



Borough of Tamworth

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APPOINTMENTS AND STAFFING COMMITTEE

7 January 2020

Dear Councillor

A meeting of the Appointments and Staffing Committee will be held in **Committee Room 2 - Marmion House on Wednesday, 15th January, 2020 at 6.00 pm.** Members of the Committee are requested to attend.

Yours faithfully

A handwritten signature in black ink, appearing to be 'AOS', followed by a long horizontal line.

CHIEF EXECUTIVE

A G E N D A

NON CONFIDENTIAL

- 1 Apologies for Absence**
- 2 Minutes of the Previous Meeting (Pages 5 - 6)**
- 3 Declarations of Interest**

To receive any declarations of Members' interests (pecuniary and non-pecuniary) in any matters which are to be considered at this meeting.

When Members are declaring a pecuniary or non-pecuniary interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a pecuniary or non-pecuniary interest in respect of which they do not have a dispensation.

4 Revised Structure to Support the Establishment of the New Shared Legal Service (Pages 7 - 24)

(Report of the Executive Director Organisation and Head of Paid Service)

5 Organisational Change- Business Support (Pages 25 - 38)

(Report of the Executive Director Communities)

6 Planning Services Re-organisation (Pages 39 - 50)

(Report of the Assistant Director Growth and Regeneration)

7 Exclusion of the Press and Public

To consider excluding the Press and Public from the meeting by passing the following resolution:-

"That in accordance with the provisions of the Local Authorities (Executive Arrangements) (Meeting and Access to Information) (England) Regulations 2012, and Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 and /or 3 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public"

At the time this agenda is published no representations have been received that this part of the meeting should be open to the public.

8 Neighbourhood Service Post (Pages 51 - 62)

(Report of the Executive Director Communities)

People who have a disability and who would like to attend the meeting should contact Democratic Services on 01827 709264 or e-mail committees@tamworth.gov.uk preferably 24 hours prior to the meeting. We can then endeavour to ensure that any particular requirements you may have are catered for.

To Councillors: D Cook, M Cook, S Doyle, Dr S People, R Pritchard and P Standen

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MINUTES OF A MEETING OF THE APPOINTMENTS AND STAFFING COMMITTEE HELD ON 12th NOVEMBER 2019

PRESENT: Councillor D Cook (Chair), Councillors M Cook, S Doyle, Dr S Peple and R Pritchard

The following officers were present: Anica Goodwin (Executive Director Organisation), Rob Barnes (Executive Director Communities), Tina Mustafa (Assistant Director Neighbourhoods), Zoe Wolicki (Assistant Director People) and Lee Birch (Head of Neighbourhood Services)

Apologies received from: Councillor(s)

10 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 17th September 2019 were approved and signed as a correct record.

(Moved by Councillor M Cook and seconded by Councillor Dr S Peple)

11 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

12 CUSTOMER SERVICE STAFFING ESTABLISHMENT

The Assistant Director People sought approval from Members to make additions to the establishment to support the relocation and enhanced service offer of the Tourist Information Centre and supports the creation and development of an In House Call Handling service for the Repairs and Investment Contract.

RESOLVED That the Committee approved:

- 1) the permanent addition of the following posts to the Council's Customer Service staffing establishment:
 - 1 x FTE Senior Customer Service Officer
 - 1 x FTE Customer Service Officer
- 2) Uplift 1 x FTE current Customer Service Officer to create a 1 x FTE Senior Customer Service Officer.

(Moved by Councillor R Pritchard and seconded by Councillor M Cook)

13 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that in accordance with the provisions of the Local Authorities (Executive Arrangements) (Meeting and Access to Information) (England) Regulations 2012, and Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

(Moved by Councillor D Cook and seconded by Councillor R Pritchard)

14 NEIGHBOURHOOD SERVICE - APPOINTMENT & STAFFING REPORT

The Executive Director, Communities presented his report, Neighbourhood Service to the Committee

RESOLVED That Committee;

Approved the recommendations contained within the report.

(Moved by Councillor Dr S Peple and seconded by Councillor R Pritchard)

Chair

15 JANUARY 2020

REPORT OF THE EXECUTIVE DIRECTOR ORGANISATION AND HEAD OF PAID SERVICE**REVISED STRUCTURE TO SUPPORT THE ESTABLISHMENT OF THE NEW SHARED LEGAL SERVICE****EXEMPT INFORMATION**

None

PURPOSE

- To seek approval for revision to structures within the Elections and Legal and Democratic Services teams to support the establishment of a Shared Services Agreement with Lichfield District Council and South Staffordshire District Council
- To agree the commencement of formal consultation with those directly affected

RECOMMENDATIONS**That the Committee:**

1. **Approves the proposed structure within the Legal and Democratic Services team as detailed within the report**
2. **Approves the staffing changes within the Elections Team as detailed within the report**
3. **Authorise the Executive Director Organisation to implement the changes including the completion of formal consultation with those directly affected by the proposed changes.**

EXECUTIVE SUMMARY

Cabinet at its meeting on 19th December, 2019 approved the creation of shared legal service with South Staffs and Lichfield District Councils. The new service will require staffing changes within both the Elections and Legal and Democratic Services teams. In summary, the proposed changes recommend:

- The deletion of the post of Head of Legal and Democratic Services
- The deletion of the post of Civic, Democratic and Elections Officer
- The creation of the post of Legal Admin and Democratic Services Manager
- A change in job title for the Senior Elections Officer to that of Election Manager
- An increase in hours for the post of Elections Services Assistant
- An increase in hours for the post of Admin Assistant (Demo)

BACKGROUND**Current Structure**

The current structure of the Legal and Democratic Services team that currently supports the provision of legal services is shown below at **Appendix 1**. All administrative resources within

the team are also required to provide support to the elections process as when required.

Given the post of the Head of Legal and Democratic Services has been vacant since February 2019 temporary staffing arrangements have been in place to offer further resource and line management for the team. Temporary staffing arrangements due to the increase of elections workload is also currently in place. Further the Right to Buy and Land Charges team is under resourced and no succession planning is in place at this time.

The Elections Team who report directly to the Head of Audit and Governance and Monitoring Officer, currently comprise of 1.8 FTE and is not sufficient to support the on-going requirements of the Electoral Services Commission.

PROPOSED STAFFING CHANGES

Elections Team

In terms of the Elections team the changes proposed will be that of a new title of Election Manager (from Senior Elections Officer) and that the post of Electoral Services Assistant be made permanent and increased from 30 hours per week to 37 hours per week (job description attached at **Appendix 2**). These changes will offer increased resilience, succession planning opportunity as well as improving business continuity within the service. In addition, these proposed changes will provide the necessary additional resources to maintain the high standards required by the Electoral Services Commission so as to prevent damage to the Authority's reputation should the service fail to effectively deliver electoral registration or the election process.

Legal and Democratic Services Team

In terms of the Legal and Democratic Services team the changes proposed as a result of administering the new shared legal service it is proposed that:

- a new post of Legal Administration and Democratic Services Manager be created. This post will report directly to the Executive Director Organisation and have overall operational responsibility for delivering the service as well as administering the new contract (job description attached at **Appendix 3**).
- the current role of Executive PA be expanded to provide a wider range of PA and administrative duties across the Corporate Management Team (job description attached at **Appendix 4**). In addition, it is proposed that this post report directly to the Legal Admin and Democratic Service Manager to increase the availability of administrative support and offer better co-ordination and business continuity across the team
- the posts of Scrutiny and Democratic Services Officer, Driver Attendant (x2), Legal Services Support Officer and the post of Admin Officer report to the Legal Admin and Democratic Services Manager
- the post of Admin Assistant be made permanent and increased from 20 to 30 hours (job description attached at **Appendix 5**).

The proposed structure deletes the two posts i.e. that of Head of Legal and Democratic Services and the Civic, Democratic and Elections Officer. The Council's Managing Change process and Employment Stability Policy will be followed. Informal discussions with Trade Unions have taken place and they are fully supportive of the proposals. Formal consultations

will take place if the proposals are approved by Committee.

FINANCIAL IMPLICATIONS

All staffing changes as summarised above, were included in the approved Cabinet report of 19th December and are detailed at **Appendix 6**.

All proposals recommended can be met within existing budgets to include a surplus to contribute to the Retained Fund.

Report Author

Anica Goodwin, Executive Director Organisation and Head of Paid Service Ext 225.

