



Special Organisational Development Committee

Meeting: Wednesday, 25th November 2015 at 6.00 pm in Meeting Room 1, North Warehouse, The Docks, Gloucester, GL1 2EP

Membership:	Cllrs. James (Chair), Dallimore (Vice-Chair), Haigh, Hilton and D. Norman
Contact:	Tanya Davies Democratic and Electoral Services Manager 01452 396125 tanya.davies@gloucester.gov.uk

AGENDA

1.	APOLOGIES To receive any apologies for absence.
2.	DECLARATIONS OF INTEREST To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
3.	REALIGNMENT OF ENVIRONMENTAL PLANNING AND NEIGHBOURHOOD MANAGEMENT SERVICES (Pages 5 - 24) To receive the report of the Head of Neighbourhood Services concerning proposals for a new Neighbourhood Management Service that realigns the existing Environmental Planning and Neighbourhood Management Teams.
4.	RESTRUCTURE OF PLANNING SERVICES (Pages 25 - 82) To receive the report of the Head of Planning concerning the proposed structure for Planning Services.

Jon McGinty
Managing Director

Date of Publication: Tuesday, 17 November 2015

NOTES

Disclosable Pecuniary Interests

The duties to register, disclose and not to participate in respect of any matter in which a member has a Disclosable Pecuniary Interest are set out in Chapter 7 of the Localism Act 2011.

Disclosable pecuniary interests are defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 as follows –

<u>Interest</u>	<u>Prescribed description</u>
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the Council) made or provided within the previous 12 months (up to and including the date of notification of the interest) in respect of any expenses incurred by you carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract which is made between you, your spouse or civil partner or person with whom you are living as a spouse or civil partner (or a body in which you or they have a beneficial interest) and the Council (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged
Land	Any beneficial interest in land which is within the Council's area. For this purpose "land" includes an easement, servitude, interest or right in or over land which does not carry with it a right for you, your spouse, civil partner or person with whom you are living as a spouse or civil partner (alone or jointly with another) to occupy the land or to receive income.
Licences	Any licence (alone or jointly with others) to occupy land in the Council's area for a month or longer.
Corporate tenancies	Any tenancy where (to your knowledge) – (a) the landlord is the Council; and (b) the tenant is a body in which you, your spouse or civil partner or a person you are living with as a spouse or civil partner has a beneficial interest
Securities	Any beneficial interest in securities of a body where – (a) that body (to your knowledge) has a place of business or land in the Council's area and (b) either – i. The total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or ii. If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, your spouse or civil partner or person with

whom you are living as a spouse or civil partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

For this purpose, “securities” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

NOTE: the requirements in respect of the registration and disclosure of Disclosable Pecuniary Interests and withdrawing from participating in respect of any matter where you have a Disclosable Pecuniary Interest apply to your interests and those of your spouse or civil partner or person with whom you are living as a spouse or civil partner where you are aware of their interest.

Access to Information

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For further details and enquiries about this meeting please contact Tanya Davies, 01452 396125, tanya.davies@gloucester.gov.uk.

For general enquiries about Gloucester City Council’s meetings please contact Democratic Services, 01452 396126, democratic.services@gloucester.gov.uk.

If you, or someone you know cannot understand English and need help with this information, or if you would like a large print, Braille, or audio version of this information please call 01452 396396.

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Any recording must take place in such a way as to ensure that the view of Councillors, Officers, the Public and Press is not obstructed. The use of flash photography and/or additional lighting will not be allowed unless this has been discussed and agreed in advance of the meeting.

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- You should proceed calmly; do not run and do not use the lifts;
- Do not stop to collect personal belongings;
- Once you are outside, please do not wait immediately next to the building; gather at the assembly point in the car park and await further instructions;
- Do not re-enter the building until told by a member of staff or the fire brigade that it is safe to do so.

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Meeting:	Special Organisational Development Committee	Date: 25 November 2015
Subject:	Realignment of Environmental Planning & Neighbourhood Management Services	
Report Of:	Head of Neighbourhood Services	
Wards Affected:	All	
Key Decision:	No	Budget/Policy Framework: No
Contact Officer:	Lloyd Griffiths, Head of Neighbourhood Services	
	Email: lloyd.griffiths@gloucester.gov.uk	Tel: 39(6355)
Appendices:	<ol style="list-style-type: none"> 1. Consultation Document (Original) 2. Consultation Feedback (with comments provided by The Head of Neighbourhood Services) 3. Final Structure Proposal 	

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 The purpose of the report is to propose a new Neighbourhood Management Service that realigns the existing Environmental Planning and Neighbourhood Management Teams.

2.0 Recommendations

2.1 Organisational Development Committee is asked to **RESOLVE** that the proposal to re-align the Environmental Planning and Neighbourhood Management Services as outlined in Appendix 3 is approved for implementation.

3.0 Background and Key Issues

3.1 Proposals to re-align the Environmental Planning and Neighbourhood Management Services were presented to staff and Trades Unions through a formal consultation process that commenced on the 12th October 2015 and concluded on the 26th October 2015. The Consultation Report was also presented to the Trade Union Consultation meeting on the 19th October 2015 and the Employee Forum on the 21st October 2015.

3.2 The initial driver for this re-alignment was a savings target of £100,000 attached to the Environmental Planning Service. It soon became evident however that the synergies that existed between the two teams, particularly around the management and enhancement of our parks and open spaces and the regular liaison with AMEY our Streetcare Partner, meant that a 'joining up' of these services had the potential to deliver both service improvements and efficiency gains.

3.3 A number of comments were received from staff during the consultation period with no underlying opposition to the structure proposal. Furthermore no alternative proposals were submitted by staff for consideration. All comments were considered at length by The Head of Neighbourhood Services and responses were provided to officers through team meetings and in the form of an anonymised table of comments/feedback which is included at Appendix 2 and was e-mailed to staff.

3.5 After reviewing all information received no changes are proposed to the structure as detailed in the original consultation document which is included at Appendix 1.

4.0 Asset Based Community Development (ABCD)

4.1 ABCD and its principles provide very real opportunities for the new service this proposal intends to create. Across the Country there are numerous examples of where community groups through a real interest and passion in sites such as parks and open spaces, have taken on responsibility for such sites with positive results. It is important that officers consider themselves as facilitators as much as they do deliverers and this is an area that will be focussed on throughout 2016.

5.0 Alternative Options Considered

5.1 A number of options were discussed whilst developing the consultation proposal and these were discussed by the Senior Management Team. These options mainly centred around the level of supervisory capacity within the structure and to achieve this in the most cost effective way, The Head of Neighbourhood Service has direct responsibility for The Environmental Projects Team.

5.2 No alternative structure proposals were submitted by staff during the consultation period.

6.0 Reasons for Recommendations

6.1 The proposal re-aligns two services that have very clear links around areas such as parks and open spaces, grounds maintenance and subsequent monitoring of the AMEY contract. These areas of work can be developed positively moving forward.

6.2 The proposal will lead to full year savings of £105,000 being achieved whilst at the same time drawing together officers that can maximise our outcomes in important front line areas such as parks and open spaces, grounds maintenance and streetscene.

6.3 After detailed consideration of the feedback provided, and in the absence of alternative structure proposals being submitted by staff, no amendments are deemed necessary to the original proposal.

7.0 Future Work and Conclusions

7.1 Subject to approval, it is the intention to implement this new structure during early January 2016. To achieve this will require the Environmental Coordinators Post to be deleted and this process to be managed sensitively during the remainder of November and into December. Furthermore a competitive recruitment process will

be arranged for early December in respect of the Neighbourhood Manager Posts and opportunities for re-deployment to be investigated as a first course of action.

8.0 Financial Implications

8.1 The levels of proposed full year savings attached to this proposal have been set out in the table below –

Item	Description	Cost / Saving
A	Current Service Employee Budget	£561,050
B	Total Proposed Employee Budget	£501,575
C	Initial Savings	£59,475
D	Additional Budget (via Income)	£46,000
F	Total Savings (C+D)	£105,475

Note: Savings reduced by £10k in Year 1 due to transition arrangements relating to allotment maintenance

(Financial Services have been consulted in the preparation this report.)

9.0 Legal Implications

9.1 There are no legal implications associated with this proposal, other than redundancy and redeployment matters for which support from Human Resources is being provided via a Change Agent.

(Financial Services have been consulted in the preparation this report.)

10.0 Risk & Opportunity Management Implications

10.1 The following risk and opportunities have been identified in respect of this proposal:

Risks	Opportunities
Placing officers with planning responsibilities in a neighbourhood team will diminish planning links. Roles and responsibilities to be reinforced and officer location to be considered	To bring together two teams that have synergies around parks & open spaces, grounds maintenance and contract monitoring
	Improve contract management in areas such arboriculture and maintenance of adopted land
	To develop ABCD in areas such as parks and open spaces and grounds maintenance.

11.0 People Impact Assessment (PIA):

11.1 An initial screening assessment has been undertaken and no negative impacts have been identified.

12.0 Other Corporate Implications

Community Safety

12.1 No community safety implications.

Sustainability

12.2 No sustainability implications.

Staffing & Trade Union

12.3 This proposal was shared in writing with Trade Unions (UNISON, UNITE and GMB) on 9th September. Furthermore the proposal was presented to a Trade Union meeting on 19th October 2015 and an Employee Forum on 21st October 2015. Comments were received from UNISON in respect of the proposal and after consideration no changes were considered necessary. UNISON were written to on 5th November 2015 in respect of their comments and with confirmation on the outcome of the consultation process.

Press Release Drafted/Approved

12.4 Not applicable

Background Documents: None

Realigning the Environmental Planning and Neighbourhood Management Services

A Proposal Document for Consultation

1st Draft – 12th October 2015

1. A New Structure for Planning Services

Introduction

- 1.1 Full Council on 27th February 2014 considered and approved Gloucester City Council's Money Plan 2014-19. It articulated that Local Government was and is continuing to face the toughest financial outlook for many decades. The Local Government Finance Settlement had seen unprecedented reductions in formula grant, which would impact on resource availability and the ability of the Council to continue to deliver services without change. The Money Plan forecasts indicated the need for significant efficiency, service transformation and savings targets in each year.

2. The Current Structure of Neighbourhood Services

- 2.1 Neighbourhood Services within the Council is currently comprised of the following elements:
- i. Neighbourhood Management
 - ii. Environmental Projects (Waste & Recycling)
 - iii. Environmental Planning (shared management with Head of Planning)
 - iv. Cemeteries & Crematoriums

The current service structure which reports to the Head of Neighbourhood Services (not including Cemeteries & Crematoriums) is shown at Appendix 1 to this report.

3. The Need for Realignment

- 3.1 For the Environmental Planning Service, there is a requirement to make savings of £100,000 in 2015/16. With little or no scope to reduce revenue budgets, making these savings requires the realignment of Environmental Planning and Neighbourhood Management so that efficiencies from the synergies and cross over in posts can be realised. This consultation document proposes how such savings can be made whilst minimising the impact on front line services. It should be noted that the Cemeteries and Crematorium Service are not part of this re-alignment proposal.

4. Savings

Environmental Planning

- 4.1.1 The review of the Environmental Planning Service has been jointly developed by The Head of Neighbourhood Services and The Head of Planning. The Environmental Planning Service is currently managed by the Environmental Planning Service Manager who reports to both these Heads of Service

- 4.2 The principal cost savings associated with a proposed new service relate to the post of Environmental Services Manager changing in its overview to assume responsibility for the spaces and places work undertaken by Neighbourhood Management in addition to existing responsibilities such as Trees, Allotments, Landscape Planning and Countryside Unit. In order to create this necessary capacity the post would relinquish overview responsibility for Planning Conservation and Heritage.
- 4.3 The posts to be retained as part of an amended Neighbourhood Management Structure are:
- i. Neighbourhood Services Service Manager (Job Size 1)
 - ii. Senior Countryside Ranger (Grade F)
 - iii. Countryside Ranger x 2 (Grade E)
 - iv. Landscape Architect (Grade G)
 - v. Tree Officer (F)
 - vi. Tree & Landscape Assistant (C)
 - vii. Allotments Officer (C)
- 4.4 The posts of Senior Countryside Ranger, Landscape Architect, Tree Officer, Tree & Landscape Assistant and Allotments Officer will report directly to the Neighbourhood Management Service Manager. The 2 Countryside Rangers will continue to report to the Senior Countryside Ranger.
- 4.5 The other principal cost saving associated with this proposal is the deletion of the post of Environmental Coordinator. This role supports many internal services with work such as energy improvements within the Council's building assets and management of our transport fleet. It is proposed that this type of work sits within those services that are best placed to deliver them.
- 4.6 One other saving proposal relates to the posts of Landscape Architect and Allotments Officer. At present these posts are funded traditionally through the Council's revenue budget.
- 4.7 Cabinet has previously approved the use of s.106 monies to fund the work undertaken by the Landscape Architect. This consultation document proposes that the post of Landscape Architect changes to a Fixed Term Contract funded by monies received via s.106 developer contributions.
- 4.8 In respect of the Allotment Officer post, the Council receives monies each year from allotment fees and this consultation document proposes that the post of Allotments Officer changes to a Fixed Term Contract funded by monies received via allotment income.

Neighbourhood Management

- 4.9 In order to incorporate the 7 retained posts outlined in para 4.3, it has been necessary to review the existing Neighbourhood Management Structure.
- 4.10 In order to provide the necessary level of direct management support it is proposed to amend the role of Environmental Planning Services Manager as outlined in para 4.2, which will oversee the running of the Countryside Unit, Public Open Spaces Management and the places and spaces work of Neighbourhood Management. This post will report directly to The Head of Neighbourhood Services.
- 4.11 With the introduction of posts covering public open space work including trees, allotments and parks and open spaces this document proposes a reduction of Neighbourhood Manager posts from 4 to 3.
- 4.12 Another proposed change would see the 2 Neighbourhood Management Support Officers managed directly by The Senior Environmental Projects Officer and Neighbourhood Managers and have specific links to those teams. The two Neighbourhood Support Officer posts would not serve those two teams exclusively however and would remain flexible to meet the needs and priorities of the service at the direction of the Neighbourhood Management Service Manager and Head of Neighbourhood Services

Environmental Projects

- 4.13 In order to minimize the amount of direct reports reporting to the proposed Neighbourhood Management Service Manager and in recognizing the current role of the Environmental Projects Team in delivering significant savings to the AMEY Streetcare contract it is proposed that the Senior Environmental Projects Officer reports directly to the Head of Neighbourhood Services. No other changes are proposed for this team.

Summary of Total Savings

- 4.14 The estimated full year savings associated with the proposed realignment are summarised on the following page in Table 1.

Table 1 – Table of Proposed Full Year Savings

A	Current Service Employee Budget	£571,655.43
B	Total Proposed Employee Budget	£501,575.07
C	Initial Savings (A-B)	£70,080.36
D	Additional Budget (via Income)	£55,000.00
E	Total Savings (C&D)	£125,080.36

5. Job Evaluations

- 5.1 All of the amended roles discussed in this document will require evaluation by a Hay panel. This means that those grades accompanying amended posts in this document are indicative only and will be subject to a Hay evaluation in the future. The Hay method of job evaluation continues to be the most widely accepted worldwide. The process of evaluating jobs enables many important applications, such as designing effective organisations; clarifying interdependencies and accountabilities; managing succession and talent; and setting competitive, value-based pay policies.
- 5.2 This rigorous job evaluation process has afforded the Council a common framework and language to more effectively design jobs within the structure that best supports the corporate strategy and plan.

6. Structure Chart's

- 6.1 See Appendix 1, 2 and 3 for existing and proposed structure charts and an overview of individual staff changes that are proposed.

7. Overview of the Process

Support

- 7.1 Any reorganisation can be distressing for those involved and for their colleagues so it is recognised that it will be a difficult time for staff. Support throughout the process will be provided by Human Resources.

Support of a more general nature will also be provided by the Senior Management Team. Our aim at all times will be to provide clear and timely information for everyone involved and to maintain a close and open dialogue with the Trade Unions throughout.

Assimilation

7.2 In line with the Council's Organisational Change policy, where all of the following conditions apply, current post holders will be directly assimilated to the equivalent position in the new structure:

- the job is essentially the same (at least a 60% match), and
- the grade is the same, and
- the numbers of posts available is the same or greater than the number of current post holders.

