

## Crawley Borough Council

### Overview and Scrutiny Commission

Agenda for the **Overview and Scrutiny Commission** which will be held in **Ashurst Hall - The Charis Centre**, on **6 November 2017** at **7.00 pm**

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**Head of Legal and Democratic Services**

Membership:  
Councillors

B A Smith (Chair), T G Belben (Vice-Chair), M L Ayling,  
Dr H S Bloom, R G Burgess, C A Cheshire, I T Irvine, R A Lanzer,  
T Lunnon, A Pendlington, T Rana, K Sudan and L Vitler

Please contact Democratic Services if you have any queries regarding this agenda.  
[democratic.services@crawley.gov.uk](mailto:democratic.services@crawley.gov.uk)  
Published 27 October 2017

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Switchboard: 01293 438000  
Main fax: 01293 511803  
Minicom: 01293 405202 DX:  
57139 Crawley 1  
[www.crawley.gov.uk](http://www.crawley.gov.uk)

Town Hall  
The Boulevard  
Crawley  
West Sussex  
RH10 1UZ

## Part A Business (Open to the Public)

Pages

- |  | Pages   |
|--|---------|
| <b>1. Apologies for Absence</b>  |         |
| <b>2. Disclosures of Interest and Whipping Declarations</b><br><br>In accordance with the Council's Code of Conduct, Councillors of the Council are reminded that it is a requirement to declare interests where appropriate.<br><br>Councillors must also declare if they are subject to their party group whip in relation to any items under consideration. |         |
| <b>3. Minutes</b><br><br>To approve as a correct record the minutes of the Overview and Scrutiny Commission held on 2 October 2017 and consider any matters arising.   | 3 - 8   |
| <b>4. Public Question Time</b><br><br>To answer any questions or hear brief statements from the public which are relevant to the items on this agenda. The period will end after <b>15 minutes</b> or later at the Chair's discretion.   |         |
| <b>5. Receiving Customers in the Town Hall PAT/30</b><br><br>To consider report PAT/30 of the Head of People and Technology.   | 9 - 16  |
| <b>6. Transformation Plan and Review of Current Progress</b><br><br>To receive an update from the Transformation Manager, reviewing the 2015-2016 Transformation Plan, including various Systems Thinking Reviews and to also note future service delivery.  |         |
| <b>7. Town Centre Parking Scrutiny Panel Update Report</b><br><br>To consider Report CH/177 of the Head of Crawley Homes.  | 17 - 22 |
| <b>8. Health and Adult Social Care Select Committee (HASC)</b><br><br>The next meeting of HASC is scheduled for 9 November 2017.   |         |
| <b>9. Forward Plan - and Provisional List of Reports for the Commission's following Meetings</b><br><br>To consider any requests for items to be referred to the Commission.   |         |
| <b>10. Supplemental Agenda</b><br><br>Any urgent item(s) complying with Section 100(B) of the Local Government Act 1972.   |         |

## Crawley Borough Council

### Minutes of Overview and Scrutiny Commission

Monday, 2 October 2017 at 7.00 pm

#### Councillors Present:

M L Ayling, Dr H S Bloom, C A Cheshire, I T Irvine, R A Lanzer, T Lunnon, K Sudan and L Vitler

#### Also in Attendance:

Councillors S J Joyce and B J Burgess

#### Officers Present:

Heather Girling	Democratic Services Officer
Nick Hobbs	Housing Needs Manager
Clem Smith	Head of Economic & Environmental Services

#### Apologies for Absence:

Councillors B A Smith, T G Belben, R G Burgess and T Rana

Natalie Braham-Pearl      Chief Executive

#### Absent:

Councillor A Pendlington

#### 24. Appointment of Chair

In the absence of the Chair and Vice Chair, it was agreed that Councillor Cheshire chair the meeting.

#### RESOLVED

That Councillor Cheshire be appointed Chair for the duration of this meeting.

#### 25. Disclosures of Interest and Whipping Declarations

The following disclosures were made:

Councillor	Item and Minute	Type and Nature of Disclosure
Councillor R A Lanzer	Proposed Crawley Growth Programme (Minute 30)	Personal Interest – Member of WSCC

## 26. Minutes of Previous Meetings

The minutes of the meetings of the Commission held on 4 September 2017 and 6 September 2017 were approved as a correct record and signed by the Chair.

## 27. Public Question Time

No questions from the public were asked.

## 28. Amending the Housing Allocations Scheme

The Commission considered report SHAP/60 with the Cabinet Member for Housing and the Housing Needs Manager. The report requested approval for amendments to the Allocations Policy that would increase the prevention of homelessness through use of the housing register.

During the discussion, the following points were expressed:

- The quota system and sub-quota percentage figures identified in Appendix One should read 'up to 80%' and 'up to 20%'.
- Confirmation obtained that where homeless preventions were made via the housing register, the five year local connection criteria would apply.
- Recognition that alternative options for temporary accommodation (TA) were regularly considered by officers and that opportunities to increase the Council's TA portfolio was ongoing.
- Waiting times can be difficult to predict as the Council operates a Choice Based Lettings policy, whereby applicants bid (register their interest) for the accommodation they want, being able to exercise choice.
- "Universal Credit" was not seen to be having an adverse impact as currently in Crawley this only applies to new claimants who are single.
- Recognition that liaison to prevent homelessness regularly occurred with stakeholders, registered providers and landlords.
- Acknowledgement that the changes to the scheme would prevent an immediate and significant rise in homeless applicants in nightly paid temporary accommodation and would give an increased priority (to how it is now) to applicants who were at threat of homelessness.
- Whilst supportive of the report it was recommended that the date for implementation should be agreed in consultation with the Cabinet Member for Housing.