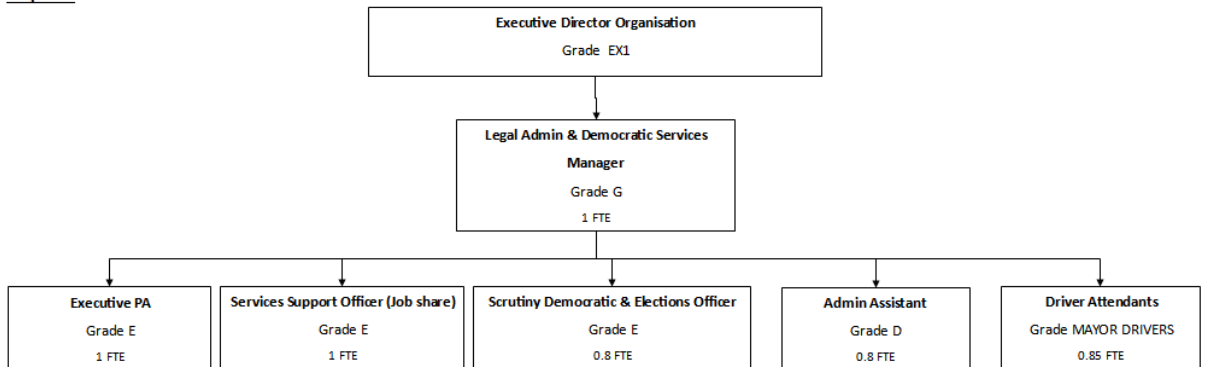
Appendices

1. Legal and Democratic Services Current and Proposed Structure
2. Job Profile – Electoral Services Assistant
3. Job Profile – Legal Admin and Democratic Services Manager
4. Job Profile – Executive PA
5. Job Profile – Admin Assistant (Demo)
6. Financial Implications

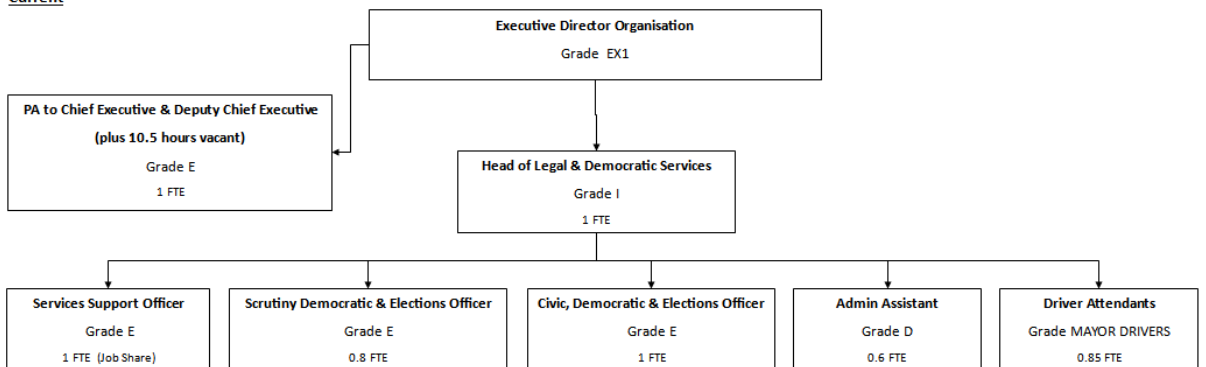
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Current and Proposed Structure Chart for Legal Admin and Democratic Services

Proposed



Current



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Job Profile Electoral Services Assistant	Grade D
Job Purpose Reporting to the Elections Manager To support the Elections Manager in providing an effective and efficient Elections and Electoral Registration Service. To provide general support within Electoral Services. To maintain the person and professional development to meet the changing demands of the job, participating in appropriate training activities as required. To provide support within democratic services as and when demand arises as directed by the Legal, Admin and Democratic Services Manager	Experience & Qualifications <ul style="list-style-type: none"> • Minimum of 3 GCSEs to include Maths and English (Grade C or above). • Experience of working in a busy electoral / democratic services environment (desirable).
Functional Responsibilities <ul style="list-style-type: none"> • To assist with the administration of elections and referendums taking place within the borough in accordance with statutory requirements. • To assist with the compilation, publication and maintenance of the register of electors. • To manage the monthly rolling registration process. • To maintain a register of service voters, European Union, Overseas, others and anonymous electors. • To process absent vote applications and maintain the Absent Voters Lists. • To collect and maintain accurate records of personal identifiers for postal voting security checks. • To give advice and assistance to customers in relation to the Register of Electors and Election enquires. 	Knowledge, Skills and Abilities <ul style="list-style-type: none"> • Confident in dealing with basic customer queries in relation to the register of electors and election enquiries. • Basic understanding of council functions and the role of members. • Knowledge and understanding of Data Protection. • Commitment towards taking the Association of Electoral Administrators Foundation Course. • Good working knowledge of the different types of election e.g. national, local, referendums etc. • Good working knowledge of council functions and the roles of members including civic duties and the role of different committees. • Demonstrate understanding and ability to provide advice to electors with more complex queries in relation to the Register of Electors and Elections.

<ul style="list-style-type: none"> • To support all other areas of Electoral Services as required. • To support functions within Democratic Services as and when required. • To undertake all corporate requirements on health and safety, equal opportunities, data protection, risk management and financial regulations. 	<ul style="list-style-type: none"> • Ability to assist in the development and maintenance of the electoral services area of the web. • Ability to assist voters with online applications and amendments. • Assist in providing basic reporting.
<p>Other</p> <ul style="list-style-type: none"> • Any other reasonable duties, as required commensurate with the grade and general nature of the post and having regard to the workload within Electoral Services and Democratic Services. 	<ul style="list-style-type: none"> • Demonstrate the ability to assist supervising any casual staff such as canvassers and staff recruited during elections. • Ability and confidence to give basic advice to candidates and agents. • To assist with the preparation of detailed and complex reviews and reports. • To assist with the development and maintenance of the electoral services area of the website. • To have developed competence, gained experience and been given more autonomy to make decisions. • Show evidence of excellent performance. • To be able to work with minimal supervision and guidance.

POST OF LEGAL ADMIN & DEMOCRATIC SERVICES MANAGER	Grade G
<p>Job Purpose Reporting to the Executive Director (Organisation) to manage the:</p> <ul style="list-style-type: none"> ○ Democratic service function ○ Mayor's office ○ Executive Personal Assistant ○ RTB/Land Charge function ○ provision of committee services to elected members <ul style="list-style-type: none"> • To act as the administrator for the supply of legal services to the Council delivered through the shared service • To monitor SLA's in terms of the legal shared service and areas of functional responsibilities raising concerns/failures immediately with the Executive Director Organisation • To ensure that all functions within the team are run in an effective, efficient and economic manner • To ensure that services are developed and performed in accordance with the outcomes and standards/service level agreements established through the council's and/or other partners • To transform and develop all managed services (as mentioned above) to ensure delivery of agreed standards • Ensure that council committees and working parties are advised on correct procedures, relevant legislation and interpretation of standing orders (taking legal advice where required) • To develop a detailed knowledge of local government administrative law. • To monitor and improve understanding of the democratic functioning of the council 	<p>Experience</p> <ul style="list-style-type: none"> • Experience of administering budgets and achieving value for money • Experience of organising large scale civic events • Experience of managing a team • Experience of setting clear standards for performance and quality of work • Experience of working in a confidential environment • Experience of leading a team to deliver high standards to tight timescales
<p>Functional Responsibilities To line manage the Legal Admin and Democratic Services team including:</p> <ul style="list-style-type: none"> • Legal • Right to Buy 	<p>Skills and Abilities</p> <ul style="list-style-type: none"> • Excellent organisational and interpersonal skills • Ability to: <ul style="list-style-type: none"> ○ review and evaluate results against service standards / service

