

Planning and Building Control Service Review

Consultation on proposals

1.0 Introduction

- 1.1 The service review and proposed redesign is my response to the challenge of providing a value for money and quality service designed around the needs of our customers with reduced grant funding. In coming to these proposals the managers and I have sought to minimise the impact on individuals as far as possible.
- 1.2 The publishing of this document marks the start of the 30 day consultation period. The consultation period provides the opportunity for all Planning and Building Control staff, managers and union representatives to put forward their views on the proposals so that these can be explored jointly before any decision are taken.
- 1.3 The consultation and change management process will be carried out in accordance with the council's Organisational Change Management Framework and the policies contained therein. These are available on the Wave.

2.0 Background and reasons for change

- 2.1 The budget allocation for Planning and Building Control is significantly reduced in 2014/15, as it is for many services across the local authority. This presents a clear challenge, but is an opportunity to review how we are organised and how we might best provide services in a coherent, customer centred and cost effective way in future.
- 2.2 The council's medium term financial strategy indicates further reductions in central budget and emphasises the importance of having resource and capacity available to generate revenue. These income streams will be critical to our success.
- 2.3 We need to develop flexible operating models, able to evolve as the landscape changes. We need an adaptable workforce as part of a flexible and responsive organisation design. This theme is developed through the introduction of generic job descriptions, enabling clear career pathways through the service.
- 2.4 While the review is driven in part by the requirement to make best use of resources, it is just as much about a culture of customer focus and working collaboratively and my intention is that these values will be reflected in attitudes and behaviour throughout the service.
- 2.5 Customer expectations are changing and redesign is part of the response in order to deliver a service of choice.

2.6 The design criteria are attached at Appendix 1. These were drawn from evidence collated through recent consultations with staff, stakeholders and customers. Customer feedback has been key as evidence in decision-making.

2.7 The following are the key proposals:

- A streamlined management team and a flatter structure
- Added capacity in dealing with planning applications
- The introduction of generic job descriptions
- Collaborative working across teams

3.0 Current structure

3.1 The current structure is set out in Appendix 2 and is made up of 5 broad areas each headed up by a senior manager:

Building Control
Development Control
Planning Strategy
Planning Projects
Business Development

3.2 With effect from 1st April 2014, Regulatory Services transferred to Public Health.

4.0 Proposals for change

4.1 To reflect the move of Regulatory Services to Public Health the service will be re-named Planning & Building Control.

4.2 Changes to senior management posts

4.3 In order to deliver a more focused and streamlined service and meet budget reductions it is proposed to integrate functions and reduce the number of 'Head of/senior manager' posts. See Appendix 3 for the proposed whole team structure 'tree' and three team structure charts.

- Development Control and Building Control will be integrated to form a new Planning & Building Control Applications team led by a senior manager.
- Planning Strategy and Planning Projects will be integrated to form a new Policy & Major Projects team led by a senior manager.
- The Business Development Manager role will be expanded to include shared administrative and customer services for the whole of Planning & Building Control.

4.4 Team 1 Planning Applications

4.5 The existing posts of Development Control Manager and Head of Building Control will be deleted. A new post of Planning & Building Control Applications Manager will be created (see Appendix 4 for draft job description).

4.6 Overall there will be three teams;

- Building Control
- Applications
- Major Planning Applications and Enforcement

4.7 The administration function will move to Business Development and Customer Services.

The proposed changes to teams are detailed below:

4.8 Building Control

4.9 The current Head of Building Control postholder has reduced his hours, which presents an opportunity to streamline management overheads while retaining professional expertise within Building Control. The integration of Planning Applications and Building Control enables closer collaborative working and a shared approach to customers.

4.10 In line with the above, a new post of Building Control Manager will be created. The Head of Building Control will be slotted to this post.

4.11 The Building Control Administrative function will change reporting line from the Head of Building Control, which is being deleted, to the Administration Manager (See Appendix 3). All other Building Control posts remain unchanged. The team will be reviewed later in 2014.