### **Recommendations:**

That the Commission agreed to support the recommendations to the Cabinet but requested the date of implementation should be agreed in consultation with the Cabinet Member for Housing.

## 29. Community Infrastructure Levy - Governance, Prioritisation and Spend Proposals

The Commission considered report PES/257 with the Head of Economic and Environmental Services. The report presented options for the governance, allocation

and spend of Community Infrastructure Levy monies and sought approval for the preferred options.

Members made the following comments:

- Clarity was provided over the current “Crowdfunder” guidance and eligibility criteria.
- Confirmation provided over the capital programme together with the proposed priority strategic infrastructure schemes.
- Support for a clear explanation as to how the “Crowdfunder” platform would work which would assist project owners in submitting proposals.
- Recognition that the use of the Crowdfunding for the Neighbourhood Improvement Strand was not a prerequisite for neighbourhood specific proposals, as town wide schemes could be identified. A moderating process would be undertaken to ensure a balanced approach, as each project needed to demonstrate a tangible benefit to the town.
- Acknowledgement that there was the option to promote the “Crowdfunder” platform to companies from a corporate social responsibility perspective.
- Confirmation provided over the capital programme together with the proposed priority strategic infrastructure schemes.
- Acknowledgement that liaison was taking place with Community Development to assist in capacity building and to complement the existing grants programme.
- Support for the scheme together with the review but the Commission felt it would be beneficial to provide a review report after 6 months of operation.
- It was recommended that an equivalent offline version should be made available and in addition that an Equalities Impact Assessment was completed.
- It was recommended that the CIL Steering Group included non-Cabinet Members.

**Recommendations:**

That the Commission supported the recommendations to the Cabinet with the proposals identified above.

### **30. Proposed Crawley Growth Programme 2017-21**

The Commission considered report PES/259 with the Head of Economic and Environmental Services. The report sought approval for the council’s contribution from the Town Centre Regeneration Fund to support the Crawley Economic Growth Programme.

During the discussion, the following points were expressed:

- Confirmation was provided regarding the capital funding and individual growth programme schemes including highways, connectivity improvements for residents and commuters and community space.
- Recognition that there was an opportunity to work with the Employ Crawley team to facilitate access to job opportunities throughout the programme.
- Acknowledgement that there was an aim to increase public transport capacity and further work would be undertaken throughout Manor Royal. It was noted that publicity of the improvements would be paramount.
- Clarity that the project partners for the programme involved key stakeholders and partners which included WSCC, Manor Royal BID and ‘Metrobus’.
- Support for the scheme, which would result in positive outcomes and investment for the town.

## **Recommendations:**

That the Commission supported the recommendations to the Cabinet.

## **31. Overview & Scrutiny Commission Work Programme 2017-2018**

Members reviewed report OSC/260 presented by the Chair of the Commission. The report contained the findings from the Commission's Workshop which had been examined and discussed in depth.

The Commission reviewed each of the topics:

Town Centre Parking -

The information already obtained would be circulated imminently however other material was available on the WSCC website.

Review of Outside Bodies and Organisations –

There were mixed views regarding whether to proceed with a scrutiny review. The topic had been heavily debated at the OSC Workshop. Some Members again thought that there would be benefit in clarifying roles, communications, reporting arrangements in addition to being able to survey Members, Link Officers, outside organisations and assess the current administrative process to identify improvements. However other views were voiced that perhaps information could be gained via alternative methods (Members' seminar or officer's report) as opposed to a full scrutiny panel.

It was moved by Councillor Lunnon, seconded by Councillor Irvine that a vote be taken on whether to approve the topic for a scrutiny review. As a result of the vote, the Overview and Scrutiny Commission approved 'Review of Outside Bodies and Organisations' for a scrutiny review.

New Town Hall Reception –

It was acknowledged that Commission Members would be in receipt of a presentation and update report prior to the end of the calendar year.

Identifying and Monitoring HMOs –

Members noted that the update report would be programmed into the OSC Work Programme, provisionally set for early 2018.

Housing Associations –

Members noted that the update report would be programmed into the OSC Work Programme, provisionally set for early 2018. This would allow Members to seek additional information and gain further information on the work of Crawley Homes and Housing Associations.

## **RESOLVED**

1. That the following was agreed following the OSC Workshop for each of the proposed topics:

Town Centre Parking –

- That the Overview and Scrutiny Commission does not proceed with a full scrutiny review.
- That a 'one-off' update report on the original recommendations and actions to-date/so far to be provided to OSC on the Town Centre Parking Scrutiny Panel.

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- That further information be obtained on the Chichester and Crawley road space audits, with particular relation to the scope.