<ul style="list-style-type: none"> • Land Charges • Member Services • Committee Administration • Civic Support • Executive PA Support • To work closely with the Elections Manager to ensure delivery of the election process by providing support as agreed • To represent the Council at events as required • To undertake all corporate requirements on health and safety, equality and diversity, FOI, GDPR, risk management, financial regulations and information security 	<p>level agreements and to take decisive action to ensure that outcomes are achieved</p> <ul style="list-style-type: none"> ○ create a climate where employees are involved, empowered and committed ○ work equally well with and communicate with members, customers, internal colleagues and external providers/partners/stakeholders ○ manage and co-ordinate the work of small multi-functional team ○ work on own initiative, problem solve and to be able to accept responsibility ○ review and transform services so as to improve service delivery ○ build effective working relationships with a diversity of individuals and groups ○ communicate effectively, both orally and in writing; ○ inspire confidence ○ demonstrate resilience and stay effective in stressful conditions ○ exercise political awareness ○ demonstrate first class administrative skills
<p>Strategic Outcomes</p> <p>This post supports the achievement of all strategic priorities and contributes to the wider transformation agenda</p>	<p>Attributes</p> <ul style="list-style-type: none"> • Pragmatic and creative approach to service design and business development. • Passion for delivering excellent customer service • Personal credibility with a high degree of integrity • Resilient and resourceful in the face of conflict and uncertainty • Commands the confidence of members, staff and partners
<p>Knowledge</p> <ul style="list-style-type: none"> • Up to date knowledge of statutory and legislative framework for the 	<p>Additional Duties</p> <p>Any other reasonable duties commensurate with the grade and general nature of the post</p>

areas of responsibility

- Knowledges of developments in functional areas
- Knowledge of committee system administration
- Knowledge of protocols and etiquette for civic functions

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Job Profile Executive Personal Assistant	Grade E
Job Purpose Reporting to the Legal Administration and Democratic Services Manager: <ul style="list-style-type: none"> • To provide full secretarial and PA support to members of CMT under the direction of the Legal Admin and Democratic Services Manager • To complete administrative tasks as directed to support the functions of the Democratic Services and RTB/Land Charges team including file management • To organise and oversee the administration of and secretarial support to Tamworth Municipal Charities on behalf of the Secretary • Provide a limited secretarial support to the Council Leader • To administer the Tamworth Municipal Charities Board 	Experience & Qualifications <ul style="list-style-type: none"> • Minimum of 3 GCSEs to include Maths and English (Grade C or above). • Proficient with Microsoft Office • Experienced PA at senior management level • Experience of diary management • Experience of problem solving • Experience of working within a confidential environment
Functional Responsibilities <ul style="list-style-type: none"> • To manage members of CMT electronic diary, assessing priority of appointments and reallocation as necessary • Manage members of CMT travel arrangements • Handle sensitive data/information to support the work of members of CMT • Raise orders, purchase supplies as required and complete all necessary financial documentation • To organise, attend meetings, take minutes and accurately record actions • Compose presentations, reports as directed by members of CMT • Deal with enquiries and complaints from members of the public and Councillors and taking appropriate action to resolve. • To undertake research and information gathering. • To support functions within Electoral Services as and when required. 	Knowledge, Skills, and Abilities <ul style="list-style-type: none"> • Strong sense of responsibility and ability to complete tasks with minimal supervision • Impeccable written and oral communication skills • Confident in dealing with customer queries • Knowledge and understanding of Data Protection. • Good working knowledge of council functions and the roles of members including civic duties and the role of different committees. • Able to work on own and as part of a team. • Excellent attention to detail, with the ability to maintain a high level of accuracy Attributes <ul style="list-style-type: none"> • Personal credibility with a high degree of integrity, discretion whilst maintaining complete confidentiality

<ul style="list-style-type: none">• Meet and greet visitors• To assist with the preparation of detailed and complex reviews and reports• To undertake all corporate requirements on health and safety, equal opportunities, data protection, risk management and financial regulations	<p>Other</p> <ul style="list-style-type: none">• Any other reasonable duties, as required commensurate with the grade and general nature of the post and having regard to the workload within Legal Admin and Democratic Services.
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JOB PROFILE – ADMINISTRATIVE ASSISTANT	Grade D
<p>Job Purpose</p> <ul style="list-style-type: none"> • To provide clerical and administrative support to the Democratic, Civic and Legal Services teams • Support the Personal Assistant (PA) to the Chief Operating Officer/Head of Paid Service in providing a high quality administrative and clerical support to Corporate Management Team, Leader of the Council and Members and to ensure the effective control of correspondence, complaints, personnel and other confidential issues and to fulfil that role when the PA is absent • The nature of the work undertaken will impact directly on elected Members, Chief Officers and other service officers, as well as residents, other authorities, local organisations etc 	<p>Experience</p> <ul style="list-style-type: none"> • Minimum of 3 GCSEs to include Math and English (Grade C or above) • Experience in administration • Experience of problem solving • Experience of working effectively to deliver outcomes against tight timescales • Experience of working in a confidential environment
<p>Functional Responsibilities</p> <ul style="list-style-type: none"> • To carry out work of clerical and administrative nature for the above teams including word processing, spreadsheets, filing, organising appointments / meetings, minute taking and other similar tasks • To provide support to key officers within the teams and deputise in their absence • To attend evening Committee meetings as and when required and to take minutes and provide support as necessary • Support the Personal Assistant (PA) to the Chief Executive in providing a high quality administrative and clerical support to Corporate Management Team, Leader of the Council and Members and to ensure the effective control of correspondence, complaints, personnel and other confidential issues and to fulfil that role when the PA is absent • To progress a range of tasks and activities, using the appropriate skills and knowledge to include maintenance of accurate records liaising with colleagues to ensure effective delivery of services internally and externally • To undertake all corporate requirements on health and safety, diversity and equality, safeguarding, data protection, risk management and financial regulations 	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> • To possess operational and functionality understanding of the software systems used in the service areas (such as Office Suite and Modern.gov) • Ability to work as part of a team and on own initiative • Ability to deal with a range of customer demands • Possess personal qualities such as tactfulness, diplomacy and be self-assured under pressure • Ability to make decisions using a range of sources of information • Organised and methodical in terms of approach to work • A professional approach to service delivery ensuring that standards are met and adhered to. • Ability to apply a flexible approach to tasks
<p>Other:</p> <ul style="list-style-type: none"> • Any other reasonable duties commensurate with the grade and general nature of the post. 	<p>Attributes</p> <ul style="list-style-type: none"> • High degree of accuracy and attention to detail. • Highly developed interpersonal skills • High quality of customer care/service principals

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BUDGETS AVAILABLE TO FUND SHARED SERVICE ARRANGEMENT (including Staffing Changes)

		2019/20 Base Budget
GC0601	SOLICITOR TO THE COUNCIL	
	Employees	50,280
	Supplies and Services	14,470
	Income	-5,930
	Less amt required for ongoing Housing disrepair work	-5,500
		<u>53,320</u>
32040	LEGAL FEES	
GG0303	Sundry Income	280
GP1001	Neighbourhood Services	1,000
GR0301	General Fund Housing	8,000
GR0701	Conveyancing & Right to Buy	5,200
GW0205	Licensing Act	4,400
GW0702	Health & Safety (External)	2,300
GY1601	Community Safety	2,400
HR2104	Estate Management	15,000
		<u>38,580</u>
32050	CONSULTANTS FEES	
HR2101	General Operations	10,000 <i>(£20k in year 1 to retained fund, £10k ongoing)</i>
GS0203	Development Control	18,000
GS0402	Economic Development	10,000
		<u>38,000</u>
TOTAL AVAILABLE		<u><u>129,900</u></u>
BUDGET REQUIRED		
Additional Cost Salaries Proposals		10,000
Annual Contribution to Shared Service		110,000
		<u>120,000</u>
Annual Surplus to contribute to Retained Fund		9,900

NOTE

SPEND 2016/17 - 2018/19			
	2016/17	2017/18	2018/19
60% HEAD OF LEGAL POST	25,226	25,279	25,784
SPEND ON LEGAL/ EXTERNAL SUPPORT/ CONSULTANTS	153,665	185,347	94,541
	<u>178,891</u>	<u>210,626</u>	<u>120,325</u>

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Appointments and Staffing Committee

15th January 2019

Report of the Executive Director- Communities

Organisational Change- Business Support

Exempt Information

None

Purpose of the Report

- To agree a revised staffing structure and new approach to the provision of 'Business Support' functions
- To agree the commencement of formal consultation with those directly affected

Recommendations

That the Committee-

1. Approves the deletion from the Council's staffing establishment of the following roles:

Business Support Manager F	0.88
Business Support Manager F	1
Business Support Administrator F	1
Business Administration Assistant- D	0.8
Business Administration Assistant- D	0.81
Business Administration Assistant- D	1
Business Administration Assistant- D	1
Business Administration Assistant- D	1
Business Administration Assistant- D	1
Business Administration Assistant- D	1
Environmental Support Officer- D	1
Environmental Support Officer- D	1
Environmental Support Officer- D	0.6

2. Approves the permanent addition to the Council's staffing establishment of the following roles:

Business Administration Manager G	1
ICT System Support Officer F	1
Senior Business Administration Assistant- E	1
Business Administration Assistant- D	0.8
Business Administration Assistant- D	0.41

Business Administration Assistant- D	0.81
Business Administration Assistant- D	1
Business Administration Assistant- D	1
Business Administration Assistant- D	1
Business Administration Assistant- D	1
Business Administration Assistant- D	1
Business Administration Assistant- D	1
Business Administration Assistant- D	1

3. Authorise the Executive Director Communities to implement the changes including the completion of formal consultation with those directly affected by the proposed changes.