4.12 Administration

4.13 All administrative support will be brought under one area with the following line management changes:

4.14 The Administration Manager and Administration team in DC will change reporting line from Development Control Manager to Business Development & Customer Services Manager and remain otherwise unchanged. The Technical Support Officer will change reporting line from the Development Control Manager to the Administration Manager who in turn reports to the Business Development & Customer Services Manager. The Information Manager also changes line manager to the Business Development & Customer Services Manager.

- 4.15 The team will act as an effective front door into the service, welcoming, gate-keeping, channelling, triaging and supporting the customer through their interactions with the service.
- 4.16 The administration function will be formally reviewed through a Business Process Improvement review which will take place during 2014.

4.17 Applications

- 4.18 It is proposed the manager posts (except Planning Investigation and Enforcement Manager, Administration Manager and Information Manager) reporting directly to the Development Control Manager and the Head of Planning Strategy will be deleted. Four new generic Planning Manager roles (indicative grade M8) will be created that will lead a team but be interchangeable [see Method of Implementing the Change].
- 4.19 Generic job descriptions will be introduced within the Planning profession to help support a more flexible approach to work and address some of the feedback around silo working, by enabling staff to move between teams more easily and acquire experience and to support priorities such as dealing with case work during times of high volume applications. As the amended job descriptions are based on existing job descriptions and have not substantially changed, grades remain the same.
- 4.20 The role of Senior Planning Officer (M10) will report into the Planning Manager and has been amended (Appendix 4) to reflect broader accountabilities. Two of the Senior Planning Officers will assume line management responsibility for Planning Officers and Assistant Planning Officers.
- 4.21 The Planning service has a high number of vertical grades in the hierarchy and the proposal is to introduce a flatter structure supporting clear demarcation lines between levels. The current linked grade system in Development Control between M11 and M10 will cease and progression will be on the basis of vacancy management and recruitment. To create greater capacity to deal with the volume of applications, the M11 Planning Officer role will be deleted and replaced with a higher number of SO1/2 Planning Officer roles (see Appendix 4). M11 Planning Officers will be slotted to SO1/2 Planning Officer posts and the council's Pay Protection Policy will apply [see Method of Implementing the Change].
- 4.22 This approach is right for the service as we need to increase capacity at the first line professional level. We will continue to support the attainment of qualifications as appropriate within budget, and introduce a rotation system and job shadowing opportunities to enable officers to obtain more rounded experience across all areas within Planning.

4.23 Major Planning Applications

- 4.24 Senior Planning Officers working on Major Planning Applications will be strengthened by 2 posts by transferring Senior Planning Officers from other teams, putting more resource into determining major developments and expanding the remit beyond the current narrow definition. There will be a dotted line to the Planning Manager responsible for Major Projects & Design. The respective teams will demonstrate a seamless approach to managing corporately significant projects and major planning applications. These teams will model the flexible approach expected across the service.
- 4.25 The Planning Investigation and Enforcement Manager (M9) will report to the Planning & Building Control Applications Manager and the job description otherwise remains unchanged. A Planning Officer, Enforcement (SO1/2), two Assistant Planning Officers, Enforcement (scale 6) and an apprentice will report to the Planning Investigation and Enforcement Manager. Enforcement functions will be subject to a wider council review during 2014/15.

4.26 Team 2 – Policy & Major Projects Team

- 4.27 As referenced in section 4.18, it is proposed the management posts reporting directly into the Head of Planning Strategy will be deleted. A new generic role of Planning Manager will be introduced across the Planning Service (see Appendix 4).
- 4.28 Overall there will be two teams:
- Policy
 - Major Projects and Design

4.29 Policy

- 4.30 Please see Appendix 3 for the proposed structure. The Sustainability Officer, Sustainability Appraisal Officer and Monitoring Officer job descriptions remain unchanged. However, the Sustainability Officer will move to the Policy team and report into the new Planning Manager role.
- 4.31 Under these proposals the team is reduced by approximately 0.4 of a Senior Planning Officer post with the intention that the resource is deployed to the Applications team on a flexible basis.
- 4.32 The Team Leader/Ordnance Survey Officer will change reporting line from the Planning Strategy Manager to the Information Manager, who in turn will report to the Business Development & Customer Services Manager. This brings all business support services into one area.
- 4.33 The M10 Senior Planning Officer, Conservation and SO1/2 Planning Officer, Conservation job descriptions have been amended (Appendix 4) and report to the Planning Manager, Major Projects and Design, as has the M10 Senior Planning Officer, Contributions (also at Appendix 4)

