

WEDNESDAY, 21 JULY 2021

**REPORT OF THE ASSISTANT DIRECTOR GROWTH AND REGENERATION**

**TEMPORARY GROWTH AND ENTERPRISE OFFICER**

**EXEMPT INFORMATION**

None

**PURPOSE**

To agree an additional but temporary post of Growth and Enterprise Officer, associated with delivering specific projects around Street Trading Policy and Car Park Operations focused on income generating activities with designated targets and outputs.

**RECOMMENDATIONS**

That the Committee:

1. Approves the creation of an additional Growth and Enterprise Officer at Grade F, 3 days a week, temporary for 18 months.
2. Authorise the Chief Executive to implement the changes.

**EXECUTIVE SUMMARY**

The Economic Development and Regeneration Service had additional essential income generating responsibilities added to its service areas in 2019 / 2020:

- car parks, in terms of strategy, infrastructure and operations (not enforcement)
- street trading
- market operations

Due to wider service priorities such as the Future High Streets Fund and service delivery arising as a direct result of the pandemic, it has taken time to understand the baseline position of these service areas for the following reasons:

- FHSF workload;
- Covid related workload around the distribution of grants;
- Reset and Recovery; and
- The transfer of duties were not supported by the transfer of staff.

These new and unforeseen workloads has unfortunately meant that the necessary service improvements to new work streams has not progressed as anticipated. Given that FHSF workload will again create capacity issues with the delivery of a new enterprise centre and flexible space around Middle Entry, that will require the ED and Regen team to contribute to, there is becoming an urgency to create capacity to move income generating workload forwards.

The service is involved in the delivery of outcomes related to the Corporate Reset and Recovery Programme specifically leading on the Economy, Business and Regeneration work stream. Currently work on this workstream is resourced from within existing capacity but as requirements grow, there will be limitations on resource.

To meet income targets, legislative / regulatory requirements there is an immediate need to fund a temporary post of an additional Growth and Enterprise Officer on a part time basis (3 days per week) for up to 18 months to increase capacity in order to deliver the following specific work streams:

- Project manage the review of Street Trading Policy, associated licences / permits, secondary policies and relevant processes from inception to completion with launch in September 2022
- Lead on consultation of policies and processes and seek approval through relevant governance processes.
- Oversee the implementation of the policy dealing with all matters related to its launch.
- Support the development of the Car Parking estate specifically focusing on the implementation of new contracts and services to support income generation, not day to day operations.
- Cover duties at the TEC, where the permanent Growth and Enterprise Officer is unavailable / on leave, in order to provide service resilience.

## **RESOURCE IMPLICATIONS**

The role and core functions of this role will be the same as the current, permanent, full time Growth and Enterprise Officer.

The primary focus of the role will be to ensure the Council has all policies, procedures and processes in place and consulted upon around the wide remit of activities identified under Street trading policy, by September 2022, when current temporary government legislation around pavement licences end.

In order to ensure policies are developed to the correct details, stakeholders are consulted and correct governance is followed, an officer is needed for start by no later than 1<sup>st</sup> September 2021.

The following shows key timelines of activity for this officer in delivering outputs in support of the permanent G&E officer.

- **September 2021 to March 2022**
  - Engage with relevant stakeholders
  - Draft policies and procedures
  - Agree and design internal processes

- Lead project working group
- Engage members
- **March to September 2022**
  - Lead and respond to Public consultation
  - Amend policy based on consultation
  - Set fees and charges
  - Engage Members
  - Go through relevant Governance committees; ISG; Licencing Committee; Cabinet.
  - Support TEC and G&E capacity during TEC 2 design phase.
- Support development of car park strategy / review
- **September 2022 to end Feb 2023**
  - Oversee implementation of policy going live.
  - First point of contact for internal and external stakeholders – queries / complaints.
  - Review processes to ensure working correctly.
  - Close Street trading policy project
  - Support TEC and G&E capacity during TEC 2 build phase.
  - Support development of car park strategy / review.