#### Review of Outside Bodies and Organisations –

- That the Overview and Scrutiny Commission approves the topic for a scrutiny review.
- That nominations are sought (via Democratic Services) for the membership for the Panel, based on 5 Members (i.e. 3 Labour and 2 Conservative Group Members in accordance with political proportionality).
- That a Chair for the new Scrutiny Panel be established.

#### New Town Hall Reception –

- That the Overview and Scrutiny Commission defers a full scrutiny review due to the information and evidence already in place.
- That the OSC receive a report or presentation from the Head of People and Technology setting out the setting out the research, information and survey results together with feedback from Town Hall WG site visits which would allow members to ‘scrutinise’ the information available allowing members to ‘scrutinise’ the information available. This can be programmed into the 2017-2018 work plan once the lectern trial approach has been completed.

#### Identifying and Monitoring HMOs –

- That the Overview and Scrutiny Commission does not proceed with a scrutiny review on Identifying and Monitoring HMOs as this is an area governed by legislative requirements that the Council has to operate within.
- That a ‘one off’ report is provided to OSC by the Head of Strategic Housing and Planning Services setting out the legislation and how the Council responds.
- That non-Commission Members be invited to attend the relevant meeting of the OSC (with particular reference to members of the Planning Committee given the nature of the suggestion proposed).

#### Housing Associations –

- That the Overview and Scrutiny Commission defers a full scrutiny review on Housing Associations.
- It is recommended that the OSC receive an update on the work within Crawley Homes and further information on Housing Associations at one of its meetings. This would allow Members to seek additional information.

2. That the Overview and Scrutiny Commission Work Programme for 2017-2018 be agreed as set out in report OSC/260 with an acknowledgement that it would remain flexible to consider other items throughout the year.

## **32. Health and Adult Social Care Select Committee (HASC)**

An update was provided from the most recent HASC meeting. Key items of discussion included:

- Patient Transport Service – Now undertaken by South Central Ambulance Service NHS Foundation Trust (SCAS). The performance of the service was improving although it was noted that there were still some areas requiring attention,
- Clinically Effective Commissioning – A new regional NHS initiative which aimed to improve the effectiveness and value for money of healthcare services by ensuring that commissioning decisions across the region were consistent, that they reflect

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best clinical practice, and that they represent the most sensible use of limited resources. It was felt that was a benefit in all the CCGs working together to develop common policies and approaches.

## **33. Forward Plan - November and Provisional List of Reports for the Commission's following Meetings**

The Commission confirmed the following reports:

- Treasury Management Mid-Year Review 2017-2018
- District Heat Network
- Town Centre Signage and Wayfinding
- Future Delivery of Crawley's Building Control Service
- Affordable Housing Supplementary Planning Documents (SPD) – provisional referral

### **Closure of Meeting**

With the business of the Overview and Scrutiny Commission concluded, the Chair declared the meeting closed at 9.45 pm

C A Cheshire  
**Chair**



# Agenda Item 5

## Crawley Borough Council

### Report to Overview and Scrutiny Commission 6 November 2017

#### Receiving Customers in the Town Hall

Report of the Head of People & Technology, **PAT/30**

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#### **1. Purpose**

- 1.1 An information report on new ways of working in the Contact Centre.

#### **2. Recommendations**

- 2.1 To the Overview and Scrutiny Commission:

That the Commission notes the report.

#### **3. Background**

- 3.1 A scrutiny suggestion on the New Town Hall Reception was submitted and subsequently discussed at the Overview and Scrutiny Commission (OSC) Workshop in September 2017 and Commission meeting in October 2017.
- 3.2 The trial of a podium as a focal point for staff to base themselves and also to further draw attention as to where customers need to go while still giving staff the freedom to be able to serve customers in the current way (floor walking) was initiated in August 2017. It was noted that the podium would be a trial approach and feedback was requested. Evaluation would then take place on the most effective working practices which will assist in collating evidence as to which way of working would be best to ensure the council is able to deliver the best possible service to its customers in the future in the new building.
- 3.3 Given the nature of the questions being raised and that the podium was in a trial phase acting as a 'mini reception', it is proposed that the examination of the scrutiny topic be deferred. It was proposed that the OSC receive a report or presentation from the Head of People and Technology setting out the research, information and survey results, together with feedback from site visits which would allow Councillors to 'scrutinise' the information available.

#### **4. Development of new ways of working in the Contact Centre**

- 4.1 The Contact Centre takes a leading role in delivering the front line services to customers responding to telephone calls, emails and visitors to the Town Hall. The purpose of the service is to offer a "one stop shop" to deal with a range of enquiries in a single location or transaction. Over the last 4 years the Contact Centre

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management team have been delivering an incremental plan to improve customer service in the current town hall building.