Executive Summary.

A review has been undertaken of the Council's 'Business Support' functions. Currently these functions are delivered via three separate teams within the Council.

It is proposed that a single Business Administration team is established to improve effectiveness and better reflect the 'one Council' approach. In addition role profiles have been reviewed to ensure consistency. The new team will deliver a range of administrative functions responsive to the organisations business needs and support the transformation of working practices and improvement of systems.

The deletion of the role of Business Support Administrator and creation of a new role of ICT System Support Officer within ICT reflects an opportunity to ensure the sharing of expertise and reduces the risk of a single point of failure.

As there are currently vacant posts within the teams the changes will not result in any compulsory redundancies. The redeployment of individual team members to new roles will be conducted in accordance with the Council's Managing Change process and Employment Stability Policy.

Background Information

A review of the Council's Business Support functions is one of the 6 priority reviews identified within the Council's Corporate Plan 2019-2022. This is because the provision of Business Support represents a critical resource to support the Council's business needs and because it is considered that opportunities exist to increase the effectiveness of the current delivery arrangements.

The Council currently has three dedicated business support teams and a number of other staff who deliver activities which could be defined as 'business support'. The three business support teams were established to increase effectiveness and consistency by amalgamating a range of administrative functions historically delivered within individual teams.

Over time the range of functions and working practices across teams has varied considerably and this has been exacerbated by changes to the overall structure of

the Council, the implementation of changed working practices through the Delivering Quality Services and other transformation processes. In addition operational demands have impacted on the range of functions included within the Business Support remit.

The review has set out to:

- Identify the activities currently undertaken by the business support teams.
- Identify issues and barriers to effectiveness.
- Recommend a new approach for the delivery of business support including changes to organisational structure where relevant.

The term 'Business Support' has been used at Tamworth to refer to a range of administrative and other tasks. As a generic term however 'Business Support' is usually used in a corporate setting to define a number of functions within an organisation including Human Resources, IT and Accountancy. For the purposes of the review the scope has extended only to the TBC definition.

Activities Included in the Business Support Offer

The principal activities currently undertaken by the Business Support teams varies however the following are the main areas-

Financial processes- this includes the raising of purchase orders, invoices and goods receipting and payment.

ICT System Administration- includes system maintenance and configuration, and the provision of advice and training.

Dealing with Customer Enquiries- includes responding to customer enquiries via post, phone and email.

Data Entry and Management of Databases- includes data input and maintaining information on a range of databases and spreadsheets.

Other activities include but are not limited to, the provision of project support, responding to specific requests for service including planning applications, pitch bookings, booking rooms, taking notes at meetings and delivering specific activities linked to key processes.

As previously noted these activities have developed over time in response to a range of drivers and circumstances rather than as a fully managed and targeted process.

Findings of the Review

The review has identified the following key issues:

- The provision of Business Support activities are vital to the delivery of the Council's business aims. Ensuring that appropriate tasks are undertaken by Business Support teams supports effectiveness and transformation.

- The range of Business Support activities between teams varies considerably. Although this is reflective of the varying needs of different parts of the organisation it also means that the delivery of business support functions could be better defined and prioritised.
- The current structure does not enable the allocation of resources to meet demand in a flexible and agile way. Although there has been considerable co-operation between teams to seek to support peaks in business needs the current structure does not encourage this approach.
- The current structure does not support resilience within the teams to respond to holiday, sickness and other absence. In other instances the Business Support teams are called upon to provide holiday and sickness cover in the delivery of core services which again impacts on effectiveness.
- The current structure does not support the consistent transformation of functions. For example some teams now work in a largely paperless environment following service transformation but this is not consistent across the organisation. If organised differently, business support functions could be a greater driver for process transformation across the organisation.
- Some of the functions delivered by the teams are specialist functions which align with other services within the Council and could be better aligned with these specialist areas. For example ICT activities.
- There is an inconsistency in relation to the extent to which different Council teams make use of business support functions. This leads to inconsistencies in relation to the activities undertaken within teams and does not necessarily represent the prioritisation of the provision of Business Support resources to meet priority business needs. It is also apparent that some business support requirements are not currently being met.
- In many cases the embedding of Business Support team members within service areas is beneficial and valued by service managers and the development of familiarity of team members with the specific functions of the service is important in meeting business needs. However this should not be at the expense of the best use of staffing resource to meet changing priorities.
- The current structures have led over time to significant interdependencies between those undertaking Business Support functions and core functions. Any proposed change should be implemented in a manner which fully assesses and manages risks to service delivery and business effectiveness.
- Given the Council's organisational structure and the 'One Council' approach the maintenance of three separate Business Support teams is no longer appropriate or sustainable.
- Use of the term Business Support is misleading as the common organisational use of this term includes IT, Human Resources, accountancy and other support functions. A more suitable term capturing the nature of these functions is 'business administration'.

Defining the Business Support Offer

As noted above currently Business Support teams undertake a range of activities which have evolved over time. However, in future the delivery of these functions should be reflective of business needs and adhere to the following key principals -

- Firstly, business support functions should, as far as possible, not include activities where organisationally the Council supports other specialist teams for example, Customer Services and ICT activities.
- Business support activities should be supportive of the activities of operational teams but, should generally not involve undertaking work which form part of specialist service delivery.
- Given that the business support resource will always be a limited resource the delivery needs to be planned, consistent and reflecting the business priorities of the organisation.

Developing the offer to adhere to the principals above will require a managed transformation approach and transformation of processes and working practices. It is considered that a new organisational structure will be an enabler of this process.

Proposals

Based on the issues above the proposals for the review are based on the achievement of the following key objectives:

- That the provision of 'Business Support' activities is delivered in manner which-
 - Is clearly defined and consistent whilst being responsive to assessed business needs
 - Allows for appropriate and flexible allocation of resources to meet business needs reviewed on a regular basis in response to organisational priorities
 - Maximises team resilience and supports capacity building
 - Supports service and process transformation and continuous improvement
 - Ensures that specialist activities are delivered in the most appropriate way

The achievement of the above objectives will require a measured transition and some detailed review and unpicking of areas of delivery.

The first step in this journey is the establishment of a staffing structure which supports effectiveness in delivery and planning.

It is therefore proposed that:

- The Council's current three Business Support teams are consolidated into a single Business Administration Team led by a Business Administration Manager reporting to the Assistant Director Partnerships. Combining the teams provides opportunities for greater flexibility in the deployment of staffing resources.

- The current team roles are re-designated as Business Administrative Assistants with the additional creation of a new role of Senior Business Administrative Assistant. The new roles will support consistency in delivery of functions and help to provide greater flexibility in the allocation of staffing resources to meet business needs.
- Reflecting that the current activities undertaken by the Business Support Administrator are best aligned and integrated with the Council's ICT services it is proposed that a new role of ICT System Support Officer reporting to the Head of Technology & Information Systems

The role of Business Administration Manager includes a key contribution to the continued transformation of processes and systems. As noted elsewhere in this report, it is considered that opportunities exist in many areas for greater effectiveness through the transformation of processes linked to the Council's overall DQS programme. The Business Administration Manager will play a key role in the Council's overall transformation approach and will be empowered to work with managers and Heads of Services to identify and support changes to processes where these have the potential to improve efficiency and drive out waste and to ultimately deliver savings in the future.

