



Constitution and General Purposes Committee

12 April 2021

Title	Creation of New Post – Assistant Director – Parking and Deletion of Old Post – Head of Parking & Infrastructure
Report of	Executive Director for Environment
Wards	All
Status	Public
Urgent	Yes
Key	No
Enclosures	Appendix A – Job Description: Assistant Director – Parking Appendix B – Proposed Environment Management Structure
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Summary

The Council's Parking Service functions are proposed to operate within a fully integrated parking service reporting directly into the Executive Director, Environment. This business area will be led by an Assistant Director – Parking and will see some of the duties of the former AD for Highways and Transport redistributed to this role. The Head of Parking & Infrastructure role will no longer exist. A separate process is taking place to recast the parking service to take on the new responsibilities through the whole service hierarchy.

Officers Recommendations

- 1. That the Committee approve the creation of and recruitment to an Assistant Director – Parking within the Environment Directorate senior management team to manage the Council’s fully integrated parking service, as set out in this report.**
- 2. That the Committee approve the deletion of the post of Head of Parking and Infrastructure.**
- 3. The Committee note that the Assistant Director – Highways and Transportation role (vacant) is not being recruited to and there will therefore be no increase in AD level roles.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This paper sets out proposed changes to the LBB staffing structure to create a new Assistant Director – Parking and to establish a fully integrated parking service. This will be the Council’s business area for all scheme development and parking controls design functions being under one leadership, joining the existing permit, paid parking, car parks, enforcement, correspondence, parking debt recovery and assisted travel functions. This will report directly into the Executive Director, Environment and will see no additional Assistant Director roles created, as the vacant former AD for Highways and Transportation duties are redistributed within the Environment Directorate (including within this newly established post). The existing Head of Service role will be deleted and the parking service will absorb the increase in the cost of the role within planned service budgets.

BACKGROUND

- 1.2 The Council’s Parking management functions presently sit within the Highways and Transport area with the Head of Parking & Infrastructure reporting to the Assistant Director Highways and Transport (ADHT). With the January 2021 departure of the then incumbent of the ADHT role a decision was made to not recruit a new individual immediately but to undertake a review the structure at a senior level for the Highways and Transport areas under the Environment Directorate.
- 1.3 The outcome of that review sees the Parking and Highways functions proposed for separation into distinct areas each reporting directly to the Executive Director of Environment. The Highways functions, which are mostly delivered through the Council’s partnership with Regional Enterprise (RE), will continue within that organisation and one of the RE director level roles will report to the Executive Director of Environment to provide the continuity of those functions’ reporting lines.
- 1.4 The Parking Service will become a direct reporting area into the Executive Director of Environment with the proposed role of Assistant Director – Parking created. The existing role of Head of Parking & Infrastructure role will be deleted. The Parking Service will assume the full responsibility of the delivery of all elements of Parking, from the initial identification, design and consultation stages for new and reviewed controls all parking management schemes within the Borough’s highways. It will also lead on the development of and expenditure for public highway parking s106 contributions and the

delivery of any other sources of parking linked funding, including from the Capital funding streams.

- 1.5 This proposal aligns with the improvements to delivery of new and reviewed controlled parking zone schemes within the Borough, as set out in the paper to the Environment Committee of January 2021. This Parking Service led three year programme is based on existing resident and member led demand, road safety and congestion issues and/or development linked triggers and represents a significant increase in the size of the Council's CPZ delivery capacity. Ultimately the review could see an area approaching 75% (in area) of the Council's existing CPZs consulted with and if scheme uptake broadly matched expected demand, the area of CPZ controls in the Borough could grow by 30-60% during the period. After the programme, a more proactive approach to CPZ delivery will require this more active management to continue.
- 1.6 Therefore, as part of this realignment, the Parking Service will add a parking schemes management function which will manage (within the provisions of the Council's contract with RE) the direction, work prioritisation, quality standards and consultation performance of the existing RE parking design functions and associated TMOs (Traffic Management Order) for parking and traffic schemes. It will also lead for these elements in any subsequent delivery models and where necessary through any other external contracting for the same.
- 1.7 This represents a substantial additional responsibility being moved into the Parking Service from the existing Highways function and whilst staff working for RE will not change their reporting lines or see any contractual changes, it will see a large increase in the amount of work required to manage these schemes effectively undertaken by the Parking Service
- 1.8 The expected consultation and schemes expenditure is anticipated to exceed £2m over the initial three-year programme and associated income and expenditure forecasts for the programme will see a net increase of income of £3m per annum by the fourth year. The income generation being a net figure includes provision for new and enhanced roles, including this post.
- 1.9 As part of the change of the role to an Assistant Director (AD) level an opportunity will be provided to have all the Council's Area Committees led by an AD or above level individual. The existing Parking Head of Service is the lead officer for the Finchley and Golders Green residents forum and area committee. This change would help to continue to drive the improvements in support to the area committees, which has been undertaken jointly between the Governance team and Environment directorate.
- 1.10 The role will be involved in the development of future delivery of the Parking Design and TMO functions presently with RE at the end of their contracted period, including either contract specification or work associated with insourcing or other arrangements.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Council's ambitions for the growing Parking CPZ schemes and the level of support this will need at a managerial level, as well as taking the opportunities of not recruiting to the AD of Highways and Transport, see the creation of an AD level role to lead the integrated parking service as the most appropriate option.