- 4.2 The layout of the face to face service had many shortcomings:
- 2 separate receptions meant that customers were queuing twice which was a cause for customer dissatisfaction
  - Long queues for cashiers at certain times of the month
  - The long narrow layout with two public entrances (from Exchange Road car park and the Boulevard) with some customers using the foyer as a cut through which makes the space hectic and confusing
  - There were no opportunities for customers with simple service requests to self-serve
  - The staff and managers were located over two floors which limited flexibility to respond to peaks and troughs in demand
  - The front reception desk was not suitable for disabled customers or for those needing some privacy when explaining their requirements.
  - Staff using the same entrance throughout the day
- 4.3 The managers developed a plan to improve the space and to increase the availability of staff to provide services to customers. By the autumn of 2016 this included:
- Removal of shelving and displays to open up views of the central courtyard area
  - Redecoration of the ground floor area with different colours for different zones
  - The introduction of self-pay kiosks that take cash to meet the need of customers when cashiers is closed and during peak demand periods
  - The introduction of self-service screens to allow customers an alternative option for some service requests
  - The move to one reception at the front of the building to ease confusion and to stop the need for repeat queuing
  - Co-location of telephone service and face to face service to allow greater flexibility to respond to customer demand
  - Trials of floor walking to manage the queues at reception and to assist customers to use self-service screens, self-pay kiosks. These staff were able to provide a more personal service including the opportunity to take the customer to a more private space where appropriate.
- 4.4 This range of initiatives provided significant improvements to the delivery of services in the face to face space. However staff were still hampered by the limitations of the building and in particular the unsuitability of the reception desk at the front of the building.
- The desk was not suitable for wheel chair users (feedback received from Town Access Group - TAG)
  - The high level desk and glass screen were not welcoming for customers
  - It did not offer any privacy for customers
  - There was no obvious place to queue that did not cause an obstruction during peak periods
  - It was not possible for staff to assist customers with use of self service options or the use of house phones from behind the formal structure of the desk
  - Staff felt they were unable to assist customers as much sufficiently which meant queries were not being resolved "one stop"
  - Customers and visitors to the building were queuing at the same location.
- 4.5 Contact Centre managers considered models used by other Councils such as Croydon and by other private sector customer service organisations such as banks

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where floor-walking was being used increasingly. Following the success of the limited use of floor walkers to supplement the reception staff it was decided to extend the trials. This involved whole days when the reception desk was closed and services were provided by floor walkers. This was positively received by customers but the presence of an unmanned reception desk caused confusion.

- 4.6 The feedback from the majority of staff carrying out the floor-walking trials was positive with many seeing it as a much more effective way to interact with customers. It gave them more freedom to resolve enquiries without a “hand off” to another colleague in the Contact Centre and it gave them the ability to move around rather than being stuck behind a desk. They preferred being able to greet customers as they entered the building rather than making them wait in a queue and they were also able to assist customers to report things themselves through the self-service machines. There were a minority of staff who did not like the floor walking role and wanted to continue to work behind a traditional reception desk.
- 4.7 It was agreed at the Town Hall Board that it was appropriate to facilitate this new way of working by taking out the reception desk and that decision was then endorsed by CMT. The Cabinet Member and the Shadow Cabinet Member for Resources were also consulted on the proposal at this stage as was the Branch Secretary of Unison.
- 4.8 Following this ‘in principle’ decision, the Contact Centre Managers carried out a series of meetings with staff in the Contact Centre and service managers who used the reception desk. The purpose of these meetings was to understand their concerns and to agree revised processes which could be put in place in advance of the removal of the desk. Some managers would have preferred to keep the desk as a drop off point for documents, keys etc. but alternative procedures were agreed to ensure that services could continue to function effectively. Email communication of the imminent change was sent to all staff and Councillors ahead of the change.
- 4.9 The reception desk was removed in November 2016 and the introduction of the new way of working was monitored closely to identify any teething problems. A number of changes were implemented within the first few weeks to address these issues.
- Addition of a post box in face to face area
  - Additional house phones
  - Additional signage and badges for floor walkers
  - Additional guidance to floor walkers about remaining visible at all times.

There was also an extended period of working with the IT team to improve the wi-fi reception and to procure better tablets for floor walkers.

- 4.10 The numbers of customers entering the building and potentially requiring assistance from floor walkers varies but a conservative estimate would be 150 per day. Informal feedback from customers over the first couple of months showed that there was an initial surprise for customers who were used to coming in and queuing for reception. However, most were comfortable with the changes once they realised how the floor walkers worked. There were a handful of complaints in the first 2 or 3 months and these were about the lack of a reception desk rather than any concern about the delivery of service. A detailed survey was carried out in January/February 2017.
- 4.11 Over a seven week period, 42 customers agreed to take part in the survey about the changes made to the ground floor, during various times of the day. The customers surveyed came in for a variety of different services and were all asked to rate the

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level of service received by the floor walkers out of 10 and average ratings have been calculated.

