

 Employment Committee 12th September 2018		Agenda Item No. 6
Title	Neighbourhood Services – Project Resources	
For further information about this report please contact	Rob Hoof Robert.hoof@warwickdc.gov.uk 01926 456302	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Executive - 7th February 2018 Minute number 109 Executive - 25 th July 2018 Minute number 37	
Background Papers	Leamington Car Park Displacement Strategy	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	Yes - 942
Equality Impact Assessment Undertaken	N/A

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	16/08/18	Bill Hunt
Head of Service	16/08/18	Rob Hoof
CMT	16/08/18	Andrew Jones/Bill Hunt/Chris Elliott
Section 151 Officer	16/08/18	Mike Snow
Monitoring Officer	16/08/18	Andrew Jones
Finance	16/08/18	Mike Snow
Portfolio Holder(s)	16/08/18	Cllr Moira-Ann Grainger
Consultation & Community Engagement		
None		
Final Decision?		Yes

1. **Summary**

- 1.1 In early 2019 the Covent Garden multi-storey and surface car parks are due to close as part of the relocation of the Council's Head Quarters. This will mean the loss of 468 parking spaces in the town centre for a period of approximately 18 months.
- 1.2 The Leamington Displacement Strategy Report considered by the Executive on the 25th July 2018 included recommendations to increase the resources within Neighbourhood Services to support various car parking activities. These additional resources are key to delivering a number of work streams included within the strategy, and to support the town centre throughout the displacement period.
- 1.3 In the main these additional resources are fixed term posts required to cover the displacement period, with the exception of the Project Manager which is a permanent post.

2. **Recommendation**

- 2.1 That Members agree the following post to be added to the Council's permanent staffing establishment with effect from October 2018

a, Project Manager

- 2.2 That Members agree that the following fixed term posts are added to the Neighbourhood Services establishment from December 2018.

a, 2 x Ranger posts for a period of 12 months

b, 2 x Ranger posts for a period of 2 years

c, 2 x Business Support Officers for a period of 2 years

All of the additional posts are full time posts.

2. **Reasons for the Recommendation**

- 2.1 The current temporary Car Park Project Manager Post comes to an end in October 2018. The project work in Leamington will need to be delivered for the next two years, with further projects across the district for the foreseeable future.
- 2.2 These projects include the development of new surface car parks in Leamington, supporting the proposed development of the new Covent Garden multi-story car park, installation of new parking meters across the district, completing the Council's Car Park Strategy, reviewing the Council's approach to parking tariffs, replacement of Linen Street Multi-storey car park etc.
- 2.3 Due to this extensive list of projects in the coming years there is a need to establish a permanent project management post, as this will help to develop capacity within the Service Area, and allow the post holder to develop their skills and knowledge.

- 2.4 The current Ranger Team is comprised of 12.5 FTEs, and provides a number of functions including parking enforcement, staffing St. Peter's Multi-Storey Car Park, sign posting for customers, information gathering, reporting, and liaising with numerous partners and agencies.
- 2.5 The current number of Rangers is only sufficient to enforce on the Council's existing car parks, and carry out a limited range of duties. The proposed loss of the Covent Garden car parks frees up very little time, as the majority of spaces are mainly pay on foot, requiring minimum enforcement.
- 2.6 Additional visits will need to take place on Court Street, Victoria Park, Princes Drive, and St Peters Multi Storey Car Park, to ensure areas are safe and parking machines are working properly.
- 2.7 During the displacement period it is likely that there will be some confusion when the current Covent Garden Car Parks close, until car park users become accustomed to the interim parking arrangements. It is proposed to provide more resources on the ground to provide information to car park users and direct them to alternative car parks where necessary.
- 2.8 Additional Ranger resources will enable better support at peak parking times during major events, and in the destination parks during the summer months
- 2.9 Additional Rangers will be able to support the implementation of new parking machines, provide a presence and support to customers on how to use the card payment and/or pay by app facilities (this will reduce cash collections and could increase dwell times). This could include support by email/phone contact, outside of normal office hours via the St Peters office that is staffed 7 days per week.
- 2.10 An increased Ranger presence across all car parks will reduce any concerns about safety, especially the more peripheral car parks in the town.
- 2.11 The Business Support team within Neighbourhood Services currently comprises of 6 Full Time Equivalent (FTE's) (4 x Full Time and 2 x Part Time, and a Team Leader). One of the Part Time advisors is currently on Maternity Leave. The recruitment process for cover for this maternity leave has already begun as it has been demonstrated that the team have struggled to cope with the additional workload spread through the remaining members.
- 2.12 The team is multi-functional, and alongside the car parking duties the team liaises with the three main external contractors over enquiries, orders, complaints, and telephone calls. On average they receive around 450-500 phone calls and 500 emails per week, and contribute to the receiving and processing of the Council's switchboard calls. They act as the "front face" of Neighbourhood Services dealing with a large range of local environment issues. Any service request arising from a customer contact requires logging on the Council's Civica APP database. This creates an additional level of action for the Business Support Officers which differentiates the role from a traditional switchboard role of taking a call then being able to move straight on to the next call.
- 2.13 The Leamington Car Parking Displacement Strategy will increase the workload of the Business Support team in the following way:-