A further key aspect of the role of the Business Administration Manager relates to the provision of 'project support'. Increasingly the Council's corporate plan includes the delivery of complex projects with major financial commitment. At present the business support team provides some support and at times external project support of various sorts is commissioned by individual project leads. In the future it is anticipated that the Business Administration Manager will play a coordinating role in relation to this to support the provision of appropriate services and avoid duplication as part of business planning.

Job Profiles for each role in the proposed structure are shown at Appendix A.

The proposals above do not result in the need for the redundancy of any team members.

Options Considered

Option	Benefits	Risks
<i>One- Embed current team resources in existing operational teams with each team having its own business support resource.</i>	<i>None material</i>	<i>Reduces opportunities to increase resilience No opportunities for flexible and responsive resource allocation Reduced opportunities for service and process transformati</i>

		<i>on Compounds current issues</i>
<i>Two- Amalgamate all Business Support functions within a single corporate business support team allowing for the allocation of team resources to support regularly reviewed business needs</i>	<i>Allows for the development of clearly defined and consistent business support offer Continues to allow for embedding of team members where the business need support this Allows for appropriate and flexible allocation of resources to meet business needs reviewed on a regular basis Maximises team resilience and support capacity building Supports service and process transformation and continuous improvement</i>	<i>Requires a managed transition to identify and manage risks Does not resolve issues of the most appropriate delivery of specialist activities</i>

Financial Impact

Based on the proposed redeployment opportunities and current salaries the proposals are within existing budgetary provision, and result in a net saving of £4,134 in the first year.

Appendix A Job Profiles

JOB PROFILE Business Administration Manager	Grade G
Job Purpose <ul style="list-style-type: none"> • Management of the Council’s Business Administration function • Improvement of systems of work and contribution to the Council’s transformation programme • Developing the Business Administration offer to support the business needs of the organisation 	Experience <ul style="list-style-type: none"> • Experience of building relationships and negotiating effectively with internal and internal stakeholders • Experience of improving working practices and systems to improve effectiveness • Experience of service transformation • Experience of managing a team
Functional Responsibilities <ul style="list-style-type: none"> • Line Manage Business Administration team • Develop the Business Administration Offer in consultation with AD’s to meet the business needs of the organisation • Support service managers in the development of lean systems and improved working practices and contribute to the Council’s transformation programmes • To monitor the performance of the Business Administration team • To review and coordinate the Council’s Project support requirements • To undertake all corporate requirements on health and safety, equality and diversity, FOI, GDPR, risk management, financial regulations and information security • Represent the Council at events as required • Identify and manage risks including the use of the corporate risk management system 	Knowledge, Skills and Abilities <ul style="list-style-type: none"> • Excellent organisational and interpersonal skills • Excellent attention to detail • Ability to communicate effectively both orally and in writing • Ability to work on own initiative and within a team • Ability to present information to groups of varying competence • Highly skilled in negotiation in difficult circumstances whilst under pressure • Able to analyse and interpret data, solve problems and apply creative solutions. • Skilled in managing time whilst balancing conflicting demands able to lead and delegate effectively • Knowledge of: <ul style="list-style-type: none"> • Microsoft Office & Project • Database Management • Legislative and security procedures • Project Management
Strategy/Policy Development <ul style="list-style-type: none"> • To contribute to the wider transformation agenda • - develop better systems of work 	Attributes <ul style="list-style-type: none"> • Personal credibility with a high degree of integrity • Resilient and resourceful in the face of conflict and uncertainty • Commands the confidence of members, staff and other stakeholders
Additional Duties <ul style="list-style-type: none"> • Any other reasonable duties commensurate with the grade and general nature of the post 	

JOB PROFILE – BUSINESS ADMINISTRATION ASSISTANT-	Grade D
<p>Job Purpose</p> <ul style="list-style-type: none"> To fulfil a range of administration activities to support the business aims of the Council 	<p>Experience</p> <ul style="list-style-type: none"> Experience in administration Experience of problem solving in a business administration role Experience of working effectively to delivery outcomes against tight deadlines
<p>Functional Responsibilities</p> <ul style="list-style-type: none"> To work at the direction of the Senior Business Administration Assistant to deliver a range of activities to support delivery of the Council’s business aims including but not limited to- The raising of purchase orders, invoices and goods receipting and payment. Processing of Direct Debit and related processes Data input and maintaining information on a range of databases and spreadsheets. Project and other general support including taking notes at meetings, booking rooms, welcoming visitors preparing printed material and mailshots. To deal with customer enquiries as these arise. To work flexibly in response to the Council’s developing business needs <p>Key responsibilities include:</p> <ul style="list-style-type: none"> To undertake all corporate requirements on health and safety, equal opportunities, data protection, risk management and financial regulations. To take responsibility to identify personal development needs, keep abreast of changes affecting services and undertake any training required to enhance the delivery of quality business support functions. 	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> Ability to undertake one off and routine tasks. Ability to work as part of a team and on own initiative. Ability to relate positively to the public and other colleagues High degree of accuracy and attention to detail. A flexible approach to tasks. High Quality Customer care/service principals. Ability to support improvement in business processes and willingness to welcome positive change. Methodical and organised approach. Ability to make decisions on the basis of multiple sources of information Ability to use own initiative to resolve issues. Ability to communicate with colleagues at differing levels to resolve issues Possess personal qualities such as tactfulness, diplomacy, and be self-assured under pressure. A professional approach to service delivery ensuring that standards are met and adhered to.
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> To adhere to all policies and procedures appropriate to the role. 	<p>Attributes</p> <ul style="list-style-type: none"> High degree of accuracy and attention to detail. Highly developed interpersonal skills. The post holder should at all times be able to deal with the public and colleagues in a professional, courteous and efficient manner. A flexible approach to tasks. High quality customer care/service principals. A positive approach to supporting change

<p>Other:</p> <ul style="list-style-type: none">• Any other reasonable duties commensurate with the grade and general nature of the post.	
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JOB PROFILE – SENIOR BUSINESS ADMINISTRATION ASSISTANT-	Grade E
Job Purpose <ul style="list-style-type: none"> To supervise a team fulfilling a range of administration activities to support the business aims of the Council 	Experience <ul style="list-style-type: none"> Experience in administration Experience of supervision Experience of problem solving in a business administration role Experience of working effectively to delivery outcomes against tight deadlines
Functional Responsibilities <ul style="list-style-type: none"> To provide supervision for the Business Administration team To authorise annual leave, arrange rotas and supervise the function of the Business Support team under the direction of the Business Administration Manager To ensure effective training and development of staff in relation to relevant skills and aptitudes To ensure the delivery of a range of activities to support delivery of the Council’s business aims including but not limited to- <ul style="list-style-type: none"> The raising of purchase orders, invoices and goods receipting and payment Processing of Direct Debit and related processes Data input and maintaining information on a range of databases and spreadsheets Project and other general support including taking notes at meetings, booking rooms, welcoming visitors preparing printed material and mailshots To deal with customer enquiries as these arise. To work flexibly in response to the Council’s developing business needs <p>Key responsibilities include:</p> <ul style="list-style-type: none"> To undertake all corporate requirements on health and safety, equal opportunities, data protection, risk management and financial regulations. To take responsibility to identify personal development needs, keep abreast of changes affecting services and undertake any training required to enhance the delivery of quality business support functions. 	Knowledge, Skills and Abilities <ul style="list-style-type: none"> Ability to undertake one off and routine tasks. Ability to work as part of a team and on own initiative. Ability to relate positively to the public and other colleagues High degree of accuracy and attention to detail. A flexible approach to tasks. High Quality Customer care/service principals. Ability to support improvement in business processes and willingness to welcome positive change. Methodical and organised approach. Ability to make decisions on the basis of multiple sources of information Ability to use own initiative to resolve issues. Ability to communicate with colleagues at differing levels to resolve issues Possess personal qualities such as tactfulness, diplomacy, and be self-assured under pressure. A professional approach to service delivery ensuring that standards are met and adhered to.
Strategy/Policy Development <ul style="list-style-type: none"> To adhere to all policies and procedures appropriate to the role. 	Attributes <ul style="list-style-type: none"> High degree of accuracy and attention to detail. Highly developed interpersonal skills. The post

	<p>holder should at all times be able to deal with the public and colleagues in a professional, courteous and efficient manner.</p> <ul style="list-style-type: none"> • A flexible approach to tasks. • High quality customer care/service principals. • A positive approach to supporting change
<p>Other:</p> <ul style="list-style-type: none"> • Any other reasonable duties commensurate with the grade and general nature of the post. 	