4.34 The Conservation Investigations Officer post is deleted and ring-fenced to the Assistant Planning Officer, Enforcement post [see Method of Implementing Change]

4.35 Major Projects & Design

4.36 Please see Appendix 3 for the proposed structure. It is proposed that 0.6 of a Senior Planning Officer post moves from the current Planning Projects team into the Applications team, alongside the flexible resource outlined above (section 4.31), thus creating added capacity to Applications from Policy and Projects equating to one M10 post.

4.37 There will be 4.8 FTE Senior Planning Officers reporting into the Planning Manager, Major Projects and Design, one of whom will be designated lead officer for design. The M10 Senior Planning Officer generic job description will apply to the Contributions (S106) and Conservation posts transferring into this team. With the two SO1/2 Planning Officer (Conservation) posts also coming into this team, it will have a clear design and conservation lead in the service and will work closely with the Enforcement Officers within the Applications team

4.38 Team 3 – Business Development & Customer Services

4.39 All administrative and business support will transfer to this team led by the Business Development & Customer Services Manager. The teams transferring will remain unchanged pending a Business Improvement Review during 2014.

5.0 Summary of changes

5.1 It is proposed the following posts are deleted:

- Head of Building Control (M6)
- Development Control Manager (M6)
- Head of Planning Strategy (M6)
- Planning Projects Manager (M8)
- Business Development Manager (M8)
- Area Planning Manager West (M9)
- Area Planning Manager East (M9)
- Deputy DC Manager (M8)
- Strategic Planning & Heritage Manager (M9)
- Local and Neighbourhood Plans Manager (M9)
- Planning Officer x 3.4 FTE (M11)
- Senior Planning Investigations Officer X 2.8 FTE (SO1/2)
- Conservation Investigation Officer X 0.5 FTE (Scale 6)

5.2 It is proposed the following posts are created:

- Planning and Building Control Applications Manager (M6 indicative grade)
- Policy & Major Projects Manager (M6 indicative grade)
- Business Development & Customer Services Manager (M?)
- Building Control Manager (M7 indicative grade)
- Planning Manager X 4 FTE (M8 indicative grade)
- Planning Officer, Enforcement X 1 FTE (SO1/2)
- Assistant Planning Officer, Enforcement X 2 FTE (scale 6)

5.3 It is proposed the following posts are amended:

The following job descriptions have been amended to better describe the more generic aspects of the role reflecting the integrated nature of the team:

- Senior Team Planner (M10)
- Senior Planning Officer (M10)
- Major Projects Officer (M10)
- Senior Conservation Officer (M10)
- Principal Policy Advisor (M10)
- Planning Contributions Officer (M10)
- Conservation Officer (SO1/2)
- Planning Officer (SO1/2)
- Assistant Planning Officer scale 6

5.4 It is proposed to change the following reporting lines:

- Administration Manager, Development Control, will report into the Business Development and Customer Services Manager.
- Information Manager, Development Control, will report into the Business Development and Customer Services Manager.
- Administration Supervisor, Building Control, will report into the Administration Manager
- Team Leader/Ordnance Survey Officer will report into the Information Manager
- Technical Support Officer, Development Control, will report into the Administration Manager.
- Planning Contributions Officer will report into the Major Projects and Design Manager
- Senior Planners (Conservation) and Planning Officers (Conservation) will report into the Major Projects and Design Manager
- The Sustainability Officer will report into the Policy Manager
- The Planning Investigation and Enforcement Manager, Development Control, will report into the Planning & Building Control Applications Manager

