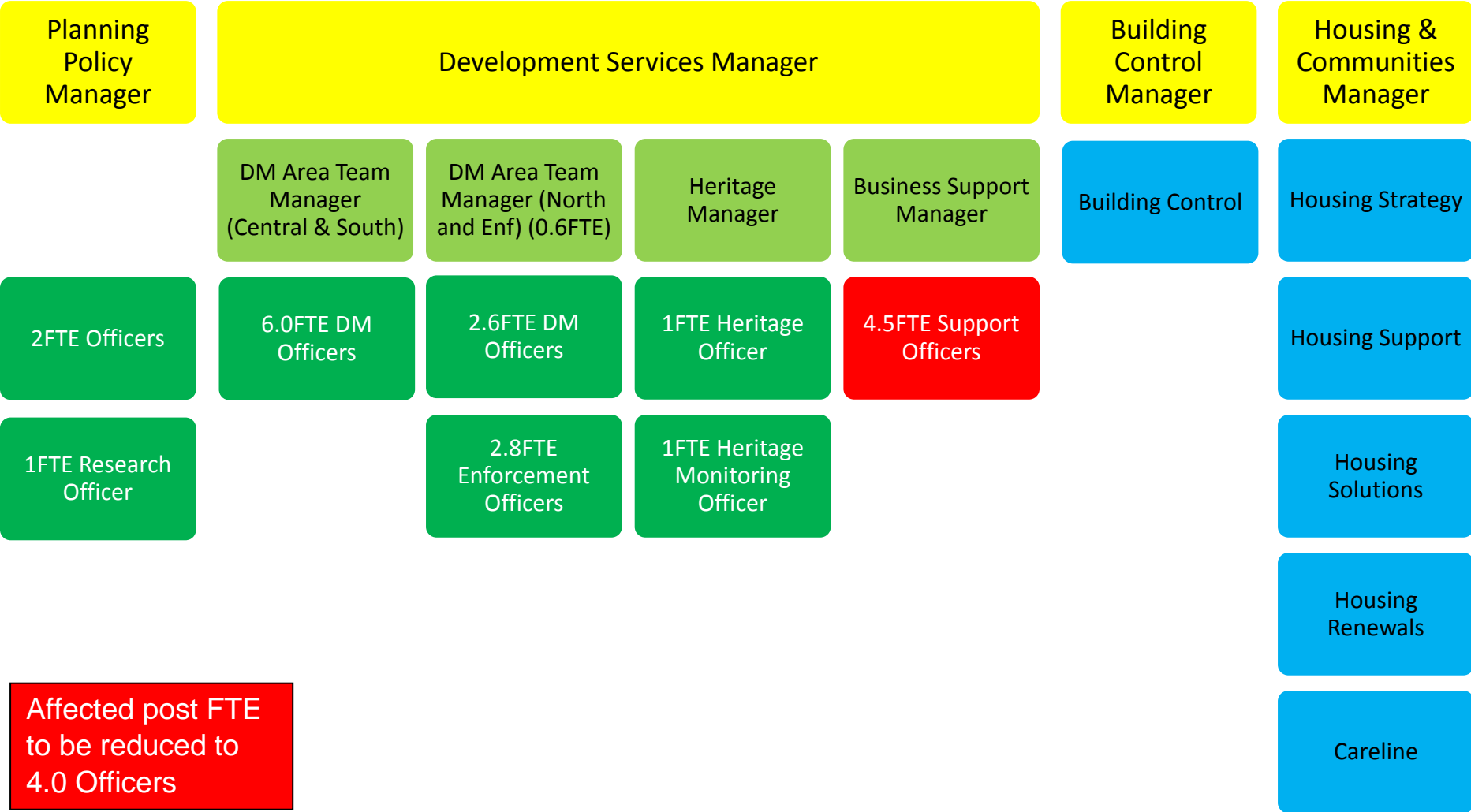
**8. MONITORING:** The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	April 2018 via Annual Performance Report and ongoing performance to budget
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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>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





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