Ring-Fencing

7.3 In line with the Council's Organisational Change policy, employees who do not secure a position in the new structure via direct assimilation will be included in a ring-fence if:

- their posts are deleted, and
- an alternative position or positions are introduced, and
- the employee's grade is the same (or one above / below) as the grade of the new post(s) or the employee is at the management tier appropriate to the new post(s).

Redeployment

7.4 Any employee who does not secure a post in the new structure or an on-going position through transfer, change of working arrangements etc. will be given notice of redundancy and simultaneously placed on the redeployment register for the period of their notice.

Selection Process

7.5 There will be a consistent, robust recruitment and selection process for the new posts and current vacancies.

Appeals

7.6 Guidance on how to appeal against any stage of this process can be found in the Council's Organisational Change Document that is available from HR.

Implications for those affected

7.7 We fully appreciate the sensitive nature of this process and the anxiety and uncertainty that may be felt by staff. It is important that we provide

help and support throughout this period of change, particularly to those who are directly affected. If any staff would like to be considered for voluntary redundancy or early retirement they should contact Human Resources for an informal discussion. The Council's free, confidential and external counselling service can be contacted on 01452 750586.

Timetable

7.8 The proposed timetable is as follows:

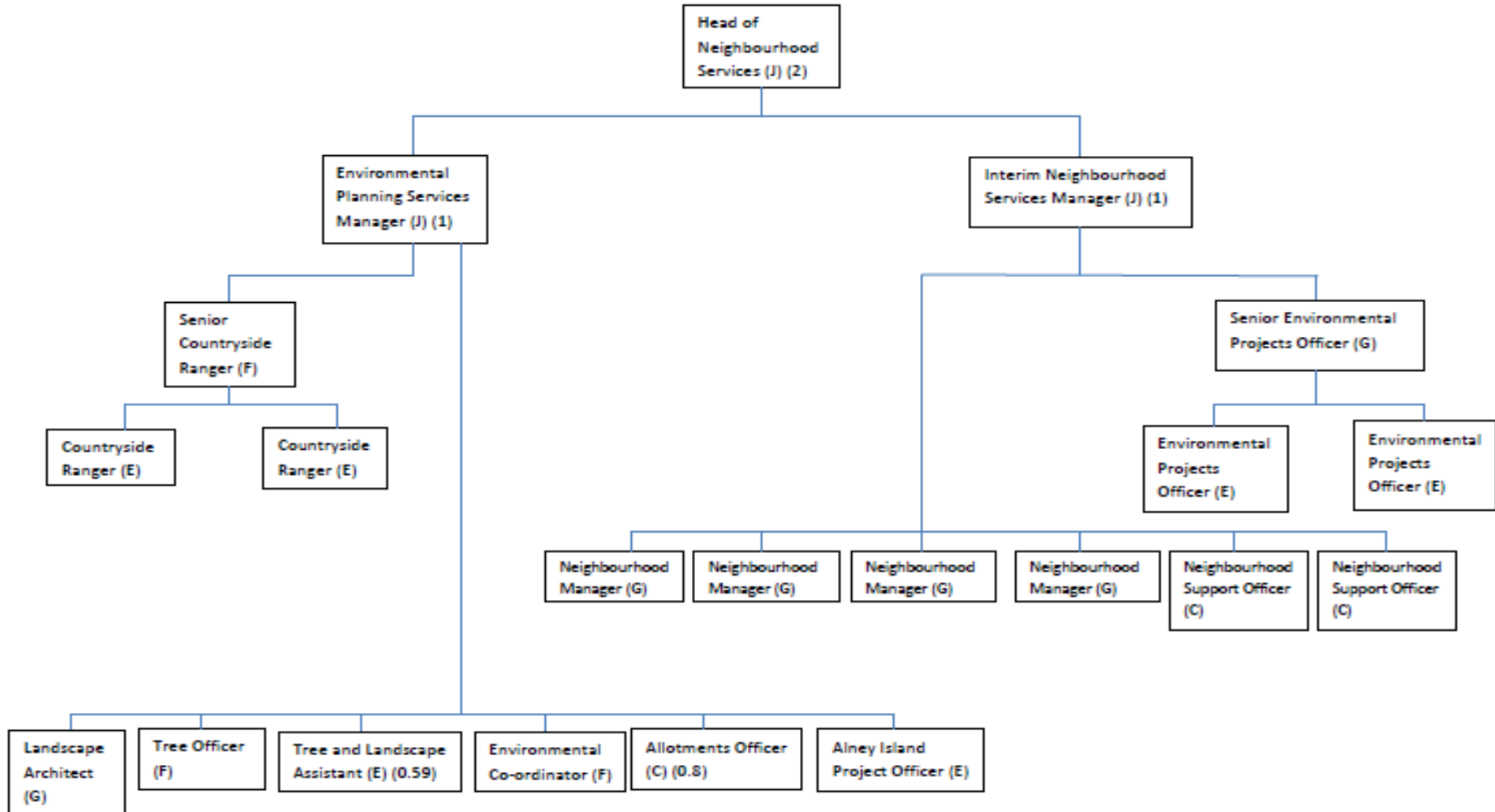
Consultation with Staff	w/c 12th October 2015
Consultation with Trade Union	w/c 12th October 2015
Trade Union Consultation meeting	w/c 19 th October
Employee Forum	w/c 19 th October 2015
Close of Initial Consultation	26 th October 2015
Reviewing Feedback	w/c 26 nd October
Organisational Committee	w/c 23 rd November 2015
Formation of new team structure	4 th January 2016

8. How to respond

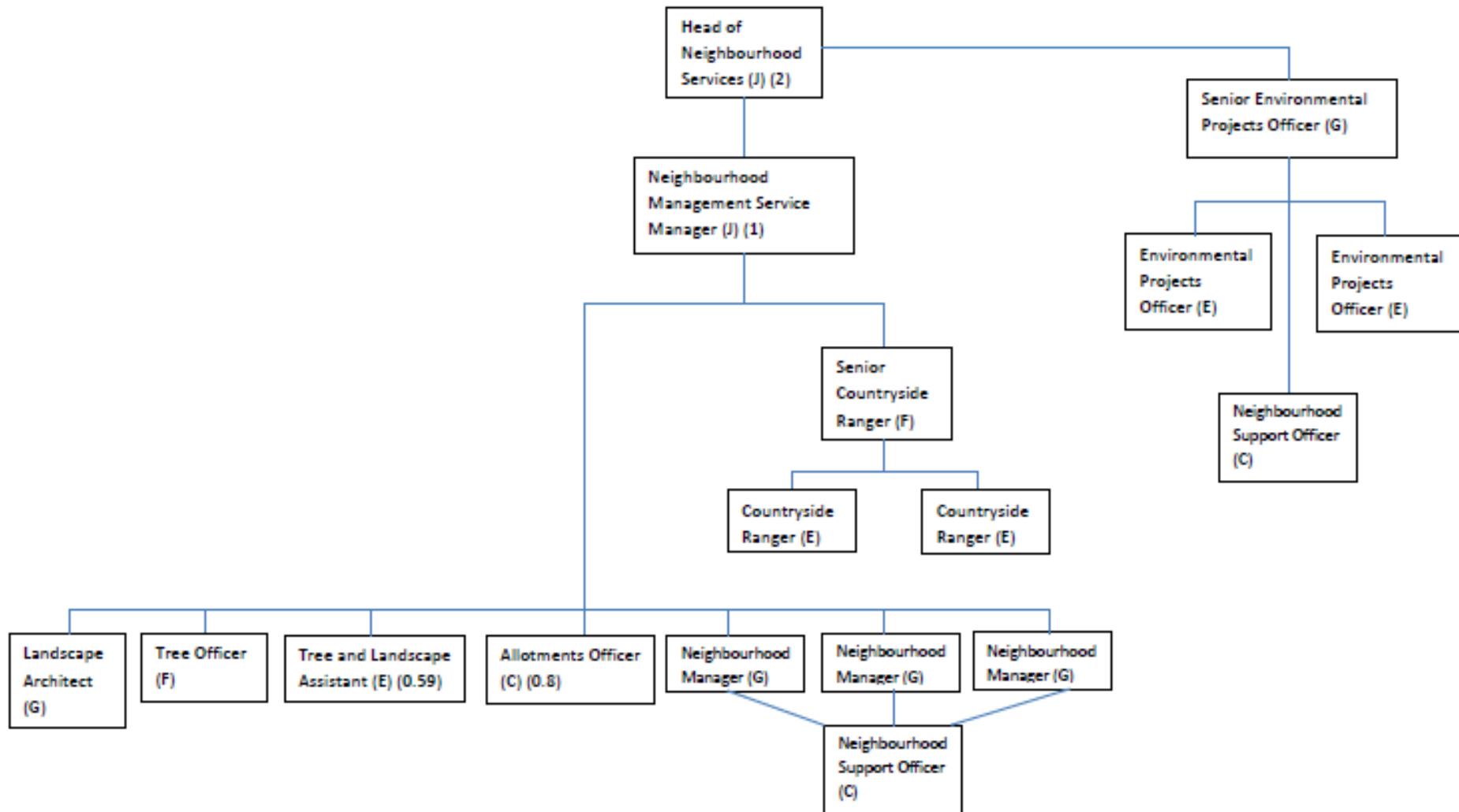
8.1 Please send your queries, comments or questions by 26th October 2015 to:

Lloyd Griffiths, Head of Neighbourhood Services
Email: lloyd.griffiths@gloucester.gov.uk
Tel: 01452 39(6355)

APPENDIX 1 – Existing Service Structure



APPENDIX 2 –Proposed Service Structure



Appendix 3 – Individual Staff Changes

Environmental Planning		
	Current Job Title/(Grade)/(FTE)	Status
	Environmental Planning Services Manager (J) (1)	Assimilated into post of Neighbourhood Management Services Manager
	Environmental Coordinator (F)	Post deleted
	Tree Officer (F)	No change
	Tree & Landscape Assistant (E) (0.59)	No change
	Landscape Architect (G)	Change to temporary contract (no fixed term) dependant on monies received via s.106 developer contribution monies
	Allotments Officer (C) (0.8)	Change to temporary contract (no fixed term) dependant on monies received via Allotment Income
	Senior Countryside Ranger (F)	No change
	Countryside Ranger (E)	No change
	Countryside Ranger (E)	No change
Neighbourhood Management		
	Current Job Title/(Grade)/(FTE)	Status
	Neighbourhood Manager (G)	Ring fenced for post of Neighbourhood Manager
	Neighbourhood Manager (G)	Ring fenced for post of Neighbourhood Manager
	Neighbourhood Manager (G)	Ring fenced for post of Neighbourhood Manager
	Neighbourhood Manager (G)	Ring fenced for post of Neighbourhood Manager
	Neighbourhood Support Officer (C)	Post to be formalised
Environmental Projects		
	Current Job Title/(Grade)/(FTE)	Status
	Senior Environmental Projects Officer (G)	No change
	Environmental Projects Officer (E)	No change
	Environmental Projects Officer (E)	No change
	Neighbourhood Support Officer (C)	No change

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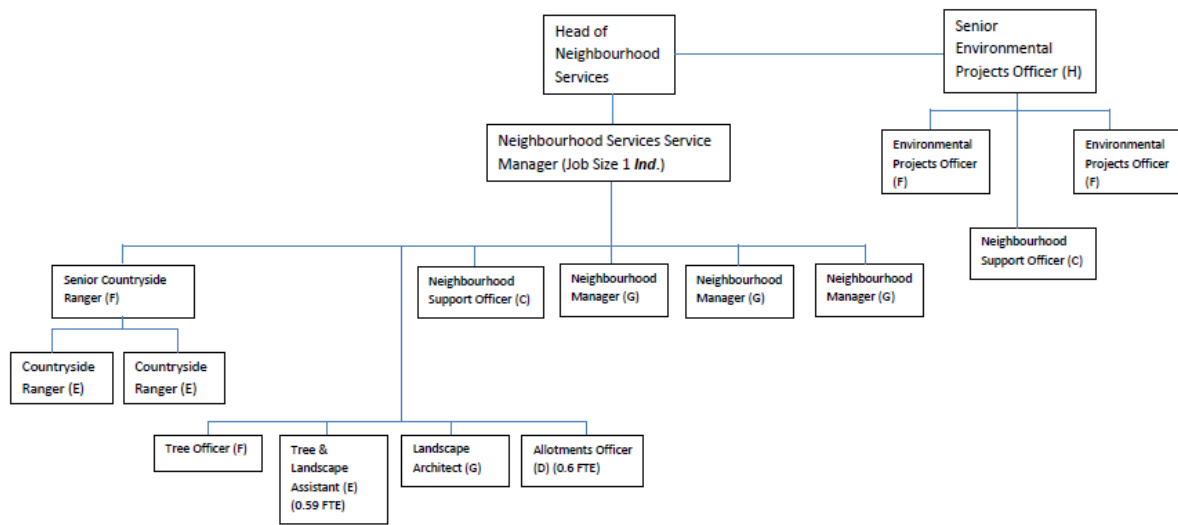
Re-alignment of Environmental Planning & Neighbourhood Management Services

Consultation Feedback

No	Comment	Response
1	Errors with grading and hours of posts within consultation document	Noted. The detail provided in the consultation report was taken from information held by Finance which we have since learnt differed to that held by Payroll. Amendments have been made to the consultation document and individuals have been both spoken to and will also be written to with correct details.
2	Deletion of Environmental Coordinator role indicates a lack of commitment to this area of work	The proposed deletion of this post takes into account the fact that many if not all of its duties and responsibilities can be undertaken naturally by other services such as Private Sector Housing, Asset Management and Finance/Procurement. The post of Neighbourhood Management Service Manager will be charged with responsibility for ensuring the Council champions relevant environmental issues and policies, so there is no intention to downgrade this aspect of the Councils work.
3	Potential use of more consultants	There is no intention to amend job descriptions, duties or roles for those Environmental Planning staff impacted by this proposal. It is recognised that the input provided by those Officers to Development Control and Planning Policy is both important and critical.
4	S106 monies should not be spent on salaries	A formal Cabinet decision was taken during 2014 that approved the use of s.106 monies attributed to landscaping schemes, to fund the post of Landscape Architect. The primary responsibility of this post is to negotiate, agree, oversee and deliver landscaping schemes on new developments. The level of contributions associated with this work will be monitored and reviewed moving forward.
5	Allotment work not being done would jeopardise this work	The proposal document is not recommending or suggesting that work in respect of Allotments ceases and indeed the provision of public allotments where they exist is a statutory requirement. The proposal simply confirms the intention to utilise income from allotment fees to fund the Allotment Officer post. The income received in respect of allotments is both sufficient and consistent to fund this post. It is also our intention to benchmark our fees against other LA's during 2016/2017 in order to look at the possibility of increasing this revenue stream.
6	Unison highlighted that the Environmental Planning Services Manger would be assimilated into the post of Neighbourhood Management Services Manager which would be graded higher despite the post having no additional responsibilities	The post of Environmental Planning Services Manager carries a grade I. The amended post of Neighbourhood Management Service Manager is proposed to carry the grade of Job Size 1. This grading is indicative and the post will need to be HAY evaluated should the proposal be approved. The amended grade is reflective of the fact that the post will have overview responsibility for both the grounds maintenance and streets element of the AMEY Contract which totals in excess of £2,000,000 of resource.
7	Unison commented that it was unfair the Interim Neighbourhood Services Manager (NSSM) had not been invited to apply for the permanent post.	The role of Interim Neighbourhood Services Manager is not a substantive post and as such it does not provide the interim post holder with an opportunity to be included in a ring-fence for the post of NSSM. In addition the amended post of NSSM has been reviewed against the original Environmental Planning Services Manager and has been assessed as meeting the 60% criteria required for assimilation.
8	It was noted that suggestions had been received to amalgamate the vacant Community Safety post with the Neighbourhood Management Team	This has been discussed with The Head of Public Protection and there is agreement that there are synergies between the work of Community Safety and Neighbourhood Management. Given some of the sensitivity around work currently being carried out by Community Safety, it is important that developing projects in partnership with other agencies is not impacted by change. No merging of these teams is proposed.
9	Unison questioned where the Amey Client Officer would sit within the proposed structure	This proposal does not affect or impact the Business Improvement Officer with responsibility for the AMEY contract. This post will remain as is, including where it sits.
10	The Green Team do have planning responsibilities that need to be easily fulfilled with the planning team.	The proposal will not reduce or lessen the planning related responsibilities officers carry out and this will continue to form a key part of those roles.
11	UNISON would like to see job description for three proposed NM posts so that it makes overseeing these staff easier	Job descriptions for Neighbourhood Managers will remain unchanged as it is crucial that the roles are interchangeable. Once a final structure has been implemented the Head of Neighbourhood Services in conjunction with the Neighbourhood Management Services Manager will review the roles and responsibilities of the three posts in order to prioritise around current need.
12	Possibility of job sharing NM posts	We would be open to discuss the option of a job share arrangement but we would need to ensure that such an arrangement met the need of the Council. Ideas around job sharing should be communicated to the Head of Neighbourhood Services.

