

<b>SUBJECT:</b>	<b>RECRUITMENT FOR MATERNITY COVER: DEVELOPMENT MANAGEMENT TEAM</b>
<b>MEETING:</b>	<b>INDIVIDUAL CABINET MEMBER DECISION (ENTERPRISE)</b>
<b>DATE:</b>	<b>28<sup>th</sup> FEBRUARY 2018</b>

**NON-PUBLICATION:** n/a

**1. PURPOSE:**

1.1 This report seeks the Cabinet Member for Enterprise's approval to recruit a temporary Senior Development Officer (SDMO) Band I, SCP 37 - 41 to provide maternity cover for i) initially, the post RDC14 which is a Development Management Officer (DMO) role (Band F SCP 25 - 29) for two months from April 2018 and then ii) to cover the post RDC33 which is a SDMO role for the remainder of the twelve month contract, providing resilience in the Development Management service while two colleagues are on maternity leave.

**2. RECOMMENDATIONS:**

2.1 That Cabinet Member:  
Approves this recruitment of the temporary SDMO for this twelve month period.

**3. KEY ISSUES:**

3.1 While the Planning Service has been operating well, it will be under pressure to accommodate planning application workload while two officers in the DM team who are case officers for planning applications are on maternity leave. The post holder of RDC14 has already gone on maternity leave (for six months, returning in July 2018). This officer deals primarily with less complex applications, including householder applications, advertisements and certificates of lawfulness. While these are generally more straightforward this role is expected to handle a large caseload as well as sharing in covering our daily duty officer arrangements, attending regular team meetings and undergoing training on our new planning application data base system which is anticipated to 'go live' from early March 2018.

3.2 It is proposed to recruit a temporary Senior DMO to cover this more junior post from April to May 2018 so that the successful candidate can be trained up to use the team's new software, understand our Systems approach to dealing with applications (which can be quite different to the processes in Planning teams that have not adopted such an innovative approach) and be assimilated into our working practices in general. This two month period would enable the current post holder of RDC33 to mentor the appointed candidate during this period before she goes on maternity leave for ten months from June 2018 (returning April 2018). The temporary SDMO would then cover this more senior post for the ten month period that has been indicated as the intended maternity leave period by the current post holder.

3.3 In respect of covering the DMO post RDC14, an existing colleague who works part time but carries out a similar role has been approached to see if they would consider undertaking extra hours to help cover the maternity leave period, but this opportunity was declined for personal reasons.

3.4 There is a small cost implication for the service which involves covering the more junior RDC14 post with a Senior DMO for the two month period, April - May 2018, until the Senior

Officer goes on maternity leave. The cost would equate to £7,200 over 2018/19. This would be managed by existing staff budgets and would not have a significant resource impact.

3.5 No colleagues would be detrimentally impacted by this proposal. Informal staff consultation has already taken place.

#### **4. OPTIONS APPRAISAL**

4.1 The recruitment of a Senior DMO to cover maternity leave, as proposed as part of this report is considered essential to maintain an improving our i) pre-application advice and ii) planning application services based on current workload. Dealing with planning applications is a statutory requirement of the Council and a "Do Nothing" option would leave the service at risk of falling standards and could potentially lead to re-funds of application fees if the turnover of applications is not maintained. The failure to recruit in the manner suggested would send out a negative message to other officers in the team who are dealing with planning applications and applications for pre-application advice and who would otherwise have to absorb the workload carried out by two DM officers. Over 2016/17 the two officers concerned determined 240 planning applications between them which gives an indication of the level of work involved. Ultimately, the Do Nothing approach would not provide a service that the customer is looking for. Therefore this is not considered a suitable alternative to creating a customer-focussed, innovative and responsive planning service.

#### **5. EVALUATION CRITERIA**

5.1 An evaluation assessment has been included at Appendix B for future evaluation of whether the decision has been successfully implemented as part of the Planning Service's Annual Performance Report. The successful candidate would have their performance appraised regularly via 1:1s, Check in Check Outs and would be subject to the standard six month probation period.

#### **6. REASONS**

6.1 The reasons for the proposed recruitment are summarised below:

- Resilience is required to provide maternity cover for two officers in the DM Team who handle planning applications; this will help maintain our culture of providing a customer-focussed, efficient planning application service;
- The two month period to allow the temporary Senior DMO to cover the more junior post RDC14 would provide a valuable induction period for this new post holder to be integrated into the DM team and its work practices during a period of rapid change owing to the introduction of a new computer software system;
- The recruitment would provide greater capacity to drive forward service improvement and delivery to our customers.