- 4.12 Of the customers surveyed, 17 were seeing the changes to reception for the first time. The comments from this group of customers was very positive and on the whole they liked the changes. The majority felt that they did not have to queue and felt they had received a helpful, friendly service provided by the floor walkers. These customers also found this service more personable, quicker, easier to use, more spacious and the floor walkers helped them more with their enquiry. The new customers rated the service received as 9.33 out of 10 and the customers returning to the Town Hall for the first time rated the service received as 9.16 out of 10.
- 4.13 There was some feedback around not always being able to identify the floorwalkers when the area was busy. The other main point was that some regular customers were dissatisfied that their routine had been disrupted with the removal of the reception and felt disorientated by the change. Overall the Floor Walking service rated an average of 9 out of 10 from all customers taking part in the survey. The overriding impression from customers was of a positive, friendly and professional experience from the floor walkers. Further details are available at appendix 1.
- 4.14 The Contact Centre Managers have continued to monitor the performance of the floorwalkers to make sure that they are all offering a proactive service and that they are ensuring that they remain visible for customers walking into the building. Although this has improved, the layout of the building means there are times when the service is very busy and it isn't clear where the customer should go when floor walkers are all engaged with other customers. In order to address these concerns a podium has been introduced on a trial basis from August 2017 to provide a focal point for customers and staff. The new lighter tablets are also in use which makes it easier for the staff to use them without the need for a surface to rest on and more reliable corporate wi-fi is also available.
- 4.15 There have been some concerns raised from staff about their safety in the event of an aggressive or difficult customer challenging them. This is not a new issue as the contact centre staff have always worked in the face to face space with a wide range of customers. Additional controls were introduced and a risk assessment for the floorwalkers was developed and agreed by the Corporate Health and Safety Manager this year. The other concern that some staff have is the need to stand for long periods of time. This has been managed by keeping shifts to 4.5 hours with a tea break in the middle. Staff with health reasons are either given shorter shifts or asked to work in other parts of the contact centre. It has also been agreed that some of the floorwalkers can sit down when it is quiet but there should always be one member of the team standing at the podium and they should all be ready to serve customers as they enter the building.
- 4.16 A further survey of customers was carried out in October 2017. 28 customers took part and 93% found the floor walkers to be approachable, friendly and helpful. 82% felt the service from the floor walkers was good, very good or excellent. When asked about the podium, 68% thought that it was identifiable and half of those questioned thought that there was no need for any improvements in the provision of services in the face to face area. Suggested improvements included a more prominent podium, better signage and consideration of uniform for the floor walkers.
- 4.17 71% of customers thought their enquiry was dealt with in a private manner and this is consistent with the previous survey which showed privacy provided by the floor walking staff was much higher than had been the case with the reception desk. Further details are available at appendix 2

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- 4.18 The Contact Centre Managers have also sought feedback from floor walking staff. Whilst the podium does create a focal point for customers entering the building and does make them more visible to customers. The staff feel that it has restricted them in being able to move around the face to face area when serving customers. They also feel that it has limited their ability to discuss matters of a more private nature away from the podium space. The management team are drawing up new guidelines to assist the floor walking staff on how best to manage these issues within the limitations of the current face to face area. Trials of using a more defined dress code and clothing with corporate branding are being introduced to improve visibility.
- 4.19 Taking all the feedback into account the podium does offer the best option for customers within the limitations for the current building and it is proposed to keep this in place for the remainder of the time that the Contact Centre are based in this building.

## 5. Costs

- 5.1 The cost of implementing all the structural and decorative changes has been less than £10,000 over 4 years using council staff and existing maintenance contractors and there have been no additional revenue costs.
- 5.2 There were additional costs for the implementation of self-pay machines which were funded from capital IT budgets. These machines have a support and maintenance cost of £2,813 per annum.
- 5.3 The Contact Centre has also invested in 6 tablets for the floor walkers at a cost of £650 each including carry cases and screen protectors. The use of tablets and the learning from the trials in the contact centre have been extremely valuable as part of the wider mobile working project to see how different technology can support staff working in a more agile way

## 6. Implications for the new Town Hall

- 6.1 We want to ensure we retain all the positive elements of customer service that we have developed in the current building with exceptional interactivity and access for service users and we are working with our designers to ensure we do not recreate any of the negative elements of the current contact centre.
- 6.2 Councillors have taken part in workshops with the design team to outline the accommodation brief for the new town hall and the Member Working Group has participated in site visits to support the governance of the project. A further all member seminar is planned for 6<sup>th</sup> December to share features of the interior design. There is also a wider consultation programme with the public, staff workshops are taking place throughout September and October, Unison and groups such as the Crawley Tenants Panel. Due to the sensitive nature of this section of the report, should Members wish to scrutinise this conclusion in further detail, the meeting will need to move to Part B (Exempt item) where the report can be discussed.

### Report author and contact officer:

Lucasta Grayson,  
Head of People & Technology  
X8213

**Podium and Floor Walker Survey October 2017**

**Appendix 1**

2. What service did you come in for?		3. Is this the first time you have been in or have you been in before? If you have been in before are there any differences from the service you received from the Podium or from mobile Floor Walkers?		4. Were the Floor Walkers easy to identify? If no how could they be more identifiable?		5. Was the Floor Walker who assisted you approachable?		If not, why?
Benefits	14	Yes	7	Yes	19	Yes	26	
CTX	6	No	21	No	9	No	2	1 said staff looked moody and the other said they didn't want to answer Floor Walkers questions
HHP	3							
Parking	2							
Garages	1							
Meeting	1							
Other	1							

6. How did you find the service they provided?		7. Was it clear where you should go? If no how could we make this clearer?		8. Do you feel the Floor Walker was clear to you about what would happen with your enquiry? If no what else could they have done?		9. What do you think of the podium/lectern?	
Average	2	Yes	20	Yes	20	Don't like it, Ug	6
Acceptable	2	No	8	No	5	Don't mind it	2
Efficient	1			NA	3	Its ok but needs to stand out more	7
Good	18					Clear Focal Poi	2
Very Good	4					Its good/ok	7
Excellent	1					Like it, stood ou	4