Proposed Closure of Covent Garden Car Parks

There are currently approximately 151 parking permits within Covent Garden Car Park, which will need refunding and/or reissuing. Clearly with construction of new parking facilities at Covent Garden new permits will need to be issued with approximately the same resource required. There will be an increase in phone calls and e-mails as a result of the removal of the car parks and the subsequent displacement options.

St Peters Car Park

One of the proposals within the Displacement Strategy is to convert St Peters Car Park into a Pay and Display car park, which could result in more Penalty Charge Notices (PCN's) being issued, with a resultant increase in enquiries and appeals. Some users of this car park rely on the Automatic Number Plate Recognition (ANPR) system, therefore changing to a Pay and Display car park will increase the amount of car park permit work for the team

Proposed Additional Car Parks

The proposal within the Displacement Strategy is to develop a number of new car parks in Leamington Spa, namely, Archery Road, Court Street, Princes Drive and Riverside House. All these will be patrolled and result in additional back office work as a result of subsequent enquiries, PCN's infrastructure requirements etc.

Potential Changes to Staff Permits

All staff/Member permits will need to change to reflect the removal of St. Peter's Car Park and Chandos Street for day time parking. Further restrictions may be required during the displacement period when the impact of changes becomes clearer on people's parking choices.

Other Implications

There will be the following workloads that will result from the displacement strategy, namely:-

- Additional phone calls – enquiries, complaints about permits etc.
- Contribution and promotion of any external communications plan
- Purchasing of additional tariff boards and payment machines
- Processing of car park season tickets on potential new sites
- Updating of web site
- Updating back office software with cost codes, new permits etc.
- Proposed additional Rangers will increase general workload.

2.13 Additional resources will be essential within the team to provide resilience over the car park displacement period, but also the period when the Council moves to its new headquarters.

4. Policy Framework

4.1 Fit for the Future (FFF)

"The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects. This report shows the way forward for implementing a significant part of one of the Council's Key projects."

“The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council’s FFF Strategy.”

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Impacts of Proposal		
The additional car parking alternatives being provided will ensure that the community will still be able to access shops and a range of other facilities during the displacement period.	New car parks will have additional lighting and CCTV to ensure they are safe to use. Increasing the number of Rangers will enable a greater staff presence across all Leamington car parks.	The various strands of the displacement strategy will ensure that any impact on the town centre resulting from the closure of the Covent Garden car parks is mitigated as much as practically possible.
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers’ needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
These proposals will ensure there are sufficient staff resources to adequately support the various displacement strategy work streams.	Car parking is an important front line service used by staff, residents, businesses and visitors. These proposals will result in	Closure of the Covent Garden car parks will result in some lost revenue to the Council. By providing alternative car parking

	both short and long term benefits to car park users.	arrangements the aim will be to mitigate this loss of income as much as possible.
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4.2 Supporting Strategies

4.2.1 The work proposed as part of this report will help to inform the developing Car Parking Strategy.

5. Budgetary Framework

5.1 The annual cost of making the current temporary Project Manager post permanent is circa £50,400 per annum. The additional cost of £25,400 for 2018/19 is proposed to be funded from the Contingency Budget (current unallocated balance £425,800). From 2019/20, this cost should be included within the Medium Term Financial Strategy

5.2 The temporary additional Ranger and Business Support resources required over a period of two years will cost circa £238k. This is proposed to be funded from the 2017/18 surplus (as included within the Final Accounts Report, also on this agenda), as part of the consideration of the full allocation of that surplus within the August Budget Review Executive report.

6. Risks

6.1 It may prove difficult to recruit people in to the 12 month fixed term Ranger posts.

6.2 The Council has made its best endeavours to mitigate parking disruption throughout the displacement period, however it cannot control the choices that car park users will make when the Covent Garden car parks close. The length of time and level of disruption is therefore difficult to ascertain, and may require the current plan to be reviewed and revised.

7. Alternative Option(s) considered

7.1 The Employment Committee could choose not to approve the recommendations in the report, in which case it would be necessary to review how the Leamington Displacement Strategy could be delivered within the current time scales, and with current resources. The inability to put in place the proposed mitigations to minimise car parking disruption, could have a significantly detrimental impact on Leamington Town Centre throughout the displacement period.