#### **7. RESOURCE IMPLICATIONS:**

7.1 The proposed recruitment results in additional staffing costs of £7,200. This would be met within existing budgets as explained above.

#### **8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):**

8.1 There are no significant equality impacts identified in the assessment (Appendix B). Recruitment internally has been considered but would not be feasible owing to a lack of experienced or technically qualified candidates.

There may be beneficial impacts economically or to quality of life from quicker planning decisions in some instances.

The actual impacts from this report's recommendations will be reviewed every month through regular performance appraisal by DM Management. The criteria for monitoring and review will include workload, quality of reports, quality of decisions, timeliness against agreed performance standards and customer feedback.

**9. CONSULTEES**

Senior Leadership Team

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 Bridger)

People Services

**10. BACKGROUND PAPERS**

**Appendix A** – Future Evaluation of Implementation (Below)

**Appendix B** - Future Generations Evaluation (Below).

**8. FUTURE GENERATIONS IMPLICATIONS**

The completed Future Generations Evaluation can be found in Appendix B below. In summary, the proposed recruitment is intended to provide a resilient planning application service and to maintain capacity and staff morale. The impact should be positive with no negative impacts identified.

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

**10. CONTACT DETAILS:**

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## Appendix A Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

<b>Title of Report:</b>	<b>RECRUITMENT FOR MATERNITY COVER: DEVELOPMENT MANAGEMENT TEAM</b>
<b>Date decision was made:</b>	
<b>Report Author:</b>	<b>Mark Hand</b>

### What will happen as a result of this decision being approved by Cabinet or Council?

The desired outcome is to maintain timely decisions for applications, providing a good customer experience in relation to the Council's Development Management service. Existing staff would not have to absorb the workload of the two officers who are on maternity leave during the twelve month period.

To be completed at 12 month appraisal

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

### What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Criteria will include:

Officer performance will be regularly reviewed by line managers against our published measures including applications determined within the statutory 8 week period or within an agreed timescale; performance against our published standards in delivering our pre-application advice service.

There will be a formal review of the individual officer's performance at the six month probation period.

To be completed at 12 month appraisal

*Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.*

### What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

There would be a net cost of £7,200 to the Service. To not implement this proposal would be likely to have an adverse impact on the well-being of staff leading to reduced productivity, possible refunds of application fees, lower morale and higher absenteeism.

To be completed at 12 month appraisal

*Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.*

Any other comments



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

<p><b>APPENDIX B</b></p> <p><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></p>	<p><b>RECRUITMENT FOR MATERNITY COVER: DEVELOPMENT MANAGEMENT TEAM</b></p>
<p><b>Name of Service:</b> Planning (Enterprise and Innovation Directorate)</p>	<p><b>Date:</b> Future Generations Evaluation 02 March 2017</p>






***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?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The proposed recruitment seeks to ensure resources are sufficient 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.</p>	<ul style="list-style-type: none"> <li>• Internal recruitment has been considered but will not be feasible in this instance.</li> </ul>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>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.</p>	

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<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. Showing a commitment to having adequate resources to meet our demanding workload will have a positive impact on the well-being of colleagues.	
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Positive impact by ensuring quality services are provided	
<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	
<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.	
<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.	

**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>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The proposal seeks to balance budget pressures with short to medium term capacity issues and longer term service resilience.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Providing a reasonable level of staff capacity will support a better and more responsive service for our partners.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>As above</p>	<p>Performance will be monitored via 1:1s, annual appraisals, team meetings and the Annual Performance Report.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The rationale for the proposal is to ensure adequate capacity and therefore service delivery.</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The service contributes to the wellbeing goals and therefore maintaining a high standard of service delivery should have a positive impact on delivering the well-being goals.</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)

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
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



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?
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
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

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
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>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>

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?**

<p>This report is founded upon the following:</p> <ul style="list-style-type: none"> <li>• The MCC Corporate Plan</li> <li>• The Medium Term Financial Plan and 2017/18 budget proposals;</li> <li>• HoS observations since appointment;</li> <li>• 1:1s with team members and feedback via Team meetings.</li> </ul>
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**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 recruitment is intended to provide a resilient and improving service with sufficient capacity to provide a customer-focussed planning application and pre-application advice service. The impact should be positive with no negative impacts identified.
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**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
n/a			

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 2018 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 recruitment report</i>	<i>February 2017</i>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>



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