JOB PROFILE ICT System Support Officer	Grade F
<p>Job Purpose</p> <ul style="list-style-type: none"> Reporting to the Head of Technology and Information Services to support the development of technical solutions which will improve organisational service delivery. 	<p>Experience</p> <ul style="list-style-type: none"> Experience of undertaking system administration duties for council ICT systems including Orchard, M3 and Civica Experience of working with external suppliers/ contractors
<p>Functional Responsibilities</p> <p>Key responsibilities include:</p> <ul style="list-style-type: none"> To provide comprehensive advice, guidance and support to council employees and elected members for appropriate ICT systems, policies and procedures. To act as a super-user for appropriate ICT systems and develop a knowledge sharing environment. To update ICT systems as appropriate To provide specific application technical support corporately to enable delivery of projects, meet customer requirements and improve service delivery. On-going review of corporate application/system related contracts to ensure they are fit for purpose, future proof and value for money To provide specialist advice and work with colleagues across the organisation to enable the delivery of key projects, meet customer requirements and improve technical service delivery. To co-ordinate and manage projects to ensure effective delivery of IT products To ensure that performance information is collected, analysed and utilised for service delivery decision making. To co-ordinate with suppliers and external service providers to build and manage relationships and ensure on-going development/improvement of corporate ICT systems and applications Evaluating software applications and hardware in relation to usability and impact on the organisation's training needs. To undertake all corporate requirements on 	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> Effective project management skills Excellent time management skills A logical approach to problem solving Ability to build effective working relationships Able to manage multiple projects Excellent communication and interpersonal skills Knowledge of health and safety and DSE regulations Extensive knowledge of ICT packages including Microsoft Office, Orchard, High level attention to detail Excellent organisational skills Ability to work on own initiative Prioritise workload and meet deadlines Awareness of financial regulations and procedures

<p>health and safety, equal opportunities, data protection, risk management, financial regulations and information security.</p> <ul style="list-style-type: none"> • To ensure Industry best practice is adhered to at all times 	
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • Contribute to policy development as appropriate 	<p>Attributes</p> <ul style="list-style-type: none"> • Personal credibility with a high degree of integrity • Resilient and resourceful in the face of conflict and uncertainty • Commands the confidence of members, staff and partners
<p>Other</p> <ul style="list-style-type: none"> • Support and/ or manage corporate projects as required • Occasional out of hours working • Any other reasonable duties commensurate with the grade and general nature of the post. 	

Appointments and Staffing Committee

15 January 2020

Report of the Assistant Director Growth and Regeneration

Planning Services Re-organisation

Exempt Information

Not applicable.

Purpose of the Report

- To agree a revised staffing structure and new approach to the delivery of the Planning Service.

Recommendations

That the Committee-

1. Approves the deletion from the Council's staffing establishment of the following roles:
 - Senior Development Management Officer – Grade G
 - Senior Policy and Delivery Officer – Grade G
2. Approves the permanent addition to the Council's staffing establishment of the following roles:
 - Head of Planning – Grade I
 - Planning Information and Monitoring Officer – Grade E
3. Authorise the Head of Paid Service to implement the changes.

Executive Summary.

A review of senior posts within the planning team has been undertaken following the emergence of a number of vacancies.

It is proposed to delete the two senior planning officer posts, both of which are vacant, and establish a Head of Planning post and a Planning Information and Monitoring Officer post.

The proposed changes will provide stability across the service and the technical expertise at the appropriate level within the structure.

Background Information

The previous AD of Growth and Regeneration (AD G&R) in 2018/19 re-organised both Environmental Health and Planning Services. Following the re-organisation a number of unintended consequences have ensued leaving vacancies in senior positions across both service areas. Whilst creating short terms issues for the current AD G&R the number of vacancies creates an opportunity to revisit the re-organisation and determine if it remains fit for purpose.

Post 1: Head of Planning

The current structure includes a Head of Regulatory Services role which oversees, leads and manages the work of the Environmental Health Team and the Planning Development Management team. The Senior Policy and Delivery officer reports directly into the AD G&R post (Appendix A).

On the one hand delivering Environmental Health and Development Management via one service head has benefits. Both services are process driven, regulatory in their nature and have parent committees for additional scrutiny in decision making. However, the legislation governing Environmental Health and Planning is diverse and different and will separately require a high level of knowledge, technical expertise and a significant level of experience. The amalgamation of these two different disciplines into one service head role creates a problem either on the Environmental Health side or the Development Management side simply because any individual in that role would never be in a position to have the required and relevant experience of both. Re-organisation therefore at the Head of service level will better reflect the different legislative frameworks and align posts more accurately to these complex, contentious and often controversial service areas.

It is therefore proposed to split the Head of Regulatory Services post into two. The Head of Environmental Health role has already been advertised and successfully filled. It was felt that because this job reflected the previous post, prior to the re-organisation, that it did not require further sign off through the Appointments and Staffing Committee. A Job Evaluation of this post resulted in the same salary band as before. Therefore there are no financial implications from this post.

It is proposed to create a new post titled 'Head of Planning' which will oversee the work of the Development Management team and the Planning Policy team. This new post has been through Job Evaluation and the resulting salary band determined to be an I, which is consistent with the other Head of Service positions within the G & R directorate.

To facilitate a new Head of Planning role it is proposed to remove permanently from the structure the two senior planning officer posts. This is regrettable because the previous post holders, both of whom left following the reorganisation, were both very skilled in their respective specialist areas and had a lot to contribute. That said, the AD G&R is herself a Chartered Town Planner with almost 25 years of planning experience mostly in Local Government. That experience includes leading on and preparing a Local Plan from start to finish whilst at the same time managing an extremely busy and dynamic development management service. Whoever is

successful in being appointed as the Head of Planning will have the experience and support from the AD of Growth and Regeneration, which over time will be transferred.

It is anticipated that the Head of Planning will have a strategic role to play to ensure that the Borough Council continues to operate its planning service within the legislation that governs it. It is not expected that the Head of Service will themselves have a development management caseload of applications. They would however be expected to be the lead Council officer with a Section 78 appeal or Local Plan Examination. A role that requires skill, experience and the utmost professionalism, when representing the Borough Council.

At present the Development Management team has one senior planner and two planners, with a workload of approximately 50 applications between them. This work rate is considered to be low by the AD G&R based on her experiences elsewhere. The consequence of the removal of the Senior Development Management Planner will be that only two planners will transact the workload. Whilst this is considered acceptable in terms of capacity there is an issue of experience within the team. It will therefore be the case that the new Head of Planning and the AD G&R will have to support for the foreseeable future the two remaining planners within the team. As experience grows work rate will improve.

One of the two Development Management Planner posts whilst permanent and on the establishment, is actually filled on a temporary basis. To support the proposed changes at the head of service level it is necessary to permanently fill the post. This process has been completed.

Post 2: Planning Information and Monitoring Officer

The creation of a new post which has the title 'Planning Information and Monitoring Officer' is proposed to underpin and support the planning team generally and specifically to ensure that the policy team has the information required to support Local Plan production and ongoing delivery. Appendix B provides an outline of the current known monitoring tasks undertaken across a number of officers which will be pulled into the new post. The positive impact of this will be the ability of the two Planning policy and delivery officers to have more time to undertake duties associated with an impending Local Plan review. It also provides more capacity given that the senior post is proposed for deletion.

Job Profiles for each role in the proposed structure are shown at Appendix C.

Risks

The proposals above do not result in the need for the redundancy of any team members.

The planning service currently does not have any senior experienced planners within it nor a manager to oversee workload at a strategic level to deal with corporate matters, improvements to the service and to work with members of its parent planning committee. The existing structure would not necessarily result in a

head of service with any planning knowledge. The two senior planner roles when benchmarked against similar positions in neighbouring authorities are not competitive. Both of the senior planners that left the authority did so to positions with less responsibility yet higher salaries. It is felt that it would be unlikely that those positions would be filled if advertised. To ensure that the Planning Service can continue to function it would be necessary, at least on the Development Management side, to continue with an interim planning consultant. The cost of which would be £34 per hour.