Key:

CTX - Council Tax

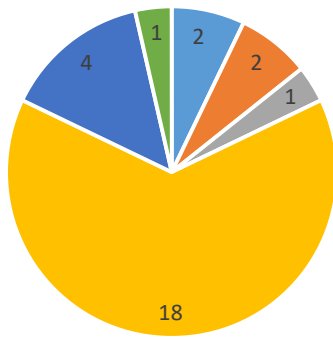
HHP - Housing Help Point

**Appendix 1**

10. Did you feel that your enquiry was handled in a private manner? If no how could this have been done more privately?		11. What else could we do better with the Floor Walking service?	
Yes	20	Make Podium more identifiable	3
No	8	Better signage	3
		Make staff more identifiable	3
		Nothing	11
		Improve Privacy	4
		Fine with how it is and prefer it	3
		Improve Self-Service	1

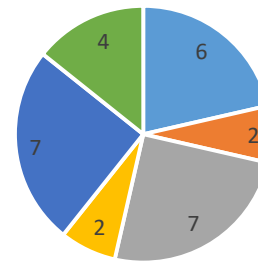
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How did you find the service they provided?



■ Average ■ Acceptable ■ Efficient ■ Good ■ Very Good ■ Excellent

What do you think of the podium/lectern?



■ Don't like it, Ugly ■ Don't mind it  
 ■ Its ok but needs to stand out more ■ Clear Focal Point  
 ■ Its good/ok ■ Like it, stood out

# Agenda Item 5

## Floor Walking Survey April 2017

### Appendix 2

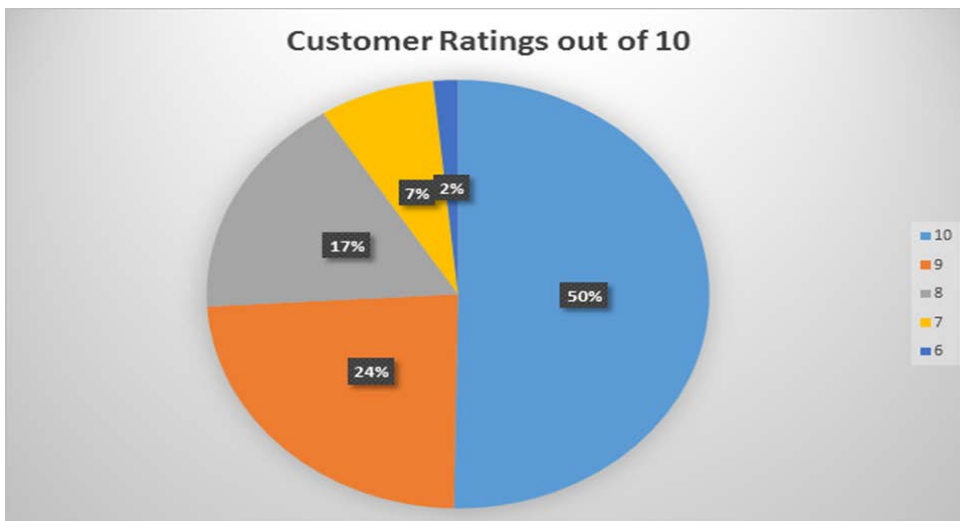
Surveyed	Av Score out of 10
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New Customers	3	9.33
Existing but 1st time since changes made	14	9.16
Existing and been in after changes made	25	8.87

Total	42	9.12
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All Customer Ratings out of 10	Total	%
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10	21	50%
9	10	24%
8	7	17%
7	3	7%
6	1	2%





# Agenda Item 7

## Crawley Borough Council

### Report to Overview and Scrutiny Commission 6 November 2017

#### Town Centre Parking Scrutiny Panel Update Report

Report of the Head of Crawley Homes, CH/177

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#### **1. Purpose**

- 1.1 The purpose of the report is to provide members of the Commission with an update following the conclusion of the Town Centre Car Parking Scrutiny Panel that concluded in July 2014. Details from the review can be found in the background papers.

#### **2. Recommendations**

- 2.1 To the Overview and Scrutiny Commission:

That the Commission note the report and the work undertaken within the car parking service.

#### **3. Reasons for the Recommendations**

- 3.1 The Overview and Scrutiny Commission has a role in reviewing and scrutinising the implementation of completed scrutiny reviews.
- 3.2 To ensure that the Commission only establishes Scrutiny Panels for appropriate topics, that will be likely to create strong recommendations which will add value and make a difference, whilst not duplicating any other work that has recently taken place or currently being programmed.

#### **4. Background**

- 4.1 A Scrutiny Panel was established in 2014 to review the transport/travel and parking related issues within the Town Centre and four adjacent neighbourhood parades.
- 4.2 The Panel met 4 times between March 2014 and May 2014. The Members of the Panel were Councillors B K Blake (Chair), B J Burgess, R G Burgess, C A Moffat and P C Smith.
- 4.3 The initial scope of the review was to explore the range of parking opportunities currently available in the Town Centre and to explore the range of parking opportunities currently available (including the quantity and cost of parking) in adjacent neighbourhoods. Its purpose was to ascertain if there was demand for and the potential to create additional parking sites, whilst also identifying if there could be improved or alternative travel options or travel incentive options for Crawley Residents or whether to provide specific recommendations that could attract new customers to the Town Centre and help retain or increase new businesses to the area.