13	Saving proposal lists £125 whereas target is £ 100 could we not delay £25 until next year as this may happen naturally	The aim of this proposal is to try and bring stability to this particular set of services for the next 24 – 36 months. Making additional savings now will put us in a stronger position when future savings plans are developed. This should not be mistaken for making changes for changes sake however as the proposal is deemed to be operationally deliverable and the process has focussed around service efficiencies.
14	Risk to Planning Services (JCS and City Plan) from Green Team going in with NM – GENERAL	The JCS enquiry, development of JCS and development of the City Plan are key priorities for our Council and the positioning of officers who have links with planning in a Neighbourhood Management environment will not place these projects at risk. They will remain a priority and will be given the necessary level of resource.
15	Service believed to be unnecessary	The Council will still operate a Development Control and Planning Policy team and those officers who input into the work of those teams as technical specialists will not have their roles diminished by either proposal.
16	Loss of Environmental Coordinator role does not leave capacity for environmental related activity	See No 2
17	Neighbourhood management taking up time that will impinge on planning	During a recent review Neighbourhood Managers roles were reviewed and added responsibility was provided to them and this provided a very clear onus on managing and taking responsibility for workloads and work areas. This will ensure that the NSSM and his/her officers will have no need to become involved in core neighbourhood management work in normal circumstances.
18	Neighbourhood Manage Service Manager may need post that manages neighbourhood managers as very onerous	In an original proposal discussed at Senior Management Team such a structure was discussed. There was agreement however that a Service Managers primary responsibility is to manage and to have a number of Senior Officers supporting such a post is not an efficient use of resources.
19	Neighbourhood Support Officers Posts are hugely important and grade should reflect that	It is acknowledged that these posts have developed over time and they play a critical role in the delivery of the teams work. They do carry a grade however that is reflective of the roles and responsibilities of the most recent version of the Job Description. Once a new structure is in place relevant managers will be asked to sit down with these post holders to review their duties and responsibilities.

Appendix 3 – Final Proposed Neighbourhood Management Structure



Appendix 3 (cont) – Individual Staff Changes

Environmental Planning		
	Current Job Title/(Grade)/(FTE)	Status
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	Tree & Landscape Assistant (E) (0.59)	No change
	Landscape Architect (G)	No change – post to be funded through s.106 planning contributions relating to role
	Allotments Officer (C) (0.8)	No change – post to be funded through allotment fees
	Senior Countryside Ranger (F)	No change
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	Environmental Projects Officer (E)	No change
	Environmental Projects Officer (E)	No change
	Neighbourhood Support Officer (C)	No change



Meeting:	Special Organisational Development Committee	Date: 25 November 2015
Subject:	Planning Services Restructure	
Report Of:	Head of Planning	
Wards Affected:	All	
Key Decision:	No	Budget/Policy Framework: No
Contact Officer:	Anthony Wilson, Head of Planning	
	Email: Anthony.wilson@gloucester.gov.uk	Tel: 396830
Appendices:	1. Restructuring Planning Services 2. Consultation Feedback 3. Proposed Service Structure	

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 The purpose of the report is to propose a new structure for Planning Services (Appendix 1). Identifying the need for the new structure and to consult and request approval for the adoption of the changes.

2.0 Recommendations

2.1 Organisational Development is asked to **RESOLVE** that the proposed structure for Planning Services be agreed and implementation be progressed.

3.0 Background and Key Issues

3.1 Full Council, 27th February 2014 considered and approved Gloucester City Council’s Money Plan 2014-19. It articulated that Local Government was, and is continuing to face the toughest financial outlook for many decades. The Local Government Finance Settlement had seen unprecedented reductions in formula grant, which would impact on resource availability and the ability of the Council to continue to deliver services without change. The Money Plan forecasts indicated the need for significant efficiency, service transformation and savings targets in each year.

3.2 Within the Planning service area, there is a requirement to make savings of £100,000 in 2015/16. This paper proposes how these savings can be made while continuing to deliver high quality services.

3.3 The nature of the business carried out within Planning Services has changed during the past year. The two changes of greatest significance have been the transfer of the Council’s housing assets to Gloucester City Homes (GCH) and the creation of

the Gloucestershire Building Control Partnership (GBCP), a shared service between the Council and Stroud Borough Council.

4.0 Alternative Options Considered

4.1 No others options due to the need to reflect changes in the nature of the Council's business and the need to achieve required cost savings.

5.0 Reasons for Recommendations

5.1 To reposition resources to deliver in key areas for the Council to include; implementation of channel strategy, review service delivery options, feasibility studies, business analysis (to include business case development), client management of external partnerships, technical client functions, income generation, efficiencies and lean system practices.

6.0 Future Work and Conclusions

6.1 The consultation period closed on 30 October 2015 and comments were received from all members of the team. These representations are included within Appendix 2.

7.0 Financial Implications

7.1 The restructure proposal achieves an approximate cost saving of £127,000 in the current financial year, in excess of the £100,000 target required within the Council's Money Plan.

(Financial Services have been consulted in the preparation this report.)

8.0 Legal Implications

8.1 There are no legal implications associated with this proposal, other than redundancy and redeployment matters.

(One Legal have been consulted in the preparation this report.)

9.0 Risk & Opportunity Management Implications

9.1 This structure allows Planning Services to have appropriate levels of capacity to deliver the Council's statutory responsibilities and other supporting services, ensuring service standards are met.

10.0 People Impact Assessment (PIA):

10.1 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required.

11.0 Other Corporate Implications

Community Safety

11.1 No community safety implications.

Sustainability

11.2 No sustainability implications.

Staffing & Trade Union

11.3 All staff affected by these changes, together with the recognised Trade Unions, have been consulted throughout this process. The proposals were shared with Trade Unions on 19 October and with Employee Forum on 21 October.

Background Documents: None

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Restructuring Planning Services

A Proposal Document for Consultation

11 November 2015 (v.3)

1. A New Structure for Planning Services

Introduction

- 1.1 Full Council, 27th February 2014 considered and approved Gloucester City Council's Money Plan 2014-19. It articulated that Local Government was and is continuing to face the toughest financial outlook for many decades. The Local Government Finance Settlement had seen unprecedented reductions in formula grant, which would impact on resource availability and the ability of the Council to continue to deliver services without change. The Money Plan forecasts indicated the need for significant efficiency, service transformation and savings targets in each year.

2. The Current Structure of Planning Services

- 2.1 Planning Services within the Council is currently comprised of the following elements:
- i. Development Control
 - ii. Planning Policy
 - iii. Heritage and Conservation
 - iv. Building Control
 - v. Housing Strategy and Enabling

The current service structure is shown at Appendix 1 to this report.

3. The Need for Restructuring

- 3.1 Within the Planning service area, there is a requirement to make savings of £100,000 in 2015/16. This paper proposes how these savings can be made while continuing to deliver high quality services.

4. Proposals

- 4.1 The restructuring proposal is based upon two elements:
- i. Savings
 - ii. Shared services

Savings

Building Control

- 4.2 The principal cost savings associated with the proposed new service structure relates to the implementation of a shared Building Control service between the City and Stroud District Council (SDC). The new service to be known as the Gloucestershire Building Control Partnership (GBCP) was established on 1 July 2015 and is based in Stroud and Gloucester under the management of the existing SDC Building Control Manager.

- 4.3 The following posts have been deleted:
- i. Principal Structural Engineer (Grade G)
 - ii. Building Control Officer (Grade F)
 - iii. Building Control Trainee (Grade E)
 - iv. Administrative Support Officer (Grade B)
- 4.4 The posts to be retained as part of the shared structure are:
- i. Building Control Manager (Grade I)
 - ii. Principal Building Control Surveyor (Grade H)
 - iii. Building Control Surveyor (Grade G)
- 4.5 Three of the four posts to be deleted as part of the shared service proposal are currently vacant and will not be filled as part of this process. The Administrative Support Officer position will be deleted. A new post, Building Control Surveyor (Grade G) will also be created as part of this proposal.
- 4.6 Both authorities have developed a reputation for the delivery of high quality services to the development industry. The new shared service will provide a greater staff resource to continue the provision of a high quality service while also providing the opportunity to expand the offer to existing and potential clients which will increase income generating potential for both authorities. It is proposed that a new Business Plan for the joint service will be prepared in the near future; this will include a marketing strategy, communications plan and a new dedicated website. The expansion of the service will therefore provide the opportunity to increase income generation for the benefit of both authorities in the long-term.
- 4.7 Roles currently occupied by staff supplied by agencies will be deleted, These positions will be recruited by the new shared service
- 4.8 As a result of the creation of a shared service with Stroud District Council on 1 July, a saving of **£85,736** has been projected for the remainder of financial year 2015/16.

Housing Strategy and Enabling

- 4.9 The team's remit focuses on the delivery of the Council's housing strategy, the assessment of housing needs and partnership with Registered Providers to meet the City's future housing needs. The team also provides a valuable input into the negotiation of section 106 agreements and the Council's Development Plan and is playing a key role in the progression of the Joint Core Strategy and City Plan. However, the recent transfer of housing stock to Gloucester City Homes means that some aspects of the team's work are likely to be reduced in the future.
- 4.10 The proposed structure envisages that one of the SHSEO (Grade G) posts would be deleted. The remaining posts would be transferred to an expanded Planning Policy and Heritage Team (see paragraph 4.17). The

restructured team would continue to provide support in relation to the development of housing policy (in particular, affordable housing) within the JCS and City Plan and to support the Development Control team in the determination of planning applications and the negotiation of section 106 agreements.

Environmental Planning

- 4.11 The review of the Environmental Planning Team has been jointly developed with the Head of Neighbourhood Services. The Team is currently managed by the Environmental Planning Manager who reports to two Heads of Service.
- 4.12 It is proposed that the two teams (Green Infrastructure Team and the Conservation/Heritage Team) would be restructured to report individually within Neighbourhood Services and Planning Services respectively. Within Planning Services, the members of the Conservation/Heritage Team would be assimilated within a new enlarged Planning Policy and Heritage Team under the management of the Planning Policy and Heritage Manager (see paragraph 4.17). Consequently, this would result in the deletion of the post of Environmental Planning Manager.

Development Control

- 4.13 This restructuring proposal suggests only limited revisions to the current Development Control team. In order to enhance the Council's role to determine planning applications in compliance with increasing national standards, it is proposed to add a small additional staff resource by increasing the Senior Planning Officer posts from 1.55 FTE to 2.0 FTE. The Council has recently secured Government funding for a 12 month period for the post of Principal Planning Officer (Housing Delivery) which will assist the delivery of housing proposals within the City in support of the Council's recently granted Housing Zone status. The availability of these additional staff resources will enable the Development Control service to meet increasing national standards in relation to the determination of planning applications.
- 4.14 There are also minor changes to staffing within the current Business Support function. Within the existing structure, four staff members provide 2.7FTE at Grade C, with an additional 0.3FTE at Grade B. The tasks undertaken by the Grade B position (postal administration and collection) have been transferred to the Central Facilities team so this post will be deleted. Instead, it is proposed that the overall resources allocated to the Grade B position are increased to provide a Senior Administration Officer post at Grade D which would facilitate improved processing of planning applications and two Administration Officer posts at Grade C. It is the intention of this restructure that the reformed Administration team would provide enhanced support across Planning Services, rather than simply to Development Control and Building Control.

- 4.15 The restructure proposal will also incorporate the transfer of the Land Charges Clerk (Grade F) to the Administrative Support team following the recent transfer of the Council's Legal Services to One Legal. The transfer of this position has no additional financial implications.
- 4.16 The resultant revisions to the structure of the Business Support team and the availability of external Government funding for housing delivery mean that the additional staff resources can be provided at only very minimal additional cost (less than £3,000) in 2015/16.

Planning Policy

- 4.17 The restructure proposes the expansion of the Planning Policy Team to include heritage and housing policy matters. As the role of Planning Policy and Heritage Manager (PP&HM) would oversee an enlarged team, it is proposed that the grade of this post is increased from Grade I to Grade J in parity with the DCM position.
- 4.18 In order to provide additional resource to the Planning Policy team at a particularly important time in the progression of both the Joint Core Strategy and the City Plan, the proposed structure includes the creation of a full-time Principal Planning Officer position (increasing from the current 0.5 FTE) to act as deputy for the proposed PP&HM. In addition, an increase in Senior Planning Officers from 2.08 FTE to 2.5 FTE is also sought to provide additional staff resource. It is proposed that 1.5 FTE posts would be provided on a permanent basis, with the additional 1.0 FTE provided on a 24 month contract to support the preparation of the City Plan.
- 4.19 Currently, the Planning Policy team is supported by two Technicians (Grade D); it is proposed to delete one of these posts.

Summary of Total Savings

- 4.20 The estimated savings associated with the proposed restructure are summarised in Table 1 below. They assume that the revised structure for Planning Services would be in place in November 2015.

Table 1

Service	2014/15	2015/16
Building Control	114,316	28,580
Housing Strategy and Enabling	184,300	139,782
Environmental Planning	212,860	202,326
Planning Policy	199,016	209,703
Development Control	359,890	362,500
TOTAL	1,070,382	942,891
Savings		127,491

Total Proposed Service Costs	£ 942,891
Current Service Employee Budget	<u>£1,070,382</u>
Saving Achieved	£ 127,491

5. Next Steps

- 5.1 The merger of the Council's Building Control service with that of Stroud District Council to form the Gloucester Building Control Partnership was completed on 1 July. The additional resources available through the creation of shared service by both councils will create greater resilience in the longer term.
- 5.2 Within the Housing Strategy and Enabling Team, one of the SHSEO (Grade G) posts will be deleted and the team assimilated within an enhanced Planning Policy and Heritage Team.
- 5.3 Within the Environmental Planning Team, the post of Environmental Planning Manager (Grade I) will be deleted. The Conservation/Heritage Team will be assimilated within an enhanced Planning Policy and Heritage Team.
- 5.4 In the Development Control Team, the number of posts at Senior Planning Officer level (Grade G) is to be increased from 1.55 FTE to 2.0 FTE.
- 5.5 Within Planning Policy, the existing Planning Policy Manager (Grade I) post will be revised to provide the new role of Planning Policy and Heritage Manager (Grade J). The role of Principal Planning Officer (Grade H) will be increased from 0.5 FTE to 1.0 FTE. At Senior Planning Officer level, the number of posts will be increased from 2.05 FTE to 2.5 FTE, one of these posts will be provided on a two year contract.
- 5.6 The Administrative Support team will provide wider support to Planning Services. A new post of Senior Administration Officer (Grade D/E) (subject to job evaluation) will be created, supported by 2.0 FTE Administration Officer positions. This will replace the existing team structure of 2.7 FTE Business Support Officers (Grade C). The Team will also be expanded to include the position of Technician (Grade D). Following the completion of the transfer of Legal Services to new arrangements with OneLegal, the Land Charges Clerk (Grade F) will also be assimilated within the Administrative Support Team.
- 5.7 The impact on individual members of staff is detailed in Appendix 3. These proposals will be subject to formal consultation with all staff and feedback will be welcomed.

Job Evaluations

- 5.7 All of the new or amended roles discussed in this document will be evaluated by a Hay panel. The Hay method of job evaluation continues to be the most widely accepted worldwide. The process of evaluating jobs enables many important applications, such as designing effective organisations; clarifying interdependencies and accountabilities; managing succession and talent; and setting competitive, value-based pay policies.
- 5.8 This rigorous job evaluation process has afforded the Council a common framework and language to more effectively design jobs within the structure that best supports the corporate strategy and plan.