5.5 Proposals for deleted posts and ring fencing to posts in the new structure

Job Title	FTE	Ring Fenced/Slotted to post in new structure	Ring Fenced posts in new structure, with indicative grades
Head of Building Control (M6)	1	Slotted	<ul style="list-style-type: none"> • Building Control Manager (M7)
Development Control Manager (M6)	1	Ring fenced	<ul style="list-style-type: none"> • Planning and Building Control Applications Manager (M6) • Policy & Major Projects Manager (M6)
Head of Planning Strategy (M6)	1	Ring fenced	<ul style="list-style-type: none"> • Planning and Building Control Applications Manager (M6) • Policy & Major Projects Manager (M6)
Head of Planning Projects (M8)	1	Ring fenced	<ul style="list-style-type: none"> • Planning Manager (M8)
Business Development Manager (M8)	1	Ring fenced	<ul style="list-style-type: none"> • Business Development & Customer Services Manager (M7)
Area Planning Manager West (M9)	0.5FTE	Ring fenced	<ul style="list-style-type: none"> • Planning Manager (M8)
Area Planning Manager East (M9)	1 FTE	Vacant post	
Deputy Development Control Manager (M8)	1 FTE	Ring fenced	<ul style="list-style-type: none"> • Planning Manager (M8)
Strategic Planning & Heritage Manager (M9)	1 FTE	Ring fenced	<ul style="list-style-type: none"> • Planning Manager (M8)
Local and Neighbourhood Plans Manager (M9)	0.8 FTE	Ring fenced	<ul style="list-style-type: none"> • Planning Manager (M8)
Planning Officer M11	3.4 FTE	Slotted	<ul style="list-style-type: none"> • Planning Officer SO1/2
Senior Planning Investigations Officer SO1/2	2.8 FTE	Ring fenced	<ul style="list-style-type: none"> • Planning Officer, Enforcement SO1/2
Conservation Investigations Officer Scale 6	0.5 FTE	Ring fenced	<ul style="list-style-type: none"> • Assistant Planning Officer, Enforcement Scale 6

6.0 Method of implementing the change

6.1 This change will be managed in accordance with the council's Organisation Change Management Framework. Proposals for making appointments to the new structure are outlined below for consultation and section 5.5 outlines posts impacted with proposed slots and ring fencing.

6.2 Where re-deployment as a result of redundancy is to a post which attracts a lower level of remuneration, the post-holder will be entitled to receive pay protection in line with the Council's Pay Protection Policy.

6.3 Planning & Building Control Applications Manager X 1 and Policy & Major Projects Manager X 1 FTE

6.4 These posts in the structure are deemed as 'new'. The Development Control Manager and the Head of Strategy who are 'at risk' will be ring fenced to these posts and should submit written information in support of their application for the post by 9th June to Martin Randall. Those included for the posts will be assessed against the proposed job description in Appendix 4 of this paper and will take into account the person specification requirements along with additional factors if required.

6.5 Any displaced staff from the recruitment for the Planning & Building Control Applications Manager and Policy & Major Projects Manager will be included in the ring fence for the Planning Manager role at the next level down and will receive pay protection in line with the council's procedure.

6.6 Business Development & Customer Services Manager X 1 FTE

6.7 This post is deemed as 'new'. The Business Development Manager who is 'at risk' will be ring fenced to this post and should submit written information in support of their application for the post by 9th June to Martin Randall. Those included for the post will be assessed against the proposed job description in Appendix 4 of this paper and will take into account the person specification requirements along with additional factors if required.

6.8 Any displaced staff from the recruitment for the Business Development & Customer Services Manager will go into the council's redeployment pool.

6.9 Planning Manager X 4 FTE

6.10 Existing Managers reporting into the Development Control Manager and Head of Planning Strategy and deemed 'at risk' are ring fenced for selection to the post of Planning Manager. Ring fenced staff should submit written information in support of their application for the post by 11th June to Martin Randall. Those included for ring fenced posts will be assessed against the proposed job description in Appendix 4 of this paper which takes into account the person specification requirements along with additional factors if required.

