

HEAD OF DEVELOPMENT SERVICES – REVISED STRUCTURE AND SAVINGS PROPOSALS

Portfolio Decision – March 2012

Report of the: Deputy Chief Executive and Director of Corporate Resources

Status: For Decision

This report supports the Key Aim of :- This reports the key aims of delivering the Community Plan, and Local Development Framework; and Effective Management of Council Resources.

Portfolio Holder Cllr. J Davison

Head of Service Mr Jim Kehoe

Recommendation that:-

It is RESOLVED that the Portfolio Holder for Planning and Improvement approve the Revised Structure and savings proposals to replace the current Head of Development Services post.

The main elements of the Revised Structure and savings proposals are shown at Appendix One and are as follows:-

Deletion of the existing Head of Development Services post, and the creation of a Group Manager Planning post, Development Control Manager post and Planning Policy Team Leader, together with the subsequent changes in reporting lines, in order to achieve savings of £35,000 - £40,000 per year (subject to other necessary adjustments such as job evaluation and current allowances to these and related posts).

Introduction

- 1) Tunbridge Wells Borough Council have given written notice that the current shared management arrangement will end on 18th May 2012. This creates an opportunity to consider the future management structure for Development Services.
- 2) The current management structure for Development Services is itself a 'trial' structure, as the 'Planning Services Manager' post, (1 FTE), has been created from two posts, (Development and Planning Policy Managers), (2 FTE). This trial is in any event due to be completed by 31st May 2012.
- 3) More broadly the Council wishes to ensure that its plans for service performance and its spending plans are implemented. The ten year budget assumes that from 2013/14 onwards £302,000 a year will be saved from Senior Management costs. Therefore, when any Management post falls vacant consideration should be given

as to whether the role can be delivered in a different way, so a contribution can be made to the savings target.

Proposed New Structure

- 4) The proposed structure shows how the duties of this post will be covered whilst delivering a contribution to the savings target. The existing structure and the proposed new structure are shown in Appendix One.
- 5) In addition, a saving of £35,000 - £40,000 per annum will be delivered by the revised structure. The precise amount saved does depend on the grading of the Group Manager Planning and Development Control Manager and Policy Team Leader posts, subject to job evaluation and other necessary adjustments, for example to current allowances.
- 6) The structure creates a Group Planning Manager post reporting to the Director of Community and Planning Services.
- 7) The Group Planning Manager is supported by a full time Development Control Manager. The Planning Manager would have overall responsibility for the service. However, with a full time Development Control Manager, the Planning Manager would also be able to devote more time than would be normal for a Head of Planning to Planning Policy covering some of the functions of the Planning Policy Manager. This would enable the Planning Policy Team to be headed by a Team Leader as in the current trial arrangement.
- 8) The new posts would allow time to reflect on the need to fundamentally review the Council's Senior Management Structure within the next twelve months in order to achieve the planned saving of £302,000 from 1st April 2013.
- 9) The new Group Planning Manager post would be filled through a selection process. Given that Development Control has reduced from three Areas Managers to two Managers, it is recommended that the Development Control Manager post be reinstated and that this post be recruited to as soon as possible to retain the current levels of performance and customer satisfaction, and to improve resilience. The Planning Policy Team Leader post would also be subject to a selection process.
- 10) The Group Planning Manager, Development Control Manager and Planning Policy Team Leader posts would all be required to go through the job evaluation process, to take account of the new structure and new reporting lines.
- 11) To ensure continuity of service, it is desirable to move forward with the new arrangements for Development Services as soon as is practicable.

Key Implications

Financial

- 12) It is expected that this proposal could contribute £35,000 - £40,000 per annum, (subject to job evaluation, and other necessary adjustments), towards the Senior Management savings target.

Community Impact and Outcomes

- 13) The Senior Management resources would be devoted to managing:-

- Delivery of the Local Development Framework;
- Delivery of Development Control Services, including planning applications, Validation and Enforcement;
- Policy and Planning implications of the Localism Act and changing legislation and guidance;
- Liaison with Town and Parish Councils, Residents Associations, and Housing Associations to protect the greenbelt and deliver the District's Housing and employment needs, which will benefit local residents.

Legal, Human Rights etc.

- 14) These proposals have no legal or human rights implications.

Resource (non-financial)

- 15) Any resource implications are set out above and in the restructure proposals.

Value For Money and Asset Management

- 16) The proposal contributes towards the planning saving from Senior Management costs within the Authority.

Equality Impacts

- 17) These proposals have no Equalities implications..

Sustainability Checklist

- 18) These proposals have not Sustainability implications.

Conclusions

- 19) The opportunities provided by the Head of Development Services post falling vacant has been used to increase the resources available to support Development Services as well as deliver a contribution towards the Senior Management saving included in the budget.