New Structure Chart

See Appendix 2 for the proposed structure chart.

6. Overview of the Process

Support

- 6.1 Any reorganisation can be distressing for those involved and for their colleagues so it is recognised that it will be a difficult time for staff. HR support throughout the process will be provided by Jo Hawkins/Jo Parry. Support of a more general nature will also be provided by the Senior Management Team. Our aim at all times will be to provide clear and timely information for everyone involved and to maintain a close and open dialogue with the Trade Unions throughout.

Assimilation

- 6.2 In line with the Council's Organisational Change policy, where all of the following conditions apply, current post holders will be directly assimilated to the equivalent position in the new structure:
- the job is essentially the same (at least a 60% match), and
 - the grade is the same, and
 - the numbers of posts available is the same or greater than the number of current post holders.

Ring-Fencing

6.3 In line with the Council's Organisational Change policy, employees who do not secure a position in the new structure via direct assimilation will be included in a ring-fence if:

- their posts are deleted, and
- an alternative position or positions are introduced, and
- the employee's grade is the same (or one above / below) as the grade of the new post(s) *or* the employee is at the management tier appropriate to the new post(s).

Redeployment

6.4 Any employee who does not secure a post in the new structure or an ongoing position through transfer, change of working arrangements etc will be given notice of redundancy and simultaneously placed on the redeployment register for the period of their notice.

Selection Process

6.5 There will be a consistent, robust recruitment and selection process for the new posts and current vacancies.

Appeals

6.6 Guidance on how to appeal against any stage of this process can be found in the Council's Organisational Change Document that is available from HR.

Implications for those affected

6.7 We fully appreciate the challenging nature of this process, the anxiety and the uncertainty that may be felt by staff. It is important that we provide help and support throughout this period of change, particularly to those who are directly affected. If any staff would like to be considered for voluntary redundancy or early retirement they should contact Human Resources for an informal discussion. The Council's free, confidential and external counselling service can be contacted on 01452 750586.

6.8 The Council will consider requests for voluntary redundancy or early retirement for the following posts:

- Environmental Planning Manager (Grade I)
- Technician (Grade D)
- Senior Housing Strategy and Enabling Officer (Grade G)

Requests for voluntary redundancy should be received by 30 October. Each request will be considered on a case by case basis and the Council gives no commitment to approving these requests.

Timetable

6.9 The proposed timetable is as follows:

Consultation with Staff	w/c 12 October 2015
Consultation with Trade Union	w/c 12 October 2015
Trade Union Consultation meeting	19 October
Employee Forum	21 October
Close of Consultation	30 October 2015
Reviewing Feedback	w/c 2 November 2015
Organisational and Development Committee	25 November 2015
Formation of new team structure	4 January 2016

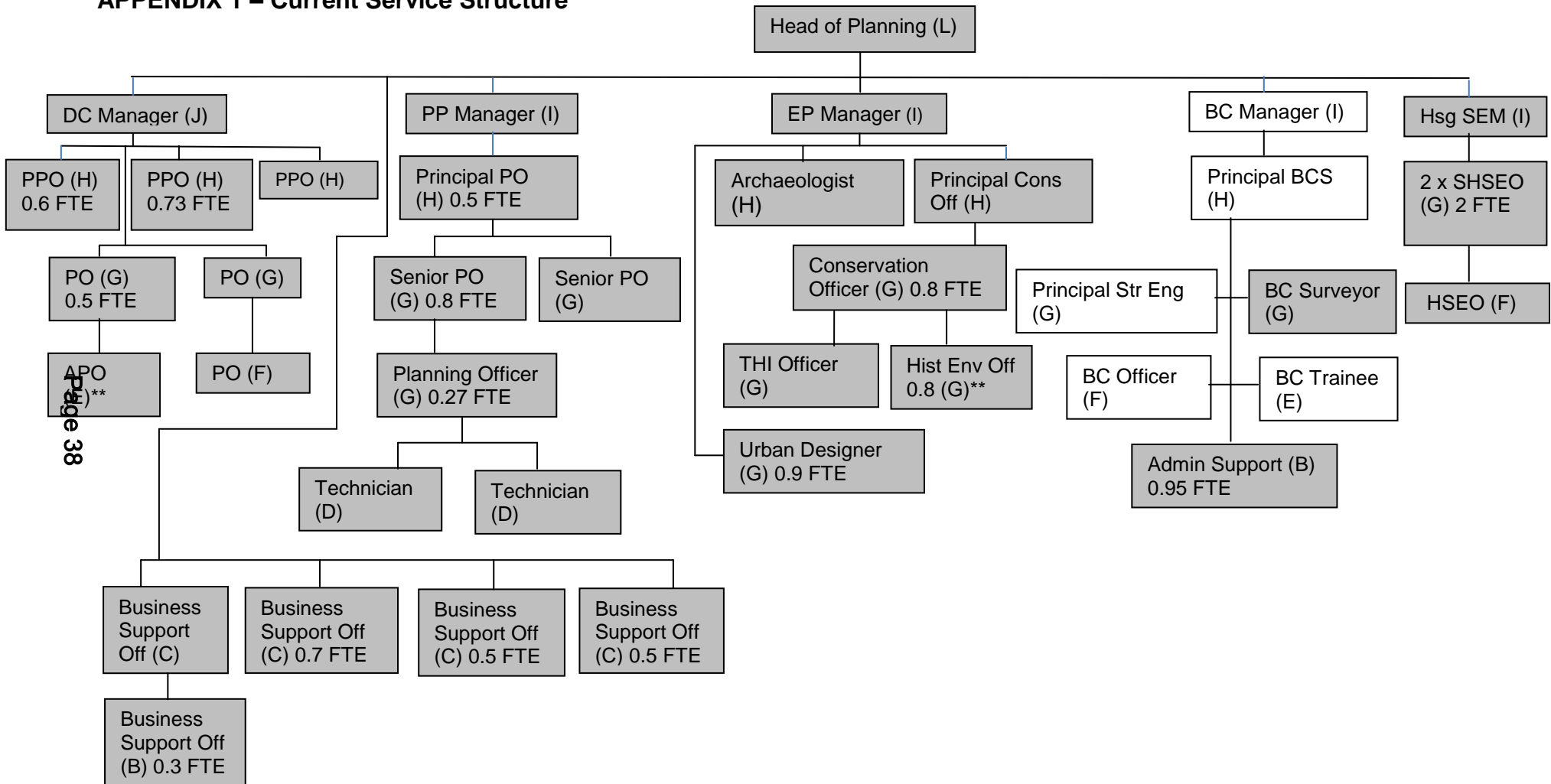
7. How to respond

7.1 This is a meaningful consultation exercise and your views are welcomed on the proposals and the process for filling the proposed new structure.

Please send your comments or questions to:

Anthony Wilson, Head of Planning
Email: anthony.wilson@gloucester.gov.uk

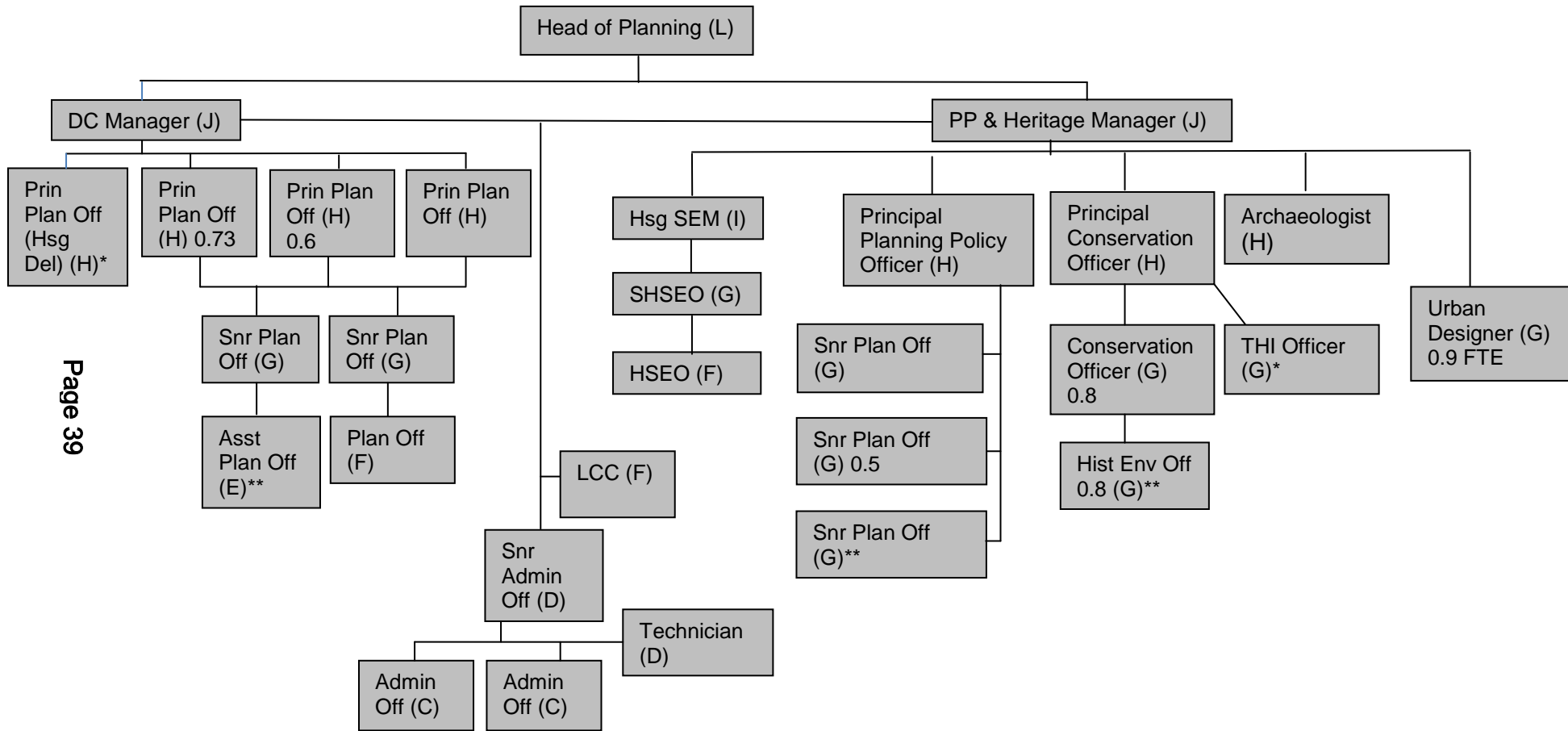
APPENDIX 1 – Current Service Structure



Page 38

NOTE: All posts 1 FTE unless stated. Vacant posts are shown unshaded.

APPENDIX 2 –Proposed Service Structure



Page 39

NOTE: All posts 1.0 FTE unless stated.
 * - Funded by external grant support
 ** - Temporary contract

Appendix 3

Proposed structure with individual details

Development Control		
	Current Job Title/(Grade)/(FTE)	Status
	Development Control Manager (J) (1)	No change
	Principal Planning Officer (H) (0.73)	No change
	Principal Planning Officer (H) (0.6)	No change
	Principal Planning Officer (H) (1)	No change
	Principal Planning Officer (H) (1) (Housing Delivery)*	New post (externally funded)
	Senior Planning Officer (G) (1)	No change
	Senior Planning Officer (G) (0.5)	No change
	Senior Planning Officer (G) (0.5)	New post
	Planning Officer (F) (1)	No change
	Assistant Planning Officer (E) (1)**	No change
	Land Charge Clerk (F) (1)	No change. Post transferred from Legal Services
	Senior Administration Officer (D) (1)	New post
	Administration Officer (C) (2)	New posts
	Business Support Officer (C) (1)	Post assimilated
	Business Support Officer (C) (0.5)	Post assimilated
	Business Support Officer (C) (0.5)	Post assimilated
	Business Support Officer (C) (0.7)	Post deleted.
	Business Support Officer (B) (0.3)	Post deleted
Planning Policy		
	Current Job Title/(Grade)/(FTE)	Status
	Planning Policy Manager (I) (1)	Post deleted
	Planning Policy and Heritage Manager (J) (1)	New post
	Principal Planning Officer (H) (0.5)	Post deleted
	Principal Planning Officer (H)	New post
	Senior Planning Officer (G) (0.8)	Ring fenced for Senior Planning Officer 1.5 FTE and 1.0 FTE (24 month contract)
	Senior Planning Officer (G) (1)	Ring fenced for Senior Planning Officer 1.5 FTE and 1.0 FTE (24 month contract)
	Planning Officer (G) (0.27)	Ring fenced for Senior Planning Officer 1.5 FTE and 1.0 FTE (24 month contract)
	Senior Planning Officer (G) (1.5)	New posts
	Senior Planning Officer (G) (1.0)**	New post (24 month contract)
	Technician (D) (2)	One post to be deleted. Ring fenced

Environmental Planning		
	Current Job Title/(Grade)/(FTE)	Status
	Environmental Planning Manager (I) (1)	Post deleted
	Archaeologist (H) (1)	No change
	Principal Conservation Officer (H) (1)	No change
	Conservation Officer (G) (0.8)	No change
	Historic Environment Officer (G) (0.8)**	No change
	Urban Designer (G) (0.9)	No change
	THI Project Officer (G) (1)*	No change (externally funded)
Housing Strategy		
	Current Job Title/(Grade)/(FTE)	Status
	Housing Strategy & Enabling Manager (I) (1)	No change
	Senior Housing Strategy & Enabling Officer (G) (2)	One post to be deleted. Ring fenced.
	Housing Strategy & Enabling Officer (F) (1)	No change
Building Control		
	Current Job Title/(Grade)/(FTE)	Status
	Building Control Manager (I) (1)	Shared with SBC
	Principal Building Control Surveyor (H) (1)	Shared with SBC
	Principal Structural Engineer (G) (1)	Post deleted
	Building Control Surveyor (G) (1)	Shared with SBC
	Building Control Surveyor (G) (1)	Shared with SBC
	Building Control Officer (F) (1)	Post deleted
	Building Control Trainee (E) (1)	Post deleted
	Administration Assistant (B) (0.54)	Post deleted. Ring fenced to Senior Administration Officer (D) and Administration Officer (C)
	Administration Assistant (B) (0.41)	Post deleted.