Financial Impact

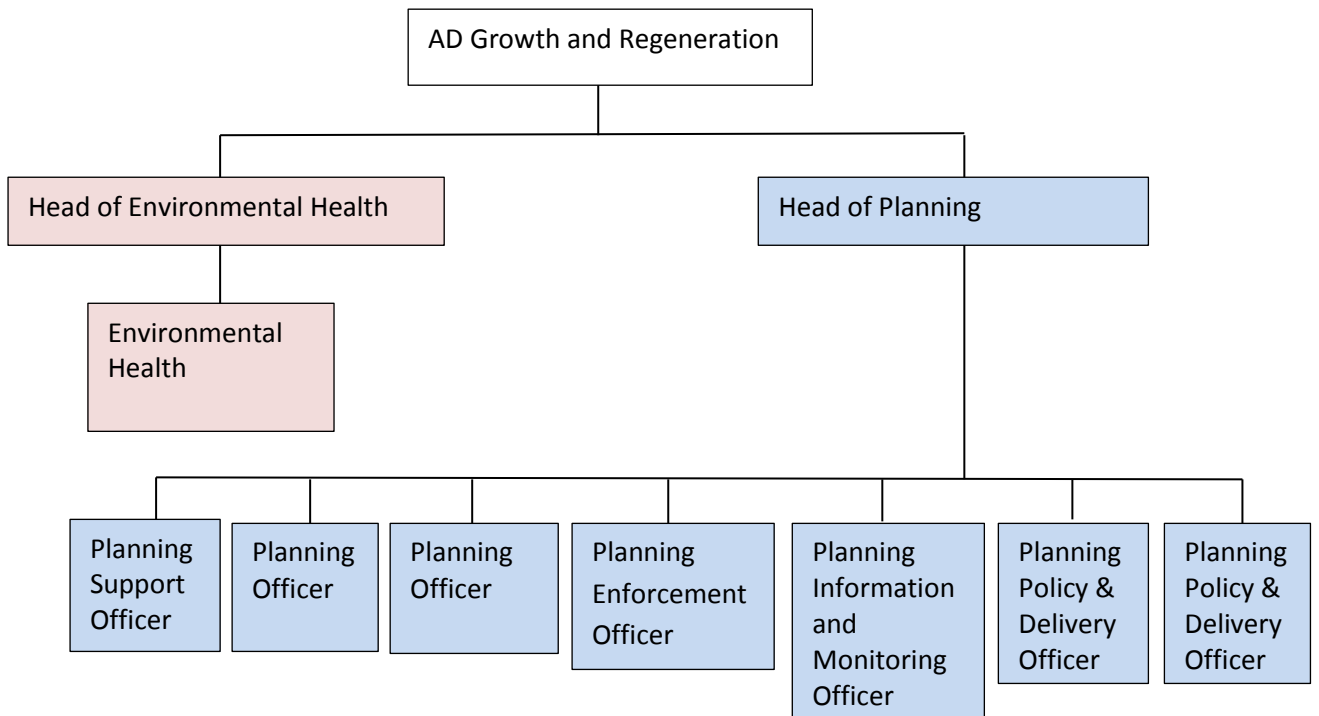
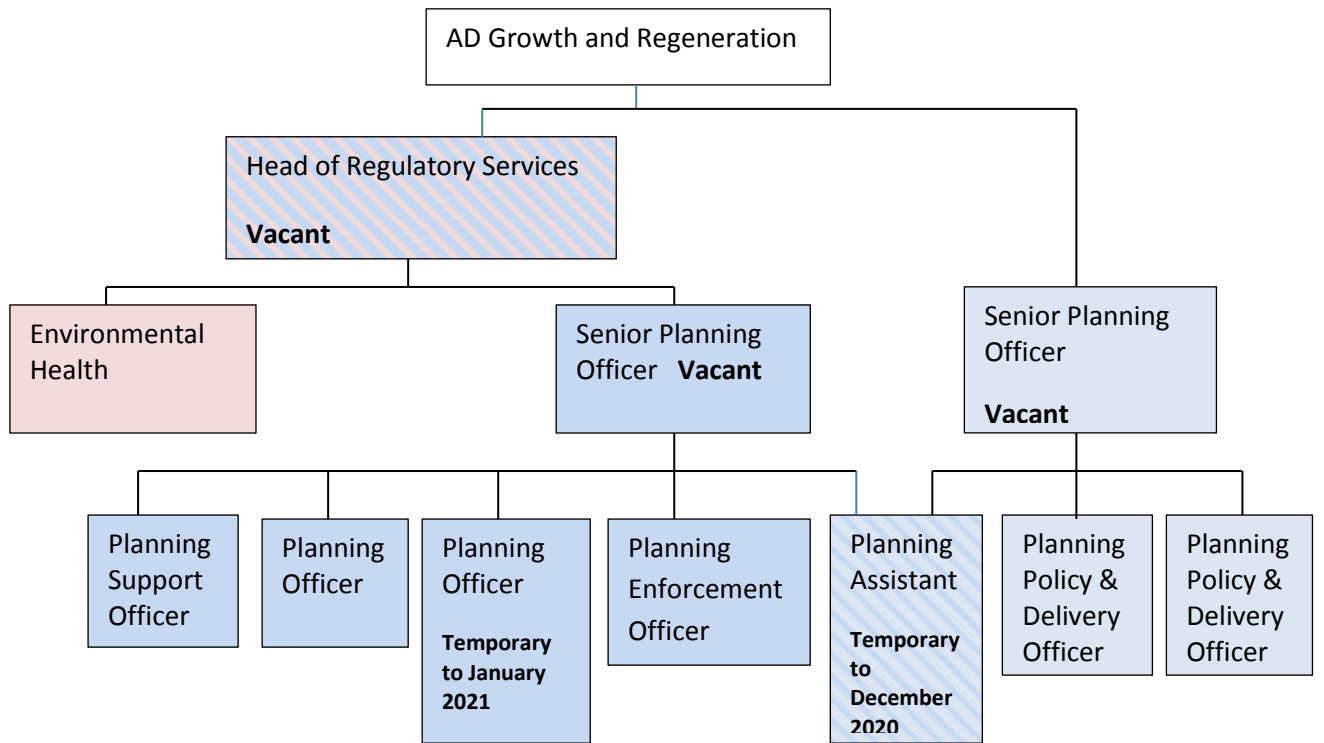
Appendix D sets out the proposed financial position when compared to the existing structure.

The existing structure has a total salary cost of £307,022.94. The proposed new structure has a total salary cost of £306,835.20 which represents a decrease in the budget of £187.74 in the first year. At Grade Maximums the existing structure has a salary cost of £319,292.00 when compared to the new structure which has a salary cost of £323,059.00 representing an increase in the budget of £3,767.40. This increase could be funded from within other existing budgets.

Appendices:

- Appendix A: Current and Proposed New Structure
- Appendix B: Monitoring Tasks
- Appendix C: Job Profiles
- Appendix D: Finance

Appendix A: Current Structure and Proposed New Structure



Appendix B: Monitoring tasks

- Maintain the monitoring database for permissions and s106 info and Exacom for CIL information
- Update the monitoring database with relevant info for new permissions on a weekly basis
- Respond to requests for information from other internal and external sources
- Respond to FoI requests within the appropriate timescales
- Liaise with Staffs County Council in relation to monitoring of developments where they are a signatory on the s106 agreement
- Carry out site visits for the purposes of monitoring development progress
- Monitor the delivery of housing across the Borough against Local Plan targets
- Monitor the delivery of affordable housing across the Borough against Local Plan targets for both number and tenure
- Monitor the delivery of employment development across the Borough against Local Plan targets
- Monitor the delivery of town centre uses within the relevant centres against Local Plan targets
- Develop and maintain good working relationships with the larger developers to assist in the monitoring of the larger sites across the Borough
- Monitor development progress on the three sustainable urban extension sites
- Carry out town centre vacancy rate survey on a quarterly basis
- Carry out periodic health checks on the local and neighbourhood centres
- Produce an Authority's Monitoring Report on an annual basis
- Produce a Housing Delivery Paper on an annual basis
- Establish and monitor the five year housing land supply figure
- Monitor the collection of s106 planning obligations and request payments as necessary
- Ensure s106 obligations are allocated appropriately
- Monitor spending of s106 income
- Send relevant letters and notices related to CIL within the necessary timescales
- Monitor collection of CIL income
- Contribute to the appropriate allocation on CIL funds
- Monitor spending of CIL income
- Contribute to the writing of the Infrastructure Funding Statement (not sure where the responsibility for this one is going to lie going forward?)
- Respond to landcharges search requests related to CIL (hopefully they will be able to find this info themselves from exacom going forward)
- Collect and report information required by MHCLG through DELTA including:
 - Housing Delivery Test
 - Green Belt Statistics
 - Housing Flow Reconciliation
- Maintain and update the Council's brownfield land register
- Maintain and update the Council's custom and self-build register and monitor permissions to ensure the appropriate number of permissions are being granted
- Contribute to the preparation of the local plan evidence base
- Contribute to the periodic review of the local plan in line with Government policy
- Contribute to the production of the Council's Strategic Housing Land Availability Assessment
- Monitor the progress of works for which conservation area grants have been applied
- Monitor the spending of the annual conservation areas grant budget