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- 4.4 The Panel was able to compare parking costs of all parking operators across the Town Centre and in doing so found that Crawley Borough Council parking charges compared favourably with other parking operators in the Town. From 1<sup>st</sup> April 2017 the council altered its Town Hall pay and display tariffs to make them more competitive with other local car parks. It also introduced Sunday all day parking charges of £1 all day for its off-street car parks.
- 4.5 The Panel was also able to compare parking costs with other Local Authority facilities in West Sussex and in doing so found that Crawley Borough Council parking charges compared favourably with other Local Authority parking facilities.
- 4.6 A very comprehensive survey of the Town Centre Accessible Parking provision was undertaken by Crawley Borough Council's Access Officer. The survey and report were presented to the Panel. The Panel were advised that prescribed Standards were not being met across the Town but some operators were working in partnership with the Town Access Group (TAG) to continually improve provision and standards of disabled parking spaces.
- 4.7 From evidence provided by Car Parking Providers within town centre (CBC, WSCC, NPC, County Mall and RPC) there is no shortage of parking facilities at most times within the town centre. Data provided showed that outside of the seasonal peak, most car parks are averaging less than 70% occupancy. As some of the surface car parks are developed for residential purposes this will change and there will be more of a premium on parking in the town centre.
- 4.8 Car parks in the main were well situated around the periphery of the town shopping centre with most located on or near the major distributor roads.
- 4.9 Most parking is in 'off street' car parks with very little 'on street' parking. This was by 'design' with the original traffic management plan for the new town. On street parking was controlled by pay & display. Most 'off street' car parks also worked on a pay & display system meaning that it was easy to either over pay for a short stop or to underpay if delays are encountered. There is a range of charging scales around the various car parks in the town centre allowing people choice of best value for the time taken whether short (under one hour), medium term, or long term (4 hours and over to all day). Tariffs are linear so time is accorded for the amount paid (rather than fixed per hour). Zoned Parking charges are higher the nearer you get to the Town Centre. The Council's car parks were competitively priced in comparison to neighbouring Towns. County Mall operates on a 'pay on exit' system, ensuring customers pay only for the time used.
- 4.10 Accessible car (Disabled / Blue badge) is predominantly 'on street' in the centre of town. There are also spaces for disabled in all 'off street' car parks but privately owned operator sites were not always to standard. Some town centre car parks had won awards for design and 'usability', The Council's car parks at both the Orchard Street and Exchange Road had both received the 'Safer Car Park' award.
- 4.11 The electronic display system highlighting empty car park spaces to drivers entering the town are showing their age and could be updated. Additional information could be displayed with either additional windows or on a time sharing basis to show number of Accessible spaces and availability. The signs could also display a fixed message on average cost per hour. This system is WSCC owned and managed. Although both CBC & WSCC web sites have live information on car parks and space availability, these do not appear to be widely used.
- 4.12 Car park use appears to be based on the customers' previous experience and choice, as most were unaware of the available options and so would not necessarily get best value in parking time for their money.

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## 5. Update on the implementation of the recommendations of the Town Centre Car Parking Scrutiny Panel

5.1 A systems thinking review was undertaken with the car parking service and a number of changes were implemented as well as progressing work on these recommendations. Unfortunately, all members of the original team have left the Council's service so both maintaining the systems thinking approach and progressing the recommendations has been difficult. Most processes have been reviewed and a new IT system introduced.

### 5.2 Recommendations –

a) Increase public awareness throughout parking facilities within the town. Some car parks (Town Hall especially) should have more prominent marking/labelling.

*CBC website has been developed to highlight car parks within town centre (not just CBC owned). The website also includes available disabled bays within the town centre. Banners and large signs have also been displayed on Kingsgate, Kilnmead, Babcocks, Exchange Road and Orchard Street to market these specific sites, together with information being displayed on the front of the car parking webpage.*

b) Increase direction sign posting to major car parks. Increase prominence of active / live parking available pages on web sites.

*CBC website has been developed to highlight car parks within town centre (not just CBC owned). The website also includes available disabled bays within the town centre. Banners and large signs have also been displayed on Kingsgate, Kilnmead, Babcocks, Exchange Road and Orchard Street to market these specific sites.*

c) Consider the development of a Crawley Borough Council smart phone APP that would include details of town centre and neighbourhood car parks.

*Whilst an app has not been developed the website now displays town centre car park information.*

d) Consider occasional / seasonal 'wrap' feature to include a map/plan identifying parking availability in local press, to increase public awareness of parking offered in Crawley Town Centre highlighting variations in cost/hour for specific usage.

*Crawley Live 'wrap' information was used at Christmas time. This is a popular time to display car park information.*

e) Consider highlighting the location of spaces for the disabled. Erect large notice boards at the entrances to the car parks showing the floor (if applicable) and location(s) of accessible spaces. On each floor there should be a ceiling mounted sign to indicate location of each space.