Schedule of Amendments

Minor revisions to Appendices 1 and 2

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>The Senior Administration Officer and Land Charges Clerk report to two managers in this structure. I do feel reporting to the Head of Planning will not only make things simpler now but there is capacity within the team to take on additional work across the organisation.</p>	<p>The Administration team will provide support to both the Development Control and Planning Policy/Heritage teams. The wider workload of the Administration team can be planned effectively through this mechanism. No change.</p>
<p>The current Urban Designer post is currently contracted as a 0.5 FTE post with an additional 0.4 FTE 'temporary' post (total 0.9 FTE) to progress a number of other public realm projects.</p>	<p>The current post has a significant workload linked to public realm projects, but also input into the development control process and also input into planning policy documentation. There are a number of major proposals that will require urban design input and therefore the maintenance of the Urban Designer post at 0.9 FTE is considered appropriate. No change.</p>
<p>Could I suggest that instead of just a Planning Policy & Heritage title for the new team, we also include 'design' in that, such as 'Planning Policy, Heritage and Design'? It just seems that design in all sorts of forms is the focus for a lot of our work and should be in there somewhere.</p> <p>The Current Service Structure diagram does not reflect the relationship between team members. The Proposed diagram looks more accurate and seems to make sense.</p> <p>The combined roles of the Technician posts are very much an integral to the functioning of the service. Both carry out different roles, with one person focussing on the mapping and GIS functions and the other person leaning towards the graphics side of things. The problem with removing either function is that there will be fairly significant knock-on effects. I have personally used both Technicians during the past few months, mainly on the Public Realm Strategy development. I would not have been able to produce the required maps, diagrams and illustrations without the skills which they both provide.</p> <p>We now have no GIS manager, so any type of GIS, mapping function which</p>	<p>It is noted that 'design' (as well as 'housing strategy') features within the work of the proposed overall team, but it is not felt necessary to rename the wider team as this would be too cumbersome a title. No change.</p> <p>The current team structure will be amended to reflect existing relationships (as set out in the proposed team structure in Appendix 2). Amendment.</p> <p>It is accepted that the roles of the two Technicians have diversified, with one being responsible for GIS/mapping functions and the other providing graphic design services. However, the Council no longer maintains a graphic design service as this is now operated as a shared service with the County Council which operates from Shire Hall. The City Council relies upon the shared service arrangements to provide graphic design services; the current graphic design service provided 'in house' is provided on an ad hoc basis outside of the recognised arrangements between the two councils. No change.</p> <p>The GIS services currently provided are an important part of the Council's resource, particularly in relation to general mapping, data management and support of the development plan process. In relation to graphic design, the Council has established a shared service with the County Council and this</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>one Technician provides would need to be taken up by someone else, who would need suitable training in the GIS systems. This is not an easy thing to pickup and one of the Technicians is very competent and efficient in what he does. The postholder produced a range of plans for the PRS which the County’s graphics team was not able to help with, and which I do not have the right software to create, in the right formats.</p> <p>With the other Technician role, I have asked him to provide a sequence of historic map diagrams for the PRS, which illustrate the historical development of Gloucester’s centre, which he did to a very high standard and attention to detail. Again, this was something which the County’s team could not provide. In the past, he has produced a range of documents for me, including the Heights of Buildings SPD. I am due to ask him to start work on a range of graphics sheets to illustrate a new regeneration scheme which combines lighting, cladding and public realm projects. I also know he does a lot of work for landscape and conservation.</p> <p>In terms of wider resources issues relating to these two posts, as I have said, there is no GIS/mapping officer now, so the primary technical function could not easily be shifted to an existing officer. The more graphics focused role will be problematic due to the existing pressures on the County’s graphics team. At present, there are very few officers there who have to deal with all of the County’s marketing, promotional, corporate and graphics work. The County Council’s graphics team are under constant pressure. This will simply be added to if we were to all start using them as our graphics provider. I would suggest that their resources need to be reviewed alongside the two Technician roles.</p>	<p>team should be the provider of graphic services. Any future work of this kind should be sent to the County Council and any issues raised with me. No change.</p> <p>As above.</p> <p>As above.</p>
<p>The proposed structure chart at Appendix 2 shows only one box with 1.2 FTE for two Principal Planning Officer posts, although reference is made to</p>	<p>The error in Appendix 3 is noted and this will be amended to refer to current working hours of 0.73 FTE. Amend Proposed Structure Chart in Appendix 2</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>two separate posts in the table at Appendix 3. My current post has permanently working hours from 37 to 32 (0.86 FTE), however, subsequently a temporary reduction in hours to 27 was agreed (0.73 FTE), which is the current position. The table at Appendix 3 incorrectly refers to my working hours as 0.6 FTE.</p>	<p>and table in Appendix 3.</p>
<p>I also wish to state that I fully support the additional half time senior planner post that is proposed in the re-structure. Given the high level of applications and complex nature of many of those applications, we are struggling to deal with proposals in a timely manner and within the target times set by Government. The creation of the additional post can only be of benefit and I hope that the recruitment process will start as soon as possible once the new structure has been agreed.</p>	<p>Noted.</p>
<p>Could the 'Assistant' be removed from the Grade F Planning Officer post? The flow chart may need re-arranging as a result.</p>	<p>Agreed. Amend job title to Planning Officer (Grade F) in Appendix 2 and Appendix 3.</p>
<p>I am regularly required to respond to requests at very short notice (e.g., signage in relation to traveller trespassing at Castlemeads). The County Council's team is often unable to meet these requests.</p> <p>If one Technician post was lost, the remaining postholder would not be able to provide both graphics and GIS services.</p> <p>I am currently involved in the following projects which have immediate deadlines:</p> <ul style="list-style-type: none"> • Civic Awards 2015 presentation and certificates. • Council Trees Advice and Guidance (leaflet). • Barnwood Tree Trail (leaflet). • Hucclecote/Green Farm signs for Environmental Planning. 	<p>It is not disputed that the existing Technicians have provided a high quality service. However, the Council has entered into a shared service arrangement with the County Council that is meant to deliver its graphical design services. The maintenance of 'informal' services within the Council is an additional expense that is not justifiable. No change.</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>I'm not quite sure where a saving will come from if I don't do this work. Also, I don't think CJK would have capacity to cover these and other approaching tasks.</p> <p>However, from the Council's point of view, I think it would be quite a loss in terms of efficiency and provision. Over the years we have slipped into covering our tasks between 8am and 7pm every day . An individual would not be able to do that.</p> <p>The Technicians also use Council vehicles for deliveries or moving exhibitions which is helpful for the Team and for the Council as a whole.</p> <p>There are particular skills with GIS mapping which has been extremely important over the years and particularly over the last twelve months.</p> <p>The Council has made significant investment in various equipment (e.g., plotters, laminating equipment) that is only used by the Technicians.</p> <p>Together, we can cover the Council's photographic, mapping and graphic requirements, and we do. The County Council has, in the past, helped the City Council with graphics but, for one reason or another, this arrangement has not worked. I am still helping the same people in the Council – Environmental Planning, Welfare, Conservation, Licensing & Enforcement, Asset Management, etc. that I was helping many years ago.</p> <p>I'm sure that one Technician would simply not have the time to cover all of these bases and therefore the Council's 'offer' would suffer or diminish.</p>	

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>Some initial comments on the structure charts which require updating, there appears to some confusion regarding current management I do not manage the urban design post, I manage Caroline Ansell, Claire Dovey-Evans and Shona Robson-Glyde (Historic Environment officer 12 month temporary post).</p> <p>I note that Shona has not been included in this restructure; this should be amended to include Shona as a member of the current and revised team.</p>	<p>The current team structure will be amended to reflect existing relationships (as set out in the proposed team structure in Appendix 2). Amendment.</p> <p>The structure diagrams in Appendices 1 and 2 will be amended. Amendment.</p>
<p>I would like to record my support for the expansion of the DC officer resource by 0.5 FTE. Any increase in staff resource however modest will help us to have more of a chance to meet customer expectations, the increasing Government performance targets, and provide a good quality, reliable service that improves the City. Increased workload pressures recently have made these aspirations increasingly difficult to achieve.</p> <p>Officers had, in response to previous restructure consultations (through which the service lost several posts), flagged up significant concerns about reducing DC staff numbers and the impact that it would have on the service’s ability to deliver on the above. Furthermore, Officers noted that when the economy picked up, so would workload and it would be difficult for the service to respond to increased workload and expectations. Officers were advised in reply that if performance figures went down as a result of staff cuts, so be it, and that if workload picked up with the economic recovery, staff recruitment to reflect this would be forthcoming quickly in response.</p> <p>There appears to be a growing recognition nationally that a quality and efficient planning system requires appropriate investment in the staff needed to process applications. I welcome the increased staff resource and hope that it is retained through to the adoption of the new structure, and that further such responses are borne in mind moving forward.</p>	<p>Noted.</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>I also very much welcome the proposed additional 0.5 FTE senior planner in the DC Team given the increasing workload and pressures that we have been and continue to experience.</p> <p>My PPO post is full time with reduced hours on a temporary rolling programme (2 years). There has been no recent discussion as to whether to continue on a part time basis or come back full time. I don't believe that this alters the restructure in any way but just wanted to make you aware of this as I would not want a change to this arrangement to be made by default.</p>	<p>Noted.</p> <p>The proposed restructure would maintain the existing arrangement for part-time working (0.6 FTE). No change.</p>
<p>Unison is aware of the Council's decision via the budget plan to cut £100,000 from the Planning Service budget so we acknowledge that this is a difficult challenge for any department.</p> <p>Shared service for building control it has to be said that this is a remarkable saving of £85,736 to provide the full building control service for £28,580 is really remarkable. However, one would have to ask how a proper service can be delivered for such a low cost are standards being compromised and dangerous building practices going on unchecked as a result. Only time will tell on this.</p> <p>Housing Strategy was subject to a restructuring earlier in the year when the service was reduced we accept that a further post may need to be deleted as a result of the reduction in work resulting from the housing asset transfer. Why this was not planned for in the previous restructure is rather puzzling but this must add to the uncertainty over staff working in the team.</p> <p>Resource was previously lost from the Housing team relating to work undertaken that transferred to Gloucester City Homes. The stock transfer has made little or no difference to the work that the housing team still</p>	<p>Noted.</p> <p>The establishment of a shared service arrangement with Stroud D C will enable both authorities to provide a high quality service at a reduced cost. No change.</p> <p>As is noted, the previous restructure of the Housing Strategy team took place prior to the transfer of housing assets earlier in 2015. Until the transfer of assets was completed, the extent of the need for further staff reductions was not known. No change.</p> <p>The work of the team in delivering the Council's housing strategy is noted. It is considered that the restructured team would still maintain sufficient</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>undertake with Gloucester City Homes. The team are still involved in ensuring delivery of the objectives within the housing strategy, and they also work on master-planning/regeneration of estates and working with them to secure funding.</p> <p>The previous restructure made the case for bolstering the G grade roles due to the investment it brings into the City. As a result of this housing team brought in over £6M investment, and is on the brink of delivering a regeneration scheme worth £10M, outside provision through the planning process.</p> <p>Following the previous restructure which was implemented in January 2015, we have recruited 1.5 people; these posts are now at risk from these proposals.</p> <p>Unison feel the Housing Strategy Manager role should feed into the Head of Planning, as the other Service Managers do.</p> <p>Unison would question why the Housing Strategy & Enabling team are facing a 24.1% decrease in funding compared with increases for Planning Policy and Development control. Unison challenges these increases as they are disproportionate and at the expense of Housing Service. With the current shortage of affordable housing this seems a retrograde step.</p> <p>Environmental planning The merger of this team and assimilation into planning policy is welcomed in that it does not involve redundancies but it is only relatively recently that the team was moved out of planning policy so it has just moved back to where it was previously this again raises questions about why it was moved in the first place.</p>	<p>resource. The team already has close links to Planning Policy and Development Control and the additional resources available within the proposed restructure will allow more flexible working within the service. No change.</p> <p>While one post is proposed for deletion, the team will still retain sufficient senior resource to deliver the Council’s objectives. The team has worked closely with officers within Planning Policy to secure Housing Zone status and this relationship is expected to be strengthened. No change.</p> <p>The proposed restructure does affect some recently recruited posts, but is intended to reflect the role of the team following the transfer of housing assets and the intention to work more closely with other officers within the service. No change.</p> <p>It is considered that the proposed arrangement will provide an appropriate reporting structure. No change.</p> <p>It is considered that the proposed restructure provides sufficient resource to this function. The team already works closely with colleagues in Planning Policy and development Control and the proposal is expected to strengthen these links and create additional flexibility. No change.</p> <p>Noted. The reintegration of the Heritage and Design team with Planning Policy will provide a more coherent resource for the Council’s Planning service. No change.</p> <p>The reallocation of managers’ positions is justified in order to provide</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>Planning manager’s posts can be deleted but reallocated within other departments on a higher grade.</p> <p>Development Control The strengthening of this service is welcomed but against a background of making a saving this has to be questioned.</p> <p>Planning policy The upgrading of the planning manager and creation of a new senior planner are also interesting when set in the context of saving £100,000. Unison would challenge how these regradings and new planning posts are justified against a backdrop of redundancies within the same department. Clearly planners are looked after and senior managers can have upgrades within the new structure. Are managers in line for upgrades going to have to undergo interviews or assessments prior to appointments?</p> <p>The urban planner post transferring back into this area could have been increased to a full time post.</p> <p>There is no mention of the consultant’s costs incurred by the service and how these costs could be reduced to make savings.</p> <p>The shared business support unit is a good move though the support work</p>	<p>appropriate supervision for team. The grading of these posts reflects the responsibilities attached to them. No change.</p> <p>The modest increase in staff resource is intended to enable the Council to fulfil its statutory duties in relation to the determination of planning applications. No change.</p> <p>The Planning Policy and Heritage Manager grading is being increased from I to J to reflect the increased responsibilities of the post and to mirror the grade of the Development Control Manager (J). The grading of the post has been undertaken by a Hay Panel. The current postholder is an agency employee who could apply for the position at the appropriate stage. No change.</p> <p>The current Urban Designer post is currently only a 0.5 FTE post with an additional 0.4 FTE which has been a long- term ‘temporary’ arrangement. The proposal puts forward that this will become a 0.9 FTE permanent post to support the Council’s Planning and Regeneration objectives. The Urban Designer has supported this proposed arrangement. No change.</p> <p>The consultants’ costs are predominantly associated with specialist activities and evidence base preparation for the Joint Core Strategy (JCS). The Council does not retain this degree of specialist expertise in house due to the high costs that would be associated with them. No change.</p> <p>The Business Support team will provide wider services to Planning Services rather than providing the bulk of their support to Development Control. Support for Building Control services will no longer be provided as these facilities are being provided within the shared service arrangement. No</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>will predominantly be the current work load supporting development control and building control. The deletion of two posts is cancelled out by the creation of two new posts which is in fact one new grade C post. The upgrading of the senior admin officer to an E grade is welcomed.</p> <p>The deletion of the two planning technician’s posts is something we challenge as these posts are key to planning delivery in a number of ways and both have multiple skills in both graphic design and mapping and GIS. One post is even already being borrowed by the County Council to cover work they are unable to deliver. Unison feels shared service or part funding could support the retention of one of these posts.</p> <p>Additional comments on specific areas.</p> <p>The deletion of the two planning technician’s posts is unnecessary and inappropriate.</p> <p>Transfer of staff from Environmental Planning to form Heritage Team additional comments.</p> <p>A previous restructure (2011/12) of the Regeneration Directorate recognised the need for the creation of a specialist team of advisors to the planning process. Therefore, a new “Environmental Planning Service” was put into place in March 2012. This team of specialists includes archaeology and conservation, urban design, trees and landscaping which has consistently worked well together due to originally being part of the Policy, Design and Conservation Team. The very specialist nature of the Environmental Planning Service has worked well together and provided an integrated advice service for the City which has enabled seamless working providing holistic advice for residents, business and developers both large and small scale. As well as being part of the planning development process we also work closely with the building control team on a day to day basis</p>	<p>change.</p> <p>It is accepted that the two Technicians posts have diversified, with one specialising in GIS and mapping, and the other specialising in graphic design services. In the recent past, the Council entered into a shared service arrangement with the County Council to provide graphic design services. The maintenance of an additional in house graphic design resource would negate the Council’s original intention to provide a shared service arrangement. No change.</p> <p>The Planning service maintains a requirement for GIS and mapping support, but has entered into a shared service arrangement for its graphic design services. No change.</p> <p>It is not accepted that the division of the Environmental Planning team will result in a reduction in the quality of service. There are no reductions in officer numbers within the Heritage and Design team. Although the team will be divided under the management of two services, the professional relationships between officers will remain in place. No change.</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>and the policy team regarding the development of the Joint Core Strategy and City Plan. It is disappointing that this service is being divided and is believed to be unnecessary in relation to the core function of work which officers deliver this is predominately planning led, the rise in large scale applications due to schemes funded via Heritage Lottery Funding and other major redevelopment sites being discussed evidence the excellent working relationship across the planning section (DC/BC/policy). There are serious concerns that this will be compromised by the relocation of staff to another service/directorate due to changes in work priorities.</p> <p>In summary, Unison accepts the savings need to be realised but note there seems to be room to accommodate and increase grading for managers and planners when similar rewards for lower grades and staff with long service are passed over and targeted when over 55 for potential redundancy.</p>	<p>The modest increase in staff resource is intended to enable the Council to fulfil its statutory duties in relation to the determination of planning applications and the delivery of a development plan for the City. No change.</p>
<p>Deletion of one technician – The graphics, mapping and technical support provided by these officers is invaluable. I understand that the County now provide some graphics services; however this is not to the level of service we currently receive in-house. It is very important that before these decisions are made that a full understanding of what County graphics offer and what we currently get is. My experience of the County service is that they just layout and print documents. They do not draw illustrations, or maps, they will not collect photographs, or research. For example, when we have produced concept statements and other documents the technicians have helped site survey, collect photos, map the site, produce illustrative maps, help edit the text etc – these are things that are simply not provided</p>	<p>The roles of the two Technicians have diversified, with one specialising in GIS and mapping, and the other specialising in graphic design services. In the recent past, the Council entered into a shared service arrangement with the County Council to provide graphic design services. If there are aspects of the current service provision that do not meet the Council’s current needs then these should be discussed the County Council. The maintenance of an additional in house graphic design resource would negate the Council’s original intention to provide a shared service arrangement. No change.</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>for by the County service. The County want to receive a complete package and have no interest in helping us get that package together, which is part of what the technicians currently do. In addition to this the technicians also help in the collection of the data for the evidence base. For example documenting the community facilities and collecting evidence for the Ward Area Profiles. Not to mention all of the work they do for other officers – heritage, environmental planning etc...This is important work that also helps to free up senior officer time. Personally I feel that if the technicians were proactively managed then their services could even be expanded to help other teams.</p> <p>The requirement for the restructure is to save £100,000 but it actually achieves a £127,491 saving. This would seem to make the deletion of one planning technician unnecessary? What is the justification for making more savings beyond what is required in the Council’s own report? In this current political economic climate there will undoubtedly be a requirement for more cuts next year. It would it not make more sense to therefore wait to make the £27,491 additional saving in the next round of cuts?</p> <p>I am also concerned about the loss of the Environmental Planning Manager. His skills and expertise will be a crucial part of the City Plan evidence base, policy development and examination process. Will he be able to contribute still to this work if he is moved to Streetcare?</p> <p>Should I technically also be included in the ring fence for the new senior planning officer (G) in Development Management?</p>	<p>The savings achieved within the proposed restructure do exceed the indicative target of £100,000. The restructure proposals have borne in mind the need to provide an effective service, but also the likely future funding regime for local government. The proposed structure takes these longer term issues into account in order to provide a robust service structure that will endure in this financial environment. The prospect of a further restructure in the next financial year would not be an effective approach and create additional unnecessary uncertainty. No change.</p> <p>While it is proposed to delete the position of Environmental Planning Manager, the current postholder is to be assimilated within the proposed restructure of Neighbourhood Services and the officer’s expertise will remain available as a Council-wide resource where he will be able to contribute to the JCS process and input into the City Plan. No change.</p> <p>The posts of Senior Planning Officer in Planning Policy are ring fenced to current members of the team. Ring fencing to other roles within other teams would not be identified, although internal applications for that position would be considered if no person is appointed through the ring fencing process. No change.</p> <p>Agreed. Amend Appendix 2.</p>