The costs for this additional role are as follows and will total £33,416 for 18 months.

<b>Grade F – scp 23</b>	<b>2021/2022 (7months)</b>	<b>2022/2023 (10 months)</b>	<b>TOTAL</b>
<b>Basic Pay (2.5% uplift per annum)</b>	£9,952	£16,568	£26,520
<b>On costs (26%)</b>	£2588	£4,308	£ 6,896
<b>Total</b>	£12,540	£20,876	£33,416

This role will be funded from existing budget within in the wider Economic Development and Regeneration Service. £17,600 will be funded from salaries underspend in 2021/22. £6800 from growth hub retained fund & £9052 from economic development retained fund.

## **LEGAL/RISK IMPLICATIONS BACKGROUND**

Without additional resource, there are the following risks to service delivery:

- New Street trading processes and policies are not ready in time for September 2022.
- Opportunities to increase income from areas such as car parking and street trading policy is not realised, with no strategy for improvement or development put in place.
- The Head of Service will not have capacity to bring forward significant corporate priorities as per expectations.
- Relevant strategies are not developed to allow a clear structure for future service delivery resource planning – town centre, car parks, visitor economy, business support.
- Not enough capacity and resource is committed to acting client side on the TEC / Middle Entry FHSF projects in the enabling phases to ensure correct products.

## **EQUALITIES IMPLICATION**

None

## **SUSTAINABILITY IMPLICATIONS**

This role, whilst identical to that of the current Growth and Enterprise Officer will have a specific focus on two areas (street trading policy / car parks) that have the potential to create significant additional revenue for the Council, if given the correct level of investment. Growing income in these areas will contribute to the wider financial sustainability of the Council.

## **BACKGROUND INFORMATION**

The current workload of the core EDR team, excluding temporary contracts and day-to-day roles, is vast and diverse. The team is effectively split into three specialist services, Economic Development, Regeneration and Commercial Services.

This part of the business case specifically looks at the commercial services team, which has responsibility for the following:

- Operation and development of Tamworth Enterprise Centre.
- Development and future operation of TEC 2 and Middle Entry project - FHSF.
- Contract management and development of Tamworth Market.
- Operation and development of Car Parking estate.
- Operation and development of street trading policy and linked policies, processes.

The current Growth and Enterprise Officer is primarily responsible for this area with support from the Head of Service. The commercial services team faces the following challenges in context of the resource it has available:

- Legacy issues – car parks / street trading policy have ongoing issues that have not been fully resolved and require detailed interventions in a short time period.
- Low income - Street trading budgets and related activity need to be reviewed to ensure they are fit for purpose and that correct fees and processes are in place. Due to the pandemic car parks revenues have more than halved with severe uncertainty about future revenue. This has been exacerbated by critical issues with current machine infrastructure.
- The Street Trading policy is a significant project that touches upon and impacts across broader corporate themes, the project actually is more about how the council licenses and approves activity across the wider public realm – private ownership and public. Whilst street trading policy could be looked at very much in isolation, to do a wider piece of work would assist with a coordinated approach to generating and managing commercial focused incomes in a consistent and clear manner.
- The nature of the work streams require intensive consideration, consultation, stakeholder engagement and many must go through corporate governance structures.
- Capacity within the wider team is very limited and in some areas, particularly around the commercial work streams is only enough to keep services running at a minimum, with little or no capacity to continue the development of programmes / projects.

The wider EDR team has the following Critical work streams, on top of day to day work, that are going to need the most investment over the next 2 years:

- Gungate
- Town Centre Strategy / Masterplan
- ARG business support
- Levelling up fund submission
- Amington Local Centre, community woodland and local nature reserve extension
- TEC 2 client side
- Middle Entry Client side
- Street trading policies and implementation
- Car park policies, review and delivery implementation.
- Market operator implementation
- Shared prosperity fund
- R&R work streams – Economy, Business and Regeneration

#### **REPORT AUTHOR**

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#### **LIST OF BACKGROUND PAPERS**

Business Case

#### **APPENDICES**

None

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