6.11 Displaced staff from the ring fenced selection will be redeployed into the vacant M10 posts and will receive pay protection in line with the council's procedure.

6.12 Planning Officer, Enforcement X 1 FTE

6.13 The Senior Planning Investigations Officers are ring fenced for selection to the Planning Officer, Enforcement role. Ring fenced staff should submit written information in support of their application for the post by 11th June to Martin Randall. Those included for ring fenced posts will be assessed against the proposed job description in Appendix 4 of this paper which takes into account the person specification requirements along with additional factors if required.

6.14 Displaced staff from the ring fenced selection will be ring-fenced to Assistant Planning Officer, Enforcement Scale 6 posts and will receive pay protection in line with the council's procedure.

6.15 Assistant Planning Officer, Enforcement X 2 FTE

6.16 The Conservation Investigations Officer will be ring fenced to the Assistant Planning Officer, Enforcement Scale 6 posts. Ring fenced staff should submit written information in support of their application for the post by 11th June to Martin Randall. Those included for ring fenced posts will be assessed against the proposed job description in Appendix 4 of this paper which takes into account the person specification requirements along with additional factors if required.

6.17 Performance at interview will be assessed against the job description and person specification for the role

6.18 Appointment decisions will be communicated individually to applicants once all proposed processes have been completed. Decisions will be shared as soon as possible following the completion of all interviews.

6.19 Planning Officer X 3.4 FTE

6.20 The Planning Officers M11 whose posts are deleted from the structure will be slotted to the vacant Planning Officer SO1/2 posts as suitable redeployment and will receive Pay Protection in line with the Council's procedure.

6.21 M10, SO1/2, Scale 6 generic job descriptions

6.22 As described throughout the consultation paper, it is proposed that staff will work more flexibly across teams to support colleagues with volume applications, to share skills more effectively and acquire more experience in different areas of planning. You will be asked your preference for which

team you would like to work in. While I cannot guarantee you will get your preference I will take it into consideration when allocating staff to teams.

7.0 Voluntary Severance

7.1 Since the start of the consultation period, I have received a few requests and questions around voluntary severance. The statement on the Wave regarding the budget consultation states:

7.2 “We will consider voluntary severance as part of our formal consultation processes within services and we will share more details of this with eligible staff.” I would like to provide you with details as to how voluntary severance will apply across Planning.

7.3 We will consider voluntary severance requests within the service where:

- Your job is being deleted and a suitable alternative job cannot be provided or
- Your job can be backfilled from elsewhere within the service and
- A saving can be demonstrated

7.4 Requests are not likely to be considered if:

- Your job is not affected
- A suitable alternative can be provided
- Your job cannot be filled by identical skills from other parts of the service.
- There would be no saving as a result of the decision

7.5 You should discuss with your manager how the above criteria might apply to you. Subject to you meeting the above criteria, your manager will then submit this request to me, which will be fed into the consultation process. No immediate decisions can be made until the consultation period is complete. I appreciate that for some of you this may be an uncertain time, but please be assured that we will be working during the consultation period to gather everyone’s views on the proposals set out in the consultation paper, and we will keep you updated on progress.

8.0 Managing the change

8.1 Employees whose posts have been deleted and are therefore ‘at risk’ of redundancy will be placed in the redeployment pool and have access to the Redeployment portal. This means they will see a list of all posts available within the council before they are advertised. Once recruitment to the new structure has taken place HR will work with individuals to match against vacancies and secure redeployment where possible.

8.2 At the end of the process of recruitment to the new structure those not successful in securing one of the new positions and where alternative redeployment has not been found will be issued with notice of redundancy.

However, every effort will continue to be made to redeploy individuals during their notice period to suitable alternative employment across the council.

8.3 Comments on both the proposals for the new structure and the proposals for appointment to the structure as described above are welcome as part of the consultation.

8.4 At the end of the consultation period, employees will be given the opportunity to appeal to the Head of Human Resources and Organisational Development where they consider a possible match concerning the proposals for slotting and ring-fences have been overlooked. During the consultation period we will endeavour to resolve issues that are raised in relation to slotting and ring-fencing on an informal basis and in the first instance you should raise concerns through your one to one meeting or directly to me. Where issues are still unresolved during the consultation, written representations must be received by the Head of Human Resources and Organisational Development by Friday 23rd May. These appeals will then be considered before the outcome of the consultation is issued on 4th June.