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Comment	Response
<p>Appendix 2 – Proposed Service Structure diagram – I think it just needs three separate boxes for the planning policy officers 1.5 and 1.0 rather than the one box. This will reflect the number of positions. Also writing the full titles of the posts in all of the boxes, as some are abbreviations and some are written in full, will just make it easier to understand. Terms like ‘LCC’ are not familiar to me, and ‘PPO Hsg Del’ might not mean anything to officers who don’t work with housing.</p>	
<p>Senior Administration Officer- Comments on Job Description Remove reference to duties associated with TPOs, enforcement and street naming activities that are dealt with in other teams.</p> <p>The grading of the post should be higher to reflect the increased responsibilities.</p>	<p>Agreed. Amend Job Description.</p> <p>The post has been subject to assessment by a Hay Panel. Any postholder may request a re-evaluation of the grade. No change.</p>
<p>The deletion of the two planning technician’s posts is unnecessary and inappropriate. For some considerable time the technicians have been subject to and suffered from excessive ‘arms length management’ and a lack of work programmes which has eventually led to this service becoming a target for redundancy. Instead of reducing this resource, this authority should consider valuing and managing the same to maximise support to <u>all staff</u> in Planning Services.</p> <p>At present the two technicians perform totally dissimilar duties – one providing approximately 100% of the technical support i.e. GIS mapping and the other approximately 100% ‘graphic design’ support and following the decision of this authority to use the County Council shared graphic design service the planning technicians’ role in similar work has obviously been at risk. However, the diversion of all so called ‘graphic design’ to the County</p>	<p>The Technicians posts have been subject to appropriate line management. The roles of the two Technicians have diversified, with one specialising in GIS and mapping, and the other specialising in graphic design services. In the recent past, the Council entered into a shared service arrangement with the County Council to provide graphic design services. The maintenance of an additional in house graphic design resource would negate the Council’s original intention to provide a shared service arrangement. No change.</p> <p>The roles of the two Technicians have diversified, with one specialising in GIS and mapping, and the other specialising in graphic design services. In the recent past, the Council entered into a shared service arrangement with the County Council to provide graphic design services. The maintenance of an additional in house graphic design resource would negate the Council’s original intention to provide a shared service arrangement. No change.</p>

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Comment	Response
<p>Council has implications. They run as a ‘business’ and consequently cannot assist with any research – i.e. photographs, illustrations, or any type of map provision. Removing the technician’s role here will result in Planning Services losing its valuable in-house resource and result in liaising with a remote service provider that already has limited staff, a huge workload and is also subject to restructures.</p> <p>With reference to the provision of more technical services i.e. GIS mapping, one of the technicians has been developing expertise for Planning Policy over the last 15 years i.e. the City Plan database and has provided sole assistance to the JCS mapping requirements, other City Council service areas i.e. Electoral Ward Boundaries Review and is also establishing a revenue stream GIS role with the County Council’s Waste and Minerals Policy and Development Control services.</p> <p>Consequently, it might be possible to retain one technician in Planning Services to support <u>all staff</u>, to also include some ‘graphic design’, especially in situations where the County Council is unable to provide assistance within limited timescales and offer another technician as a shared or part funded GIS service?</p> <p>It is unclear within the proposed Planning Services structure why the proposed technician post will be moved into the administrative support team and from reading the job description for the new Senior Administrative Officer it only mentions ‘supervisory responsibility for’ a technician and is it appropriate that this new supervisory post at grade D should ‘manage’ a technician also on grade D? Due to the technician’s work stream this post would be more appropriately managed by the Policy</p>	<p>Noted. The expertise of the Technician in GIS and general mapping is acknowledged.</p> <p>The roles of the two Technicians have diversified, with one specialising in GIS and mapping, and the other specialising in graphic design services. In the recent past, the Council entered into a shared service arrangement with the County Council to provide graphic design services. The maintenance of an additional in house graphic design resource would negate the Council’s original intention to provide a shared service arrangement. No change.</p> <p>The Technician post is reallocated to the ‘central’ Business Support team in order to facilitate the provision of support to the wider Planning Service. The Technician’s input into the Planning Policy process will be maintained, but the post would be expected to provide wider support across the service which is already part of this role. No change.</p> <p>Appendix 3 sets out that one of the two Technician’s posts is proposed for deletion. The Council has entered into a shared service arrangement for the provision of graphic design services, but would retain a need for a Technician providing GIS and mapping support services. No change.</p>

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Comment	Response
<p>Planning and Heritage Manager than the Senior Administrative Officer for Development Services.</p> <p>Finally, it is also unclear in the ‘Restructuring Planning Services’ document, but the implication is that the two technician’s posts will be deleted and then both these individuals will be eligible to apply for a new technician post? However, in the absence of any job description and due to the fact that the present two technicians perform totally different duties, how will this authority ensure fairness to both these individuals?</p>	
<p>The Housing Strategy and Enabling team came together to consider the restructuring proposal and below are the key areas of feedback the team wished to provide. The team understands the budgetary pressures and need to deploy resources to best effect and on that basis wishes for the following to be considered: -</p> <p>Implications from previous restructure</p> <p>The team has already undergone a restructure in the last twelve months (Organisational Development Committee approval 24/11/14), with two new team members 1.4 G grade roles being introduced, following the redundancy and re-deployment of an F & C grade member of staff. Appointments were taken up in March 2015. The rationale for the previous restructure was to allow for the loss of work associated with the transfer of GCH; and make savings in certain areas of the team, in order to put the resource into the G grade positions, where the greatest outcomes would most likely be achieved. It is extremely disappointing that in 7 months, individuals who left other employment to take up a permanent role here at the City Council are now facing redundancy.</p> <p>How has the workload/success of the G grade role been evaluated to give rise to this post becoming the subject of a redundancy proposal?</p>	<p>The Council is faced with the need to achieve further substantial savings. While it is recognised that the Housing Strategy team has undergone a previous recent restructuring, it has become necessary to review the service structure. It is with regret that the proposals propose a further reduction in team members, but it is intended that the new structure will enhance the working relationships between the team and Planning officers and provide a robust base for bringing forward new homes and regenerating the City. No change.</p> <p>The reduction of G grade roles was made in response to the transfer of housing assets from the Council to GCH and the resulting reduction in workload in this area. While this reduces the capacity at this level, the potential workload directly linked to these positions would be expected to</p>

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Comment	Response
<p>The restructure recognised the importance of the Enabling Homelessness role, ensuring a key link between the operational Homelessness team, assisting with the evaluation of evidence, for the reasons for homelessness; and to work effectively with partners to shape and commission new services.</p> <p>Relationship with Gloucester City Homes (GCH)</p> <p>The previous restructure dealt with the matter of the loss of certain tasks within the team that would pass to GCH for e.g. requests for acquisition or disposal of housing land. As a consequence of the stock transfer and the loss of a previous resource, the stock transfer has had no further impact on the work undertaken by the team. The team did have, and continues to have a relationship with GCH, firstly as they hold the largest amount of social housing stock in the City and secondly as a newly developing RP they are assisting the Council to meet its strategic housing objectives. In addition, the team will be involved in discussions concerning estate regeneration.</p> <p>The HS & E Service Manager has also made enquiries with the MD about the relationship with GCH going forward, in view of the commitments made to tenants made in the ‘offer’ document on behalf of the Council. The following response was received “I was planning to leave the detail as to how each directorate is practically structured to the directors once appointed, but in functional terms, I agree that the GCH client relationship should sit with the housing team.” This obviously isn’t a firm commitment at this point in time, but if this were to be progressed, this would create</p>	<p>reduce. The proposed restructure also provides potential for closer working with other officers within the Planning service to provide additional capacity if required. No change.</p> <p>It is proposed that the grade F post linked to the strategic Homelessness role be retained within the team. No change.</p> <p>It is considered that the restructure proposal provides adequate capacity to support Registered Providers (RP) where appropriate. While the Council has close historical linkages with GCH, it should not be expected to provide levels of support to the organisation that it would not provide to other RPs. The closer linkages with other officers within the Planning service, together with colleagues in Regeneration will enable an effective service to be delivered. No change.</p> <p>The restructure proposal does provide some additional capacity through the creation of a larger overall team within Planning Services. It is intended that this team will work flexibly to meet the demands of the service. No change.</p> <p>While the team’s role in delivering new homes within the City is recognised,</p>