*The disabled spaces are highlighted within Council car parks and clearly identified on the ground within car parks. In car parks signage in place on the wall where appropriate. Exchange Road car park has been re-designed following systems thinking as there was feedback that there were too many conflicting signs. The CBC surface car park has also had new signs installed. The CBC website also includes available disabled bays within the town centre.*

f) Investigate possible use of parking enforcement team in oversight of parking in the many service areas that are not part of highways area by providing a service contract between the Town Centre Partnership (on behalf of the many shops and commercial concerns) and the County and Borough Councils.

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*The parking enforcement team operates primarily under contract with WSCC in enforcing on street parking areas and the controlled parking zones. WSCC provide 80% of the funding for the service. Any variations to the current workload would need to be evaluated against expected income from parking enforcement or from parking fees against the costs of additional staff to manage this. There is a need to balance resources alongside the many service areas. However, the Council now operates control of Crawley Hospital car park, with an agreed percentage of income retained from the P&D and all income from PCNs. An additional CEO is also funded through the hospital car park agreement.*

- g) Seek additional areas from current unused land for long term (6 hours or over) for commuter traffic. Only one car park at moment specifically targets this market segment. More of this parking type would decrease use of parking spaces in recreation areas. Encourage private land owners to consider this temporary use of their land.

*Work is ongoing in relation to the impact of losing certain car parks to future housing development and the increased housing development in the town centre.*

- h) Consider ensuring that all parade car parks and recreational areas in the neighbourhoods with immediate access to the town centre (West Green, Northgate, Three Bridges & Southgate) have parking restrictions in place allowing parking up to a maximum of 2/3 hours with no return for 2/3 hours. Ideally this should be consistent throughout all neighbourhoods.

*It is intended to recommence work on this by carrying out parking surveys of the parades to understand the extent of the problem but this will also link in with the work on the town centre parking capacity, and the road space audit now underway through WSCC. Any increase in CBC off-street restrictions would need to be matched by appropriate staffing (on-street and office based) to ensure we are fulfilling our obligations to WSCC.*

- i) Consider stopping access to playing field car parks before 9:00am to discourage commuter parking in these areas.

*This was investigated and a report prepared identifying the problem car parks and recommendations are currently with the relevant Cabinet Members.*

- j) Consider replacing current Council obsolete parking meters used in its own Car parks with modern, state of the art 'Pay on Exit' machines that will accept payment by cash (full change given), card or by mobile phone.

*The pay machines have been updated at Exchange Road and Orchard Street car parks and now allows payment by coins, cards and contactless. Payment can be for part hours. Charges are linear for time required.*

- k) Improve pedestrian access from the High Street through to Orchard Street to increase awareness and use of Orchard Street Car Park for both the day time and night time economies.

*The redesign of the High Street, together with the advancement of Morrisons and new housing development has increased awareness of Orchard Street. The increased use of Orchard Street is almost entirely business users. Several large companies have purchased a large number of Season Tickets this year greatly improving revenue.*

## 6. Further Information

- 6.1 There have been many changes in service provision since 2014, most notably the Systems Thinking Review. Whilst it is acknowledged that some car parks have restrictions, there are several car parks in the town including the following:

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Kilnmead surface	County Mall	The Broadway
Town Hall Multi Storey	Railway Station	The Broadway (Disabled Only)
Town Hall surface	Centenary House	Barclays Bank
Babcock's	Crosskeys	Orchard Street Multi Storey
The Boulevard (West)	Crawley Leisure Park	Orchard Street surface
The Boulevard (East)	B&Q	Morrisons
Kingsgate Multi Storey	Library	Asda
Queensway (Disabled Only)	Parkside	

- 6.2 Car and Parking Standards are set out in the Crawley Borough Local Plan 2015 – 2030, which was adopted by Full Council on 16 December 2015. It now forms the council's development plan and sets the planning policies under which development control decisions will be taken.
- 6.3 Parking standards are essential in terms of ensuring that developments have a satisfactory provision of car parking spaces and cycle parking spaces, but also to ensure that other more sustainable methods of transport are still utilised.
- 6.4 In addition, the older residential neighbourhoods, where modern parking needs of residents were not foreseen when the neighbourhoods were first developed, have limited on-street car parking spaces available. However, owing to the limitations of the highway network and the ever increasing need to retain environmental assets and open space, it is believed that policies contained within the Local Plan should still concentrate on more sustainable modes of transport in order for the town to accommodate a growing travel demand.
- 6.5 WSCC has recently commenced feasibility work into its road space audit for Crawley and recent information has been circulated to Commission Members.

## 7. **Background Papers**

[Town Centre Parking Background Report OSC/205](#)

[Town Centre Parking Scoping Framework](#)

[Town Centre Parking Introduction Report OSC/216](#)

[Town Centre Parking Scrutiny Panel Minutes 18.2.14](#)

[Town Centre Parking Scrutiny Panel Minutes 18.3.14](#)

[Town Centre Parking Scrutiny Panel Minutes 14.4.14](#)

[Town Centre Parking Scrutiny Panel Minutes 13.5.14](#)

[Town Centre Parking Final Report OSC & Cabinet July 2014 OSC/223](#)

[Town Centre Parking Scrutiny Panel Documents 2014](#)

Contact officer:

Karen Dodds, Head of Crawley Homes

karen.dodds@crawley.gov.uk

01293 438256

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