Risk Assessment Statement

| Risk Identified | Risk Assessment | Mitigating Action (if required) and Residual Risk |
|---|---|--|
| Any Managers taking on new responsibilities are lacking the full range of experience. | Low - Managers selected for new roles are experienced and will take on additional responsibility. In any event the Senior Management structure is to be reviewed in 12 months to deliver the £302,000 saving. | No action required. |
| Recruitment to a new Development Control Manager role may be unsuccessful. | Medium. There is a limited pool of experienced Development Control Managers in Local Government. | If initial recruitment is unsuccessful, a Development Control Manager could be recruited from the Private Sector, or a less experienced Development Control Manager could be recruited and a training programme put in place to build their knowledge in required areas. Residue risk low. |

Appendices

Appendix One

Background Papers:

Contact Officer(s):

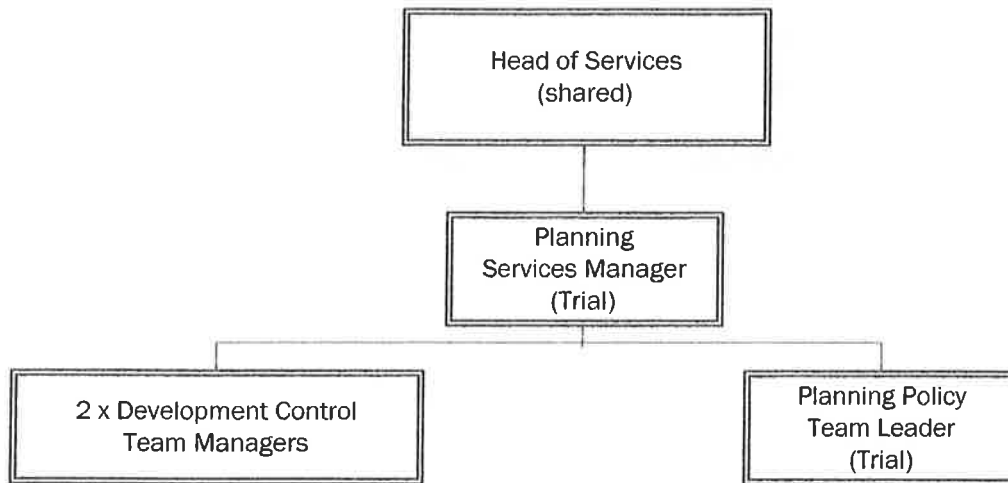
Kristen Paterson x 7268

Kristen Paterson

Deputy Chief Executive and
Director of Community and Planning Services

Development Services: Existing Trial Management Structure (February 2012)

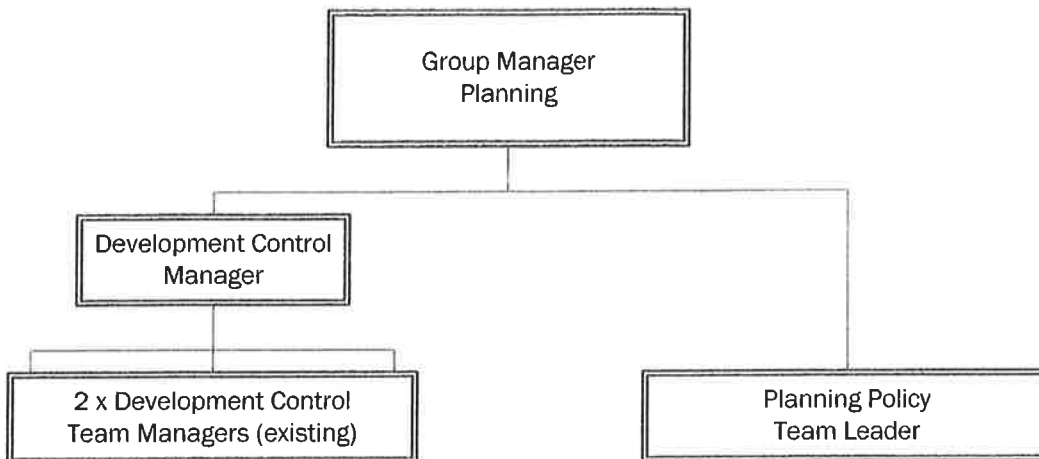
Existing



Note:-

This is a 'trial arrangement' structure; before the trial there was a Planning Policy Manager and Development Control Manager instead of a Planning Services Manager; a Principal Planning Policy Officer instead of a Planning Policy Team Leader and some different responsibilities at Development Control Team Manager and Principal Planner levels.

Revised Structure



Comment

In this structure the Group Manager is supported by a full time Development Control Manager. The Group Manager Planning would have overall responsibility for the service, but with a full time Development Control Manager, the Planning Manager would also be able to devote more time than would be normal for a Head of Planning to Planning Policy covering some of the functions of the Planning Policy Manager post and enabling the previous Planning Policy Team to be headed by a Team Leader as in the trial arrangement.

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