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Comment	Response
<p>additional work rather than less.</p> <p>Financial Position The team appears to be taking a disproportionate amount of the savings within the broader Planning group (reduction in budget from £184,300 to £139,782 (-24.16%)), yet the team brings in significant investment/regeneration activity into the City that might otherwise be delivered by Registered Providers elsewhere. In addition, the delivery of affordable housing contributes an enhanced value for ‘New Homes Bonus’. The team question whether the loss of a G grade officer whose role is intrinsically linked with delivering those outcomes is the most appropriate place to make the reduction.</p> <p>New Homes Bonus The New Homes Bonus provisional allocation for Gloucester City Council in 2015/16 will total £3,084,871(in excess of £9.8m to date). This year, five instalment <u>includes an affordable homes premium of £26,600</u>. The role of the ‘G’ grade officer is focused not only to responding to affordable housing development, but to stimulate development through RPs on independently identified purchased land. To provide a few examples, with one RP alone last year, 4 schemes generated over £6 million worth of investment and new homes in the City. At present, the team have successfully stimulated the involvement of an RP to deliver a scheme that will be worth £10 million and improve an unattractive, poorly performing area of the City. The loss of one of the G grade roles will limit the amount of investment that can be secured to improve the City.</p> <p>Reporting structure The Housing Team acknowledges the close working with Planning Policy, and similarly with Development Control. The team however, believe this move loses the important identity of ‘Housing’ within Planning, where is the ‘Local Housing Authority’? The PP & Heritage Manager’s title doesn’t</p>	<p>it is considered that the restructure proposal maintains sufficient resource to assist RPs in delivering their proposals. No change.</p> <p>Again, the team’s role in facilitating the development of new affordable homes is recognised, but the Council must take some potentially difficult decisions in utilising its limited resources effectively. Colleagues in the Housing Strategy team already work closely with colleagues in Planning and Regeneration and it intended that these services will work together to maintain such investment. No change.</p> <p>The overall team title does not include such reference due to the need for succinctness. However, the Housing Strategy team does maintain a clear structure within the overall structure. No change.</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>suggest any housing remit. As if to evidence the point, the Senior Management Team restructure, shows ‘Housing’ in a different directorate, with little to suggest any housing work is undertaken within the ‘Planning’ service.</p> <p>Whilst the initial thoughts on the proposal to work more closely with Planning were welcome; this seems to see the H S & E service relegated in importance, with no direct report to the Head of Planning, but builds in a further layer of management. It is questionable whether with the job description as provided for the PP & H Manager, that this additional layer of management adds any benefits; or why indeed the Housing S & E manager shouldn’t have parity with the other two Service Managers (allowing for differential in pay-scale for service expertise)? The team believes it should have a short and direct route to senior management to expedite communication and decision making.</p> <p>Other matters not covered in the report</p> <p>The report doesn’t seem to acknowledge some of the important work undertaken within the team, associated with the breadth of strategic housing. The team has strong relationships with other statutory organisations or Government Departments, including: - Health, Supporting People at the County Council, Learning Disabilities, Probation, Domestic Abuse Services, Drug and Alcohol. Relationships with these services involve the Service Manager and Enabling (Homelessness) Officer.</p> <p>The G grade officers work closely with the Enabling Homelessness Officer to incorporate specific homelessness requirements that are grounded in complex and changing welfare reforms. In addition, they work closely with Housing Services to understand the specific requirements of those applicants with special needs, who require purpose built or adapted accommodation. Also, Officers in the team develop lettings plans in conjunction with Housing Services to ensure that new developments are let</p>	<p>It is considered that the reporting structure provides an appropriate and direct route to senior management. It is not felt that the HSEM role should have pay scale parity due to the differential in the overall size of the respective teams. However, the mechanism does exist for any postholder to seek a further job grading evaluation at any time. No change.</p> <p>The overall report does not focus on this degree of detail, but the work of the team in this area and its relationships with external agencies is understood (as is also applicable to other teams within the Planning service). No change.</p> <p>The proposed restructure retains the ability to liaise with other officers that deal with issues of homelessness and other officers within Housing Services. No change.</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>at first occupation in a sustainable fashion. These arrangements take account of the location and demographic profile of the particular community. There are many ad-hoc issues that occur, that take significant amounts of time overall to deliver quickly or which may take the form of an ongoing project, these are often reactive matters. A good example of this is the Syrian Vulnerable Persons Scheme, where Officers have had to respond by involving a suitable 3rd sector organisation, a property provider that delivers short-term housing solutions. The team have been liaising with the Home Office, Communications Teams, and liaising with Legal over suitable legal agreements to put in place with Partners. This current project is currently taking between 1-2 days of G grade officer time (supported by the Service Manager). Pooling of funds, specific to family make-up and circumstances, and distribution between a range of agencies, means some of the associated will continue for at least 5 years. This project will provide some finance to cover this administration cost, which makes an argument (beyond those given) of the need to keep, if not a whole G grade officer, at the least a part-time officer.</p> <p>The nature of the work undertaken by the team is mostly taking the form of ‘commissioning’, whereby we often work independently or collaboratively with other Councils to deliver housing related services. Such commissioning usually takes the form of preparing tender specifications, and reviewing contract documentation. This work needs careful planning and consideration to be legally compliant and not create risks for the Council. The remaining available resource should the restructure be implemented will likely be insufficient to do this adequately.</p> <p>A recently increased area of work is associated with the sale and marketing of ‘low-cost’ homes. Where developers have an option not to contract with RPs but deliver these homes directly, it is creating a workload at the point of sale and resale, to market and check the eligibility for applicants. Few developers chose this route previously, however now in doing so, this is</p>	<p>It is accepted that a reduction in resources will affect the ways in which the Council currently works and that the delivery of particular services or activities. The Council is already working jointly with other neighbouring authorities in the delivery of shared services in order to reflect these circumstances. No change.</p> <p>As above. No change.</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>creating at least 0.5 to 1 day a week to deal, and liaise with applicants.</p> <p>Work associated with the development of the ‘Affordable Housing Partnership’ is committing a resource. Aspects such as this may seem to be a lower priority; however it is through these mechanisms, that we are seeking to meet future housing need by agreeing allocations across district boundaries. This will result in increasing unmet need for the City Council to address in future if these arrangements aren’t incorporated at an early stage.</p> <p>The team frequently are asked to react to the swift production of a range of affordable housing statistics and consents to inform Policy, CIL, and the Strategic Housing Market Assessment (SHMA) etc. Without sufficient resources that are capable of collating and understanding the implications, the team will not have capacity to respond adequately and accurately, which could lead to costly errors in the future.</p> <p>The team frequently feed into various consultations from Government, and need to keep up to date with changing technical standards. This in turn informs policy development. It is difficult to believe that with extensive legislation, guidance on housing, homelessness, planning and development that this can be adequately undertaken with three officers.</p> <p>Researching new initiatives. Whilst the team are currently attempting to do this, the workload is already tight in covering all bases. We would argue fewer resources will limit the ability to deliver cost-effective solutions or investment to the City.</p> <p>Ability to generate income. We have recently been advised that some Local Authorities charge RPs for every property that they secure through S106 agreements (e.g., £500 for monitoring each affordable housing clause in s106 agreements. I believe the latter is not without challenge, although this</p>	<p>The development of the Partnership should not be a project that requires a long-term resource. The Council will need to prioritise the tasks taken forward by the Service, but the wider resources of the wider team should allow increased flexibility. No change.</p> <p>The need to respond to ‘short term’ or ‘immediate’ requests will no doubt continue, but again, these will need to be prioritised at such times. However, while the proposal reduces the current Housing Strategy team, the restructure provides a wider team that can respond to such tasks. No change.</p> <p>As above. No change.</p> <p>As above. No change.</p> <p>The Council is already exploring new ways of working with other partners; levying charges (subject to potential challenge) for additional services may also be an option for the Council in the future. No change.</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>could be an area we explore to assist in covering Officer time.</p> <p>Associated with the Housing Zone, we understand there is a capacity bid being put together in order to promote the benefits of delivering housing within the Zone. The team had considered that it could resource some of this work, however it would need to be suitably resourced to do so.</p> <p>Conclusion</p> <p>At the present time, housing and housing affordability appears to be high on the political agenda and presenting new and different challenges that may present as service demands. We believe it is important to consolidate housing knowledge and respond to these challenges, rather than water them down, it is thought that there will be pressures faced in other services to respond to such matters but by then may well have lost key experience and not best placed to respond. We have made a fairly lengthy submission and could have expanded further on the importance and complexity of some aspects of work. We would respectfully suggest that consideration be given to the loss of the G grade role, as we believe there is sufficient work to keep two G grade officers busy. We have at this time not elaborated on the Manager or F grade role, although can do, to similarly demonstrate the value of their involvement in securing investment and social value.</p>	<p>Input into the delivery of the Council’s Housing Zone is also being provided by officers within Planning Policy. Officers within Housing Strategy would also be expected to provide appropriate input, but it is considered that the proposed restructure provides appropriate potential. No change.</p> <p>The Government has placed a priority on the delivery of housing. It is considered that the proposed restructure provides the capacity for the wider Planning service to support this requirement through the delivery of the City’s development plan, the determination of planning applications and the delivery of affordable homes. The proposed restructure will of course reduce the capacity of the Team which will mean that the Council will need to focus upon key areas of work to the exclusion of some other aspects. No change.</p>
<p>A previous restructure (2011/12) of the regeneration directorate recognised the need for the creation of a specialist team of advisors to the planning process therefore a new “Environmental Planning Service” was put into place in March 2012. This team of specialists includes archaeology and conservation, urban design, trees and landscaping which has consistently worked well together due to originally being part of the Policy, Design and Conservation Team. The specialist historic environment function have now been restructured four times in quick succession, in 2010 the Heritage Service was created and disappointingly this only lasted for around 18 months, shortly after we were absorbed into the Development</p>	<p>The reintegration of the Heritage and Design team with Planning Policy will provide a more coherent resource for the Council’s Planning service. No change.</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>Management service for a few months and in 2012 the new specialist team was created - Environmental Planning Service which had a smaller historic environment team focusing on the regeneration and preservation of Gloucester.</p> <p>The very specialist nature of the Environmental Planning Service has worked well together and provided an integrated advice service for the City which has enabled seamless working providing holistic advice for residents, business and developers both large and small scale. As well as being part of the planning development process we also work closely with the building control team on a day to day basis and the policy team regarding the development of the Joint Core Strategy and City Plan. It is disappointing that this service is being divided and is believed to be unnecessary in relation to the core function of work which officers deliver this is predominately planning led, the rise in large scale applications due to schemes funded via Heritage Lottery Funding and other major redevelopment sites being discussed evidence the excellent working relationship across the planning section (DC/BC/policy). There are serious concerns that this will be compromised by the relocation of staff to another service/directorate due to changes in work priorities. We therefore suggest that, should the proposal to split the Environmental Planning Service proceed, staff continue to be physically located close to each other to enable our successful joint working to continue.</p> <p>There are also significant concerns regarding the loss of a planning technician post from the newly created "Policy and Heritage service", the current demand of their services is high and both officers have current and forthcoming work to be completed, comments from officers are below -</p>	<p>It is not accepted that the division of the Environmental Planning team will result in a reduction in the quality of service. There are no reductions in officer numbers within the Heritage and Design team. Although the team will be divided under the management of two services, the professional relationships between officers will remain in place. No change.</p> <p>The roles of the two Technicians have diversified, with one specialising in GIS and mapping, and the other specialising in graphic design services. In the recent past, the Council entered into a shared service arrangement with the County Council to provide graphic design services. The maintenance of an additional in house graphic design resource would negate the Council's original intention to provide a shared service arrangement. No change.</p> <p>As above. No change.</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>In particular the work of the Townscape Heritage Project involves a key element of community engagement, there is a need to regularly produce information leaflets, small publications, publicity fliers, elements of interpretation and sometimes larger publications, all of which require a design and production input, which at present is provided through the technician service within Planning Policy. Other work with historical maps is likely to be less achievable within an increased workload of only one technician.</p> <p>Work produced within the last few months, and upcoming work related to the THI includes;</p> <p>Photographing and surveying buildings within the THI area Conservation Area and Listed buildings advice leaflets Flyer for the trial of a heritage interpretation app for Gloucester history festival Property maintenance guidance leaflet Updating guidance on grant application process, both leaflets and flyers Education Pack for schools including images, worksheets, timelines, requiring design, layout, illustrations Overlaying historical maps as part of the work with schools Interpretation panels at St Mary de Crypt churchyard and Albion Street tramroad</p> <p>These will cost additional funds and time which have not been allocated within the project if they have to be designed externally and may reduce the scope of the community engagement possible within the scheme.</p> <p>Assistance is required from both Planning Technicians in regards to the following work :-</p> <p>Photography, graphics and production of new SPD's in particular the Shopfront guide.</p>	<p>As above. No change.</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>Photography, graphics and production of leaflets for historic areas grant schemes</p> <p>Photography, graphics and production of mini Shopfront guides for the city based on grant scheme area</p> <p>Production of interpretation boards</p> <p>Production of final documents for the conservation area review appraisals</p> <p>GIS assistance in relation to the LB's and Conservation Areas. Plan making and GIS assistance to the city plan historic environment work currently underway and to be completed as part of the city wide character appraisal work due to be completed Aug 2016.</p> <p>Photographing and surveying buildings within the City's conservation areas</p> <p>The creation and setting out of plaque templates for production.</p> <p>A large amount of work is currently being completed in relation to the Civic Awards, although these are every 2 years the technical input required allows the awards to be held, the work undertaken includes photographing and surveying the nominated candidates, creating a power point presentation for the judging of the awards, a presentation for the finalists for the awards night, arranging and creating certificates and framing and providing assistance on the day of the event. After the event a leaflet is produced</p> <p>The combined roles of the Technician posts are very much an integral to the functioning of the service. Both carry out different roles, with one postholder focussing on the mapping and GIS functions and the other postholder leaning towards the graphics side of things. The problem with removing either function is that there will be fairly significant knock-on effects. I have personally used both postholders during the past few months, mainly on the Public Realm Strategy development. I would not have been able to produce the required maps, diagrams and illustrations without the skills which they both provide.</p>	<p>As above. No change.</p> <p>As above. No change.</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>We now have no GIS manager, so any type of GIS, mapping function which is currently provided, would need to be taken up by someone else, who would need suitable training in the GIS systems. This is not an easy thing to pickup and the current postholder is very competent and efficient in what he does. Production of a range of plans for the PRS which the County’s graphics team was not able to help with, and which I do not have the right software to create, in the right formats.</p> <p>With the other postholder, I have asked him to provide a sequence of historic map diagrams for the PRS, which illustrate the historical development of Gloucester’s centre, which he did to a very high standard and attention to detail. Again, this was something which the County’s team could not provide. In the past, he has produced a range of documents for me, including the Heights of Buildings SPD. I am due to ask him to start work on a range of graphics sheets to illustrate a new regeneration scheme which combines lighting, cladding and public realm projects.</p> <p>In terms of wider resources issues relating to these two posts, as I have said, there is no GIS/mapping officer now, so the primary technical function could not easily be shifted to an existing officer. The more graphics focused role will be problematic due to the existing pressures on the County’s graphics team. At present, there are very few officers there who have to deal with all of the County’s marketing, promotional, corporate and graphics work. Having been working with Carolyn in that team on the PRS document for some time now, I understand they are under constant pressure. This will simply be added to if we were to all start using them as our graphics provider. I would suggest that their resources need to be reviewed alongside the roles of the Technician posts.</p> <p>The technicians provide GIS assistance and also assistance will be required in regards to forthcoming work for the city plan, archaeological</p>	<p>The Planning service maintains a requirement for GIS and mapping support, but has entered into a shared service arrangement for its graphic design services. No change.</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>interpretation and supplementary planning documents related to the historic environment.</p> <p>The technicians provide GIS assistance and production of technical information in relation to the site assessment work currently being completed as part of the 12 month project for the evidence base work being undertaken for the City Plan. Further assistance will be required when the character assessment work is undertaken which will include mapping, photography and technical assistance in document production this work is due to be completed in Aug 2016.</p> <p>Also we note that reference is made to a Conservation/Heritage Team, the remainder of the Environmental Planning Service also includes an urban design officer which is not mentioned within the report and is not a conservation or heritage related function (reference sections 2.1, 4.12 and 5.3) this should be amended to reflect this. Terminology for the heritage function is encompassed by the holistic term “historic environment” rather than heritage and this accords with the National Planning Policy Framework terminology. Therefore it is recommended that the new service is called Policy, Design and Historic Environment service to reflect both archaeology and conservation.</p> <p>An aspect of these changes which we feel may be potentially very positive is the integration of the ‘Housing Strategy and Enabling’ team into the future joint team with ourselves and Policy. Their works overlaps with our own, so the chance to work more closely with them, from an early stage will enable us to agree a more co-ordinated response to planning consultations from an early stage, and should avoid the occasional conflicts that can arise regarding the historic environment.</p>	<p>The Planning service maintains a requirement for GIS and mapping support, but has entered into a shared service arrangement for its graphic design services. No change.</p> <p>The use of the term ‘Heritage’ is not intended to contradict the intention of National Planning Policy Framework terminology; it is used purely as a succinct title for the new team. No change.</p> <p>Noted.</p>
<p>The main concern is the split of a team that has worked well over the past few years. This is not sentimental. The development management process,</p>	<p>It is not accepted that the division of the Environmental Planning team will result in a reduction in the quality of service. There are no reductions in</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>if it is to work for developer and community alike, needs to take an integrated approach. Having tree officers sit next to, and work with, the archaeologist is important, as potentially they have opposing views that need to be taken in the round. In the 21 years I have been here we have tried to achieve a ‘development approach’ to applications, now for the first time we seem to be going in the opposite direction.</p> <p>The same can be said of the planning policy function. The green team currently provide significant input into the planning policy process including landscape, biodiversity, energy matters, playing pitch strategies, play areas, environmental matters generally, allotments provision etc, etc. This will inevitably weaken as we move away from the formal planning service.</p> <p>There will be no environmental champion formally within the whole of the planning service. This will be the first time this has happened certainly in the last 30 years.</p> <p>The 2 technicians provide a very broad service across not just planning services but the entire council (and other JCS authorities and the County). With no GIS officer in post it is increasingly difficult to find slots for mapping (increasingly important for everything from Agricultural environment claims to HLF bids) and graphic work. There may well be a false economy as services throughout the Council will be forced to ‘go out’ to get work done for them previously done by the technicians.</p>	<p>officer numbers within the Heritage and Design team (or the ‘Green Team’). Although the team will be divided under the management of two services, the professional relationships between officers will remain in place. No change.</p> <p>As above. No change.</p> <p>There is no reason why the concepts associated with the work of an ‘Environmental Champion’ cannot be applied across all of the Council’s work. No change.</p> <p>The roles of the two Technicians have diversified, with one specialising in GIS and mapping, and the other specialising in graphic design services. In the recent past, the Council entered into a shared service arrangement with the County Council to provide graphic design services. The maintenance of an additional in house graphic design resource would negate the Council’s original intention to provide a shared service arrangement. No change.</p>
<p>Deletion of Planning Policy Manager: I understand the rationale for this but have concerns that the resulting structure will not give the team the strong level of leadership that is required for the team, particularly in relation to the JCS. Planning policy is complex and often political and needs a strong leader at that level. If implemented, the proposed Planning and Heritage Manager will represent a loss of management level support for the Planning Policy Service. At the very least I feel the job description for the proposed</p>	<p>The primary focus of the role of the proposed Planning Policy and Heritage Manager will be around the delivery of the City’s development plan. The essential requirements of the post will retain the need for extensive planning policy experience and RTP1 accreditation. The expansion of the role of Principal Planning Officer (Policy) from 0.5 FTE to 1 FTE is intended to provide additional senior support to offset the wider managerial responsibilities of the PPHM. No change.</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>Planning and Heritage Manager should have a strong planning focus, require a planning policy background and RTP1 accreditation.</p> <p>Restructure within the rest of the Planning Policy Service: As it stands I think the Planning Policy Service is under resourced and I support proposed measures to expand the number of FTEs sitting underneath management level. The creation of a new permanent full-time principal officer is a good idea and will help to address some of the staffing issues we currently experience in terms of formal representation at that level. I also support the proposed additional resource through the creation of a two-year fixed-term contract at senior level. As previously discussed however, I feel that the team is lacking support at 'entry level'. The team would really benefit from an officer at 'assistant' or 'planner' level to take some of the less technical work off more senior officers. This is particularly true after Abi has moved on as she has been helping to some of these tasks (where appropriate to her level and skill set). I would also question whether there is in fact an expansion of resource within the team when considered in the context of losses through the deletion of the Planning Policy Manager and Environmental Planning Manager.</p> <p>Assimilation of current staff: Looking at the draft revised structure, I believe there is an opportunity for promotion of one existing senior member of staff to principal level and the rest will get assimilated into other permanent senior level roles. In addition, there will be an additional two-year fixed-term contract at senior level. This is not clear in the restructure document and it would be useful if this could be clarified.</p> <p>Planning Technician: I do not understand the rationale for the Planning Technician post being moved into admin support. As I understand it, Whilst the postholder currently provides some support to other teams within and outside of Planning Services, the vast majority of his time is spent undertaking digital mapping for the JCS and City Plan, inputting to policy</p>	<p>Noted. The expanded Administration team will provide the potential for additional support of more senior officers rather than its previous role as a supporting team for Development Control and Building Control. No change.</p> <p>As the current Principal Planning Officer (0.5 FTE) post is vacant and subject to change, it is not possible to ring fence this position for particular staff at this time. The full-time PPO post could provide the opportunity for the promotion of an existing postholder and internal recruitment processes would be pursued prior to any external advertisement. No change.</p> <p>It is accepted that the majority of the demands upon the Technician for GIS and mapping support currently arise from the JCS/City Plan process. As this is a priority project, the relocation of the post to the Administration team would not be expected to affect this aspect. The creation of a wider Administration team is intended to provide wider technical and administrative support to the service in general. No change.</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>and evidence preparation. This is an invaluable resource for the Planning Policy Service and I believe is best retained within the team.</p> <p>Environmental Planning Manager: I have concerns regarding the loss of this post from Planning Services and its absorption into Neighbourhood Management. Whilst I understand the rationale for this, it can also be viewed as a significant loss of resource and expertise for Planning Services and indeed for Planning Policy. The expertise currently provided by that post-holder and the work they do for the team will need to be absorbed within the Planning Policy Service structure.</p>	<p>It is not accepted that the division of the Environmental Planning team will result in a reduction in the quality of service. There are no reductions in officer numbers within the Heritage and Design team (or the ‘Green Team’). Although the team will be divided under the management of two services, the professional relationships between officers will remain in place. No change.</p>
<p>Positive feedback with regard to the extra full time temporary senior planner – that is good & to be welcomed if we are to get the City Plan progressed & adopted</p> <p>Concern over loss of the Environmental Planning Manager from Planning Services into Neighbourhood Services manager role – need to flag up the cost that will be incurred by both the JCS and City Plan in buying in expertise in landscape, green infrastructure, biodiversity, waste, minerals, flooding and energy matters which historically he has assisted on. Both projects are strapped for cash as it is and his loss will only result in increased costs if he is not able to service this work streams – his JCS policies have not yet been heard at EiP – something that takes much preparation if it is to be done well – so this will be an issue for a project that is already well over budget and strapped for cash if consultants are to be bought in to cover these policies.</p> <p>Need to highlight all that the Technician does for us in terms of graphic design; conservation & wider council, documents, interpretation boards, graphics etc. He does actually do quite a bit and that work will fall to officers who do not have his skill set if he goes.</p>	<p>Noted.</p> <p>The Environmental Planning Manager’s expertise will remain available as a Council-wide resource where he will be able to contribute to the JCS process and input into the City Plan. No change.</p> <p>The roles of the two Technicians have diversified, with one specialising in GIS and mapping, and the other specialising in graphic design services. In the recent past, the Council entered into a shared service arrangement with the County Council to provide graphic design services. The maintenance of an additional in house graphic design resource would negate the Council’s</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