Appendix C: Job Profiles

JOB PROFILE HEAD OF PLANNING	
<p>Job Purpose</p> <ul style="list-style-type: none"> • Reporting to the Assistant Director Growth and Regeneration to oversee the Planning service ensuring alignment with business goals and the delivery of statutory and non-statutory functions. • To effectively and efficiently manage staff and financial resources to maximum advantage. • To foster a collaborative culture that leads to working closely with other services and external organisations to ensure operational service delivery. 	<p>Experience</p> <ul style="list-style-type: none"> • Experience of working in either a town planning or an environmental health environment. • Experience of service transformation • Experience of managing and developing individuals and teams.
<p>Functional Responsibilities</p> <ul style="list-style-type: none"> • Line manage the Planning Policy, Planning Enforcement and Development Management teams including carrying out annual appraisals of direct reports and ensuring the wider application of the appraisal process across teams, setting objectives and identifying training and development needs that support the development of highly skilled and motivated staff. • Lead the development of the Council's Local Plan including Local Plan examination. • Lead the identification, development and improvement of working practices, processes / procedures and systems to ensure consistency, effectiveness, quality and high customer care standards in the delivery of the Planning Service. • Document and update the relevant systems, processes and protocols for the Planning Service. • Maintain, develop and administer relevant IT systems. • Prepare briefs, written instructions, commission and ensure delivery of specialist advice to assist the delivery of Planning in relation to planning policy and development management. • Ensure the statutory requirements are performed to the highest standards. • Work with other colleagues and external partners to ensure that the work of the Planning Service contribute to the implementation of the objectives of the Corporate Plan and other relevant plans and strategies. • Provide advice to elected Members, senior officers and service users on areas of specialist / professional knowledge in a timely manner and to a high standard • Ensure that work is undertaken across service areas and the organisation to ensure the efficient and effective delivery of services and corporate projects • Ensure agenda and reports for relevant 	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> • Relevant degree or professional qualification in Town Planning or Environmental Health • A detailed knowledge of town planning or environmental health legislation and policy • A detailed knowledge of relevant processes and procedures • Budget management skills and an ability to balance resources • Knowledge of document management systems and environment and planning software • Strong leadership skills, with an ability to ensure the delivery of high levels of performance • Ability to create a climate where employees are involved, empowered and committed • Presentation skills to wide range of audiences • Skilful negotiator and ability to positively influence the perceptions of people internally and externally • Excellent organisational and interpersonal skills • Excellent attention to detail • Ability to work on own initiative • Skilled in managing time whilst balancing conflicting demands • Able to analyse data, solve problems and apply creative solutions, new concepts and untried ideas, including those untried in a Local Government setting • Full driving licence – this post attracts an Essential Car User Allowance

<p>Committees are prepared in a timely manner</p> <ul style="list-style-type: none"> • Budget responsibility for all Planning Services budgets including expenditure. • Lead the development and implementation of annual service plans. • Identify and manage risks including the use of the corporate risk management system • Undertake all corporate requirements on health & safety, equal opportunities, data protection, safeguarding, risk management and financial regulations • Represent the council at external meetings as required • Attend and public enquiries as an expert witness • Deputise for the Assistant Director as required. 	
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • Naming and Numbering • Validation criteria • Local Plan and associated evidence documents 	<p>Attributes</p> <ul style="list-style-type: none"> • Personal credibility with a high degree of integrity • Resilient and resourceful in the face of conflict and uncertainty • Commands the confidence of members, staff and partners
<p>Additional Duties</p> <ul style="list-style-type: none"> • Act as project manager on corporate projects 	
<p>Other</p> <ul style="list-style-type: none"> • Any other reasonable duties commensurate with the grade and general nature of the post. • Essential Car Users Allowance 	

JOB PROFILE – PLANNING INFORMATION AND MONITORING OFFICER	Scale E
<p>Job Purpose</p> <ul style="list-style-type: none"> To deliver the aims and objectives of Tamworth Borough Council and the Growth and Regeneration Business Plan. To support and assist in delivering the Planning Service. 	<p>Experience</p> <ul style="list-style-type: none"> Knowledge of and experience in demographics, economic, environment, housing or other planning research fields. An interest in and a working knowledge of spatial planning policy. Excellent IT skills.
<p>Functional Responsibilities</p> <p>Key responsibilities include:</p> <ul style="list-style-type: none"> To establish and maintain monitoring systems for the Planning Policy Team through the review and monitoring of relevant social, environmental and economic matters that will effect the development of robust sustainable land use policies and projects. Main duties include the following: <ul style="list-style-type: none"> a) Identify and research key land-use and economic trends that will affect the sustainable development of the Borough. b) Monitor and analyse the development and demographic trends of the Borough, including use of national datasets and sources. c) Undertake relevant surveys of land use in the Borough and contribute to the formulation of related policy outcomes. d) Undertake site surveys and primary data collection and analysis, including a lead role in preparing reports or presentations as required. e) Liaise with other service areas across the Council and partner organisations engaged in research and information to contribute and ensure efficient planning data systems and research are developed. f) Establish, review and maintain a monitoring framework for Local Plan policies and the Sustainability Appraisal g) Establish, review and maintain the Council's requirement to deliver a Local Authorities monitoring report. h) Update the Council's Strategic Housing Land Availability Assessment annually. i) Update and maintain a system for monitoring the Council's housing land supply. j) Monitor, prepare and submit returns for national, regional and Borough requirements using information technology as appropriate. k) Monitor collection and spending of s.106 and CIL income 	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> A sound basis of practical town planning skills Knowledge of the Microsoft Office suite and other IT systems Ability to use a variety of presentation and display equipment. Keyboard/IT skills and systems. Knowledge of GIS systems Ability to drive with a full, clean Driving Licence. Ability to interpret complex data; high level literacy and numeracy; good report writing and presentation skills. Ability to lead and contribute effectively at meetings. Able to organise workload effectively Project management Research skills and interpretation of data To communicate effectively with members of the public Ability to keep accurate records according to agreed systems Strong listening skills Ability to demonstrate consistent attention to detail. Ability to operate effectively as a team member and on own initiative Ability to work in partnership with other officers from the Council and external organisations.

<p>l) Contribute to the appropriate allocation of S.106 and CIL funds</p> <ul style="list-style-type: none"> • To coordinate consultation associated with the preparation of planning documents. Main duties include the following: <p>m) Development of consultation/participation exercises.</p> <p>n) Maintenance and coordination of the Council's electronic consultations database.</p> <p>o) To desktop publish the Local Plan and other planning documents as necessary OR liaise with the Authority's mapping consultants as appropriate and assist in the management of document production.</p> <p>p) To produce draft documents and reports.</p> <p>q) To maintain service delivery to the highest standards.</p> <p>r) To undertake all corporate requirements on health and safety, equal opportunities, data protection, risk management and financial regulations.</p>	
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • Support the development of planning related guidance and policy 	<p>Attributes</p> <ul style="list-style-type: none"> • Professional attitude to work
<p>Other:</p> <ul style="list-style-type: none"> • Any other reasonable duties commensurate with the grade and general nature of the post. • Access to a car • Essential Car Users Allowance 	

Appendix D: Finance

Current Structure	Total Budget	At Max Grade
	£307,022.94	£319,292.00

New Structure	Total Budget	At Max Grade
	£306,835.20	£323,059.00

	(£187.74)	£3767.40
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