

 Executive - 4th January 2018		Agenda Item No. 8
Title	Development Services Re-structure – Phase 1	
For further information about this report please contact	Tracy Darke Email: tracy.darke@warwickdc.gov.uk Tel. 01926 456501	
Wards of the District directly affected	No	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers	Employment Committee report 13 th December 2017.	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	
Equality Impact Assessment Undertaken	N/A

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	4/12/17	Chris Elliott/Bill Hunt
Head of Service		Tracy Darke
CMT	4/12/17	Bill Hunt
Section 151 Officer	6/12/17	Mike Snow
Monitoring Officer	4/12/17	Andrew Jones
Finance	6/12/17	Mike Snow
Portfolio Holder(s)	4/12/17	Cllr Alan Rhead
Consultation & Community Engagement		
All staff affected and Unison.		
Final Decision?		Yes

1. **Summary**

- 1.1 The purpose of this report is to request funding for an increase in establishment costs following the approval by Employment Committee of a new structure for the existing Development Management team within Development Services. This forms phase 1 of the re-structure process.

2. **Recommendation**

- 2.1 That Executive note the decision of Employment Committee to approve the structure set out in Appendix B, subject to Executive approval of the necessary funding.
- 2.2 That Executive approve the funding for the new structure which amounts to a recurring annual cost of £16K

3. **Reasons for the Recommendations**

- 3.1 The new structure approved by Employment Committee, subject to Executive approval of the necessary funding, represents a re-structure for a significant part of Development Management. Development Management has been under enormous pressure over the last couple of years due to the increase in number and scale of planning applications submitted and recruitment difficulties. This is partly related to the position with our local plan and with an upsurge in the market generally. As a result of this there has been a large increase in planning fee income. The impact of the additional work has had some unfortunate consequences, primarily due to the impact on existing staff as a result of having to recruit agency people. However, this has now changed with a number of new recruitments at the beginning of this year. Whilst Development Management has now settled down in terms of the pressures it was under, this re-structure is to help to build in better resilience to change, and be prepared for any changes the Government may impose, such as alternative providers being introduced.
- 3.2 The re-structure has included a re-design of the administration team to develop staff within this area, giving them the opportunity of developing careers in planning, and to provide more variety in their work. Staff are keen to do this and have been trialling it for the last 6 months. As part of the changes, the proposal includes the deletion of the Manager within the Administration team, and to move the officers into two teams in Development Management, which will have a Business Manager responsible for each of the two teams.
- 3.3 There have been a number of posts where the job title has changed, the line management responsibility has changed, or there have been some minor changes to the content of the job role. Where the responsibilities have been changed, these posts have been reviewed through HAY. This has resulted in the additional cost to the re-structure. These are as follows:

Information and Improvement Officer, Grade G, 1FTE (Change to Systems and Business Improvement Officer, Grade F, Different reporting line)
Technical Administration Officer, Grade H, 4.61FTE (Change to Applications Officer, Grade G, Different reporting line)
New Applications officer, (Grade G)

- 3.4 Two teams in Development Management will give a better sense of ownership with the workload, and help to put in place a structure that will develop and train staff better.

4. **Policy Framework**

4.1 **Fit for the Future (FFF)**

The Council's FFF Strategy is designed to deliver the vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several key projects

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal in relation to the Council's FFF Strategy."

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
Impacts of Proposal		
Support the delivery of high quality housing developments to ensure the associated infrastructure is appropriate and sustainable.	Increased resources to ensure that the quality of development in the district designs in good public spaces, with good accessibility, reduces levels of crime and provides improved air quality for residents.	Focus on providing employment within the district

Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
Creates capacity for staff to continue to increase their range of skills and technical knowledge. Creates the capacity for staff to work across teams and the wider organisation, to avoid silo working, improve communications and ensure a "One Council" approach is delivered.	Creates capacity for staff to innovate, support change initiatives, and make best use of new technology.	Creates capacity for staff to investigate and develop new ways of working, new sources of income generation, and more efficient ways of delivering services.

5. **Budgetary Framework**

- 5.1 The net annual cost of the proposed redesign is an additional £16k per annum to the General Fund, and is therefore subject to agreement by the Executive. Whilst this cost will be an additional financial pressure for the General Fund, it should be taken in the context of the increasing planning income in recent years with the increasing development across the District which has been factored into the Budget and Medium Term Financial Strategy. In 2016/17, income at year end was £1.244M and is expected to be in excess of £1.4M in 2017/18. The cost of the existing structure (affected by the re-structure) is £209,500 compared to the new structure of £225,300.
- 5.2 There are no redundancy costs as a consequence of the re-structure as the only post to be deleted is currently vacant.

6. **Risks**

- 6.1 Preparation for the implementation of the re-structure has taken place ahead of approval by Employment committee and Executive to reduce any risks.
- 6.2 If the re-structure does not go ahead, we would continue to find that work 'bottlenecks' at particular points in the processing of planning applications, causing pressure on staff to meet deadlines and affecting their morale. This will hinder service delivery.

- 6.3 Staff affected by the re-structure have also been keen to progress this as soon as possible as they consider this provides opportunities for them to develop their careers, as well as improve service delivery. If it does not go ahead, they may feel quite de-motivated.

7. Alternative Option(s) considered

- 7.1 To continue with the current staffing structure has been an option, however this has been discounted as there are not sufficient resources to continue to meet the demands on the Service Area. As stated in 6.3 above, staff are keen to implement the new structure and may feel de-motivated if it does not go ahead. Development Services provides a statutory front line services, therefore the Council needs to respond to current demands and future pressures, particularly at a time of prosperity and growth.

8. Background

- 8.1 Development Management has seen a significant increase in workload over the last few years and this has coincided with difficulties in recruitment during 2016. Inevitably, this situation had an impact on the existing staff, which resulted in the review of the structure. Although we have been very fortunate in recruiting three Senior Planning Officers during 2017, we are aware that we need to be thinking about training and developing staff to 'grow our own' planners for the future. This also coincides with a desire from a number of our staff keen to follow this career path, and it is intended to support them in gaining formal qualifications. To this end, the proposals for Development Management will provide a structure that harnesses the willingness from staff to develop, and provides a better framework for this, as well as streamlining the processing of planning applications.