- 2.2 Other Councils recently recruiting to AD level for the senior leader of the Parking Service (some with other aligned functions) include; Newham, Ealing, Hounslow and Havering. As one of London's largest parking authorities, Barnet should continue to position its senior roles so as to recruit and retain high quality individuals. The movement to an AD level role, responsible for a projected £25m+ of income and up to £15m expenditure per annum, is well aligned to the responsibility and pressures of the role.
- 2.3 The restructure of the Highways leadership arising from the vacant AD of Highways and Transportation provides the opportunity for this to take place in conjunction with wider improvements in parking and highways, including the start of the new term contractor for Highways and the start of the CPZ programme. It will not impact the potential for future reviews in conjunction with the end of the existing RE contract in future years.
- 2.4 The proposed Assistant Director – Parking will be a core member of the Environment leadership team and provide strength to this important income generating and publicly facing Council function. It will also ensure that post COVID-19 recovery, particularly for high streets, has a senior environment team leader involved at a critical level.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 **Do nothing:** The Constitution and General Purposes Committee could choose to maintain the status quo in respect of the current structure of the team under the AD for Highways and Transportation. However, a need to recruit to that role would see the overall cost increase and potential to achieve benefits from integrating the parking design and consultation functions with the rest of the parking service would not be achieved, potentially impacting the CPZ programme and associated traffic management improvements and expected income improvement forecasts.

4. POST DECISION IMPLEMENTATION

- 4.1 The Assistant Director for Parking will be recruited to. The existing Head of Parking and Infrastructure will be displaced and will be ring-fenced to the role and will undergo a formal selection process.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 N/A.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 The Assistant Director for Parking will be funded from existing budget.

5.3 Social Value

- 5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic, and environmental benefits. Before commencing a procurement process, commissioners

should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area of stakeholder.

5.4 Legal and Constitutional References

- 5.4.1 In accordance with Appendix A to the Responsibility for Functions sections of the Council's Constitution, the Constitution and General Purposes Committee has responsibilities for staffing matters (i.e. salaries and conditions of services) other than those within the remit of the Chief Officer Appointment Panel.
- 5.4.2 The HR Regulations in the Council's constitution (Section 2.1) require that no vacant posts at Assistant Director level or above shall be advertised or recruited to without prior Committee approval and all new posts at Assistant Director level or above shall be created by Committee decision (the Constitution and General Purposes Committee, Policy and Resources Committee or Urgency Committee) and not by delegated powers.

5.5 Risk Management

- 5.5.1 The Assistant Director role reflects a significant step-up from the expectations of the Head of Service roles. Whilst the Head of Parking and Infrastructure will be ringfenced, there is a risk of displacement if not successful.

5.6 Equalities and Diversity

- 5.6.1 The 2010 Equality Act outlines the provision of the public sector equalities duty which requires public bodies to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act (2010).
 - Advance equality of opportunity between people from different groups, and
 - Foster good relations between people from different groups
- 5.6.2 The broad purpose of this duty is to integrate considerations of equality and day to day business and keep them under review in decision making, the design of policies and the delivery of services.
- 5.6.3 The job description for the Assistant Director role has been produced and evaluated within normal HR practice.

5.7 Corporate Parenting

- 5.7.1 The changes have no direct impact on looked after children or care leavers.

5.8 Consultation and Engagement

- 5.8.1 N/A

5.9 Insight

- 5.9.1 N/A

6. BACKGROUND PAPERS

6.1 None