9.0 Timetable

9.1 Here is the proposed timetable

One to one meetings with employees directly affected and at risk	Tuesday 22 nd April am/pm Wed 23 rd April am
Issue of consultation document to whole team	Wednesday 23 rd April
Team meetings	Wednesday 23 rd and Thursday 24 th April
Further team meetings as diarised	Thursday 24 th April – 22 nd May
One to one further consultation meetings to be diarised or on request	Thursday 24 th April – 22 nd May
End of consultation – deadline for receipt of formal comments from employees and the Trade Unions and deadline for appeals against slotting and ring-fencing proposals	Friday 23 rd May
Initial consultation feedback	Thurs 29 th May
Consultation outcome issued	Wednesday 4 th June
One to one meetings with staff affected	Wednesday 4 th & Thursday 5 th June

Slotting and ring fenced recruitment process begins	Week beginning Monday 9 th June
New management arrangements take effect	Week beginning Monday 23 rd June
Implementation of whole structure	July 2014

10.0 How to provide feedback

- 10.1 There will be a number of ways for staff to feedback their responses to the restructure proposal. Feedback can be given during consultation meetings or in writing to Martin. All feedback will be considered and a formal report detailing the feedback and the response from management will be sent to staff. If the proposal changes as a result of consultation there will be a further short period of consultation for staff to consider and feedback on any proposed changes to the consultation document.
- 10.2 Comments on the both the proposals for the new structure and the proposals for appointment to the structure as described above are welcome as part of the consultation.

11.0 Support for staff

- 11.1 It is recognised that the process of change management can be a period of uncertainty for all staff involved in the process. Staff should initially discuss any concerns with their line manager.
- 11.2 Staff who are members of a trade union are encouraged to seek advice and guidance from their trade union representative. Unison and GMB unions have been made aware that this document is being issued to staff and the rationale behind the proposals.

Contact details for the Unions are below:

UNISON	Alex Knutson	01273 291619	Denise.knutson@brighton-hove.gov.uk
GMB	Mark Turner	01273 777027	Mark.turner@brighton-hove.gov.uk

- 11.3 Human Resources are able to provide the contact details for any trade unions not listed above.
- 11.4 Contact details for relevant Human Resources staff in the Coaching and Advice Team are below:

11.5 Redeployment Coordinator – Leanne Barnett

11.6 Employees who are at risk of redundancy and are eligible for redeployment will be placed on the council's redeployment register. The Redeployment Co-ordinator will set up the Redeployment Portal which lists those jobs that have become vacant and are initially being held for suitable redeployees.

11.7 The council will make every effort to find you suitable alternative employment in accordance with the Redeployment Policy and you will receive appropriate advice, guidance and support throughout the redeployment process. Both the Redeployment Co-ordinator and employees have a joint responsibility to look for any potential job matches and the Redeployment Co-ordinator will forward details of those jobs that have been identified as a potential match

11.8 HR Coaching & Advice Officer 29 2316

11.9 Jill Spence, HR Coaching & Advice Manager, will be the main contact during the consultation process for advice and support.

11.10 A useful resource is the Corporate Learning and Development Team's webpage. It provides information about: corporate learning and development courses, E-learning – Surf2learn modules and ICT training courses. It also highlights information about the Learning Resource Centre which provides a wealth of learning resources for all staff.

11.11 Follow this link:

<http://wave.brighton-hove.gov.uk/peoplefirst/learningatwork/corporateprogrammes>

11.12 The confidential staff welfare and counselling service is available and you can contact this service directly on (01273) 481738.

Martin Randall
Head of Planning & Building Control

ENCS

APPENDIX 1 – Service Design criteria
APPENDIX 2 - Current structure charts
APPENDIX 3 - Proposed structure charts
APPENDIX 4 - New JDs