

Appendix 5: Key themes from staff consultation

Public Protection and Licensing

Theme	Main Queries	Reply
Organisational design	Are the current number of resources allocated to areas enough to manage all the issues associated with the areas?	The number of resources allocated to areas has been based on demand for services. A Housing Standards Task Force and an Integrated Street Unit teams have also been created to provide additional resources to manage these specific issues.
	What is the rationale for allocating teams in areas within multi-disciplinary teams vs city wide teams?	<p>The creation of multi-disciplinary teams facilitates faster resolution and a more coordinated approach to tackling issues. In addition, this approach provides opportunities for employees to increase their knowledge, expertise in other areas of work and resilience for the delivery of services.</p> <p>Two additional service areas will be created for services that will not benefit from being delivered in neighbourhoods.</p> <p>The number of Senior Practitioners has been increased to support this approach and ensure consistency and development across the service. Key themes of work will be allocated to managers across the service to develop 'theme leads', focusing on specific areas to provide further oversight and support.</p>
	How will the sharing of activity between City Inspectors and the Noise team will take place?	<p>The capacity of the noise function will be combined with the 24-hour City Inspectors in the central area. City Inspectors will support the noise officers in times of high demand and reduce the travel time and duplication of visits to maximise efficiency and responsiveness. City Inspectors will be paired with Noise officers to allow them to gain the necessary experience to undertake noise enforcement. Noise officers will buddy up with City Inspectors in all three area teams as part of the transition process to share learning and experience.</p> <p>Responding to noise complaints in areas will facilitate a more efficient response and will free up noise environmental health officers to manage more complex and problematic noise issues which may require a greater level of professional expertise.</p>

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	Are the proposed neighbourhood ward groupings the best grouping to address key issues?	Changes have been made to the neighbourhood boundaries to address feedback received and the groupings are based on detailed analysis of the volume and type of issues.
	What support will there be for Team Managers to manage multi-disciplinary teams?	A Transition plan is being developed, providing all staff with the tools necessary to work within the new model. This includes appropriate training for team managers to manage multi-disciplinary teams.
	Is there enough resilience across service support to cover each other in the event of sickness and leave. Is this sustainable in the long term given the likely increase in their work as they support a wider range of roles and services in the ENW model?	The overall proposed number of Service Support Officer (SSO) is actually greater than what is currently in place. Currently there are five vacant posts and the proposed number of SSOs in the new structure is 7FTE. Provision has also been made within the Neighbourhood Management team to support the new aspects of the area based model and ensure that there is the appropriate level of support across the service. Although SSOs have been placed in various teams, it is expected that they will be working flexibly to support the whole service.
	What development opportunities are in the new structure for Short Term Lets Planning Officers and how is the team envisaged to work in the new structure?	Interaction, overall support and knowledge derived from the input from Senior Planning Officers will continue. The intention with short let planning officers joining a multi-disciplinary team (through the new Housing Standards Taskforce) within PPL is to facilitate faster resolution and a more holistic understanding of issues in premises. In addition, this approach provides opportunities for staff to increase their knowledge, expertise in other areas of work and to provide greater resilience for the delivery of services. Key processes will be reviewed to ensure opportunities for smarter working are identified which will form part of the transition plan. Individual development plans will be reviewed to ensure there is continuity for Short Term Planning Officers with regards to their future ambitions.
Service processes	How is the food hygiene statutory inspection programme and LA powers being addressed in the new structure?	A Senior Practitioner for Food has been added to the structure to ensure there is oversight and consistency in this area. Key processes will be reviewed to ensure opportunities for smarter working are identified. This work forms part of the transition plan.

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	How will Environmental Sciences work in their new team within PPL?	During the transition plan, key processes will be identified and reviewed as a result of working in multi-disciplinary teams.
Shift pattern	Alternative proposals have been submitted for the areas. A Shift Pattern Working Groups formed by staff and unions was created to review the proposals and agree on options to put forward to staff.	
Selection process	Will staff being assimilated have to take an assessment?	All staff being assimilated won't have to take any assessment or interview. In the event where there are more staff than posts a competitive assimilation staff will be interviewed.
	Can staff express a preference for area they would like to work within?	Yes. Staff will be given the opportunity to express a preference on the area they would like to work and Environmental Health Officers will be able to express a preference on the discipline they would like to work within. Preferences will be reviewed and considered but it is not guaranteed that staff will be granted their preference.

City Highways

Topic	Feedback	Actions
IT and systems	The systems used by deployed staff do not effectively support the requirements	An IT working group will be set up to own, prioritise and action the issues impacting the service
Job descriptions	The new job descriptions do not fully reflect the activities undertaken	Draft JDs were revised following staff input/feedback
Organsation Design	<p>Staff queried the sufficiency of the level and banding of the resources in the proposed structure. This included:</p> <ul style="list-style-type: none"> • Number of Band 4s within the inspectorate • Number of resources within the permitting and streetworks team • Ability to support the overall delivery of the service • Ability to manage the overall programme including the pipeline of activity • Ability to strategically manage CIL and S106 funding and convert these into public realm projects • Ability to manage the contracts effectively 	<p>The following changes were made as a result of the feedback:</p> <ul style="list-style-type: none"> • Additional Band 4 included in final structure • Inclusion of an executive assistant and project support • Inclusion of additional Band 2 support • Change of focus for one Band 4 role to own overall programme • Creation of a dedicated resource to manage CIL and S106 funded works • Contract management resource increased
Process	Feedback noted around how processes will work in the new structure	Processes are being reviewed as a part of the transition planning
Service Delivery	Feedback discussed concerning the service availability in the new structure.	<p>Altered the proposal to provide availability:</p> <ul style="list-style-type: none"> • 07:00 to 18:00 Mon to Fri • 08:00 to 16:00 Sat • 08:00 to 15:00 Sun <p>Shift patterns altered in agreement with the shift pattern working group to provide better work/life balance</p>