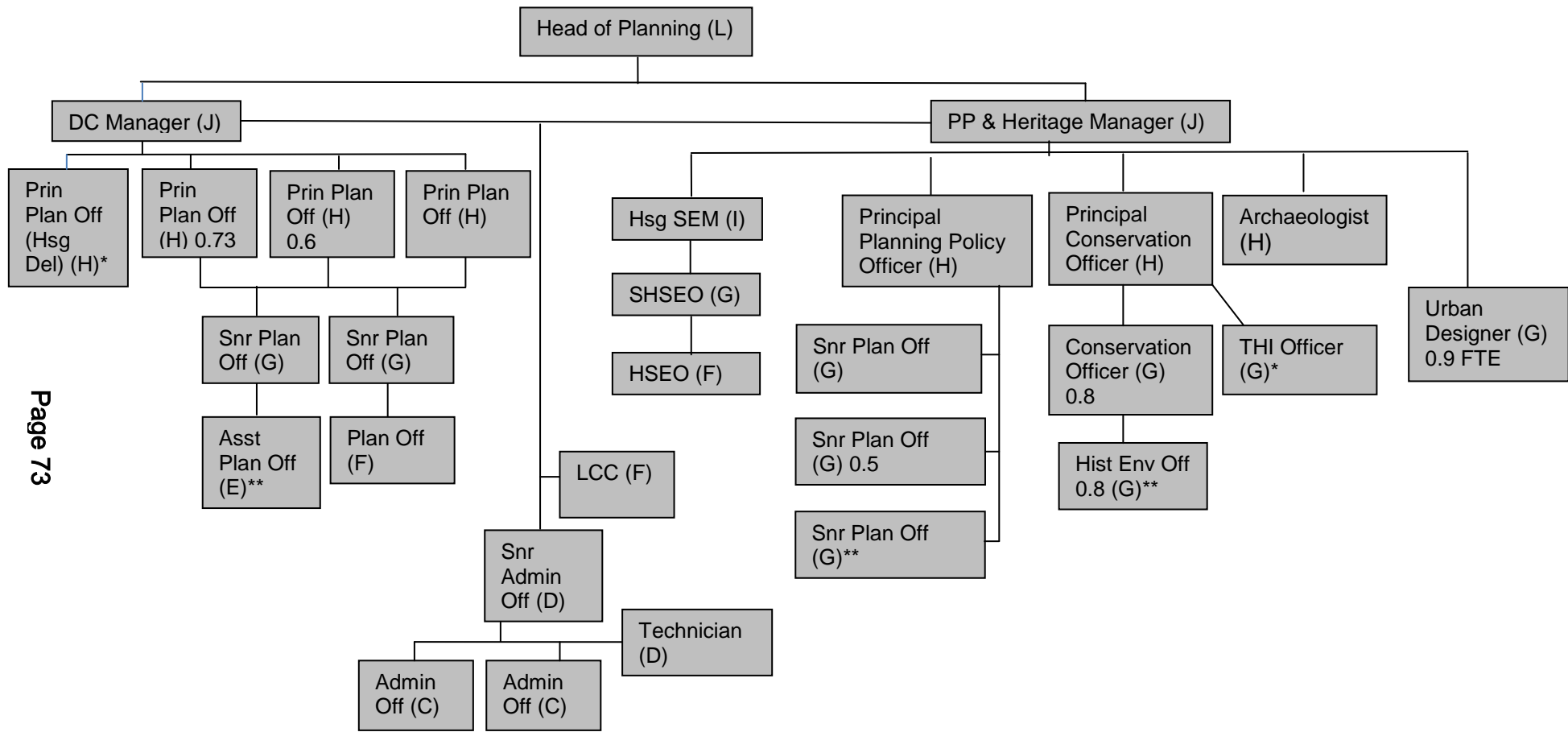
Comment	Response
<p>One of the Technician posts needs to stay within Planning Policy – to retain control of the post within policy making for JCS and City Plan matters – the head of admin does not know what the post does and he should not be managed by someone dealing mainly with DC admin. We need to lobby strongly for this.</p> <p>I am concerned over how much the new manager will actually have time to input into JCS in a meaningful way of they are heading up such a large team? There will be reduced time for hands on work if other matters are needed to be addressed across Housing Strategy and Conservation & Design too. How will the budgets for each current service be affected? Will they be amalgamated? Will there be the right to spend from each other’s pots? Might City Plan actually lose out?</p> <p>One manager for so many people is disproportionate to the number of people being managed by the DC manager post & yet being paid the same rate.</p> <p>On a positive note the new structure does provide the opportunity to have more folk involved in City Plan preparation and have an ‘all hands on deck’</p>	<p>original intention to provide a shared service arrangement. No change.</p> <p>It is accepted that the majority of the demands upon the Technician for GIS and mapping support currently arise from the JCS/City Plan process. As this is a priority project, the relocation of the post to the Administration team would not be expected to affect this aspect. The creation of a wider Administration team is intended to provide wider technical and administrative support to the service in general. No change.</p> <p>The primary focus of the role of the proposed Planning Policy and Heritage Manager will be around the delivery of the City’s development plan. The essential requirements of the post will retain the need for extensive planning policy experience and RTP1 accreditation. The expansion of the role of Principal Planning Officer (Policy) from 0.5 FTE to 1 FTE is intended to provide additional senior support to offset the wider managerial responsibilities of the PPHM. The individual team budgets would not be expected to change as a result of the proposed restructure. No change.</p> <p>The Planning Policy and Heritage Manager grading is being increased from I to J to reflect the increased responsibilities of the post and to mirror the grade of the Development Control Manager (J). The grading of the post has been undertaken by a Hay Panel. No change.</p> <p>Noted.</p> <p>Draft job descriptions have been prepared for the new posts (Senior Administration Officer and Planning Policy and Heritage Manager) contained within the proposed restructure. Existing posts that remain unchanged do</p>

PLANNING SERVICES RESTRUCTURE – SCHEDULE OF COMMENTS RECEIVED

Comment	Response
<p>approach to getting it out and to a pre-sub consultation by end of next summer. We are going to need a very focused effort to achieve this.</p> <p>Where are the job descriptions for all the new posts – how do we know where we might fit in the new structure if there are no job descriptions to measure ourselves against.</p>	<p>not require new job descriptions. No change.</p>

PLANNING SERVICES - Proposed Service Structure

APPENDIX 3



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NOTE: All posts 1.0 FTE unless stated.
 * - Funded by external grant support
 ** - Temporary contract

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GLOUCESTER
CITY COUNCIL

<u>DIRECTORATE:</u>	REGENERATION
<u>SERVICE UNIT:</u>	PLANNING POLICY
<u>JOB TITLE:</u>	PLANNING POLICY & HERITAGE SERVICE MANAGER
<u>GRADE:</u>	J
<u>POST NO:</u>	
<u>REPORTS TO:</u>	HEAD OF PLANNING
<u>SUPERVISORY RESPONSIBILITY FOR</u>	PLANNING POLICY TEAM, HOUSING STRATEGY TEAM, HERITAGE AND DESIGN TEAM

JOB PURPOSE:

The management of the Council's work and responsibilities in respect of:

1. The Development Plan for the City from strategic to neighbourhood level to provide a robust and sustainable, planning framework.
2. The conservation and care of heritage assets, public realm and urban design.

To deliver the maximum environmental, economic and community benefits for Gloucester, now and in the future.

DUTIES AND RESPONSIBILITIES:

1. Responsible to the Head of Planning for the operational management and development of the staff employed in the Planning Policy Housing Strategy and Heritage and Design teams (the teams)
2. To lead, supervise, allocate and co-ordinate the work of the teams to ensure efficiency of operation and the timely production of a robust and sustainable planning framework, conservation and design strategies.
3. Responsible for the undertaking and delivery of the statutory Development Plan for Gloucester through the timely production of Development Plan documents, plans, briefs, concept statements and

job description

guidance to set out a clear, sustainable, robust and successful future planning vision for Gloucester.

4. Responsible for monitoring of land use issues, including undertaking research on land use change, housing and affordable housing, employment and retail, development completions, etc. and for ensuring the Development Plan is reviewed and kept up to date.
5. To act as the lead liaison officer on strategic planning matters and to advise on cross boundary matters; developments in adjoining authorities; sub-regional, regional and national planning issues that impact on the strategic planning of Gloucester.
6. Responsible for working with landowners, developers, agencies and other stakeholders to drive forward the implementation of planning briefs, the conservation and enhancement of heritage assets and implementation of related projects.
7. Responsible for working in partnership with neighbouring authorities when appropriate to deliver a strategic planning framework for the City.
8. Responsible for supporting local communities in the production of neighbourhood plans, ensuring that they are consistent with the Development Plan and that statutory procedures are followed.
9. Under the supervision of the Head of Planning to make, through the formulation of reports, recommendations to elected Members on planning policy and heritage related issues.
10. To regularly record, monitor and manage performance data on the activities of the service and to continuously drive up performance standards and customer service levels.
11. Under the supervision of the Head of Planning, to act as day to day cost centre manager for the Service.
12. To act as the Council's lead officer and spokesperson on all matters concerning planning policy through interfaces and partnership working with external organisations, the media and the public.
13. To maintain an up-to-date knowledge of all legislative changes in the service area and to advise the Head of Planning, Corporate Director and Council of all relevant changes and implications.
14. To substitute for the Head of Planning as and when required.
15. Prepare and present evidence at Examinations in Public, Public Enquiries, Appeals and in Court proceedings.
16. To operate the service, in terms of employment and service delivery, in ways which contribute to and maximise equal opportunities.

17. Undertake such other duties arising on a day-to-day basis, as are necessary for the smooth running of the Directorate and which fall within the general grading level of the post.

**SIGNATURE OF SERVICE HEAD
RECEIVED**

POSTHOLDER

DATE APPROVED

DATE EFFECTIVE

REGENERATION

PLANNING AND ECONOMY

PLANNING POLICY AND HERITAGE SERVICE MANAGER

Qualifications and Training

- Degree/equivalent
- MRTPI membership
- Management / supervisory qualification desirable
- Commitment to continuing professional development and learning.

Experience

- Significant post qualification experience in planning strategy, policy work, heritage and conservation. Some of this experience should be at a senior level and include staff supervision.

Knowledge, skills, abilities

- Ability to demonstrate and meet the requirements of the 8 operational management competencies (attached) in respect of:
 - Motivational Leadership
 - Operational Focus
 - Teamworking
 - Making Decisions
 - Innovation and Creativity
 - Performance Management
 - Partnership Working
 - Community Engagement
- Deep understanding of planning policy and the proven ability to develop strategic policies and vision in this field.
- Skills and abilities to represent the City Council as an expert witness
- Wide and up to date knowledge and experience of Planning legislation
- Ability to effectively lead and motivate teams and staff and give clear and effective leadership to deliver a continuously improving and adapting, customer focused and performance led service.



GLOUCESTER
CITY COUNCIL

DIRECTORATE: REGENERATION

SERVICE UNIT: DEVELOPMENT SERVICES

JOB TITLE: SENIOR ADMINISTRATION OFFICER

GRADE: D

POST NO:

REPORTS TO: DEVELOPMENT CONTROL MANAGER /
PLANNING POLICY AND HERITAGE
MANAGER

**SUPERVISORY
RESPONSIBILITY FOR:** ADMINISTRATION
OFFICERS/TECHNICIAN

JOB PURPOSE:

To undertake all aspects of the technical and administrative processes for the Development Services Group.

DUTIES AND RESPONSIBILITIES:

1. To supervise the work of the Administration Team.
2. To maintain appropriate statutory and non-statutory paper and electronic registers and records in respect of enforcement, development control, building control, and tree (TPO) and to provide the necessary input into local searches.
3. To undertake the service group's consultation, notification and liaison with statutory and non-statutory consultees and with the public.
4. Preparation of draft template reports for delegated planning decisions.
5. To provide a high quality advice service to customers both face to face and by telephone in respect of fees, applications and enquiries relating to the service group.
6. To undertake the production of statutory decision notices/completion certificates in respect of the service group avoiding delays and backlogs.

job description

7. To administer the Council's planning appeals caseload
8. Updating and maintaining the Document Management System for the service group including the transfer of records from a manual to a computerised system.
9. Develop, maintain and produce standard letters via the Uniform System.
10. To ensure that the Council's partnership schemes are invoiced in a timely manner.
11. To be aware of the Council's core values/key aims and to support the service group in achieving its equal opportunities objectives.
12. Undertake such technical and administrative duties arising on a day to day basis as are necessary for the smooth running of the service group, which fall within the general grading level of the post.

**SIGNATURE OF SERVICE HEAD
RECEIVED**

POSTHOLDER

DATE APPROVED

DATE EFFECTIVE



REGENERATION

PLANNING AND ECONOMY

SENIOR ADMINISTRATION OFFICER

1. Possess NVQ2 or equivalent in Business Administration or minimum of 2 years experience working in a busy office.
2. Must be capable of clear concise communication with all levels of staff, Elected Members and the public.
3. Must be able to work as part of a team and be adaptable to the changing requirements of the team.
4. Must have the ability to work without close supervision and use initiative to improve systems and procedures. Have the ability to supervise the work of junior staff.
5. Must be capable of working under pressure to a high degree of accuracy within a tight timetable and strict deadlines.
6. Must be able to work with new technology and have experience of computer based administrative systems.
7. Desirable to have knowledge and experience of both computer bases mapping, financial and document management systems.
8. Must be capable of maintaining accurate records and have the ability to work to prescribed policies and quality standards.
9. Must be capable of understanding the basic legislative framework of the service group and providing basic advice in relation to enquiries.
10. To be aware of the Council's core policies and promote the Council's equal and diversity opportunities policy in employment and service delivery and work effectively with colleagues.
11. Willing to undertake appropriate training.

person specification

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