

## **12. Borough Core Capacity Statement**

### **12.1 Historical context**

- 12.1.1 Hackney Council has made very significant strides over the last three years in developing and improving all areas of transportation. We have moved from being a failing authority with a skeleton traffic and transportation team to an authority able to work in partnership and deliver on transport initiatives and projects.
- 12.1.2 A new political system was introduced in 2002, which involves Hackney residents voting for a directly elected Mayor. The Mayor selects some of the Councillors to be part of his Cabinet.
- 12.1.3 In the Cabinet, there are lead members for Environment and Regeneration to provide a clear focus for transport and regeneration policies and programmes, including policy developments, scheme consultation and approvals. The Council's four Neighbourhood Committees have delegated powers to examine transport policies and programmes in their neighbourhoods.
- 12.1.4 Over the past few years, Hackney Council has pulled itself out of a precarious financial position following years of no overall political control when the Council was seen as a failing authority. But following the advent of directly elected Mayor, Jules Pipe, there has been strong political leadership and a new financial management system has been adopted. Following the success of these changes, major investment in services has been possible.
- 12.1.5 In December 2003 the Audit Commission recognised Hackney Council as the most improved council in London and in the top ten most improved councils in the country. Improvement and delivery within the transportation areas have assisted in this recognition.

### **12.2 Tangible resources**

#### **12.2.1 Organisation and People**

The Streetscene department is mainly responsible for delivering the Council's transport programme by translating funding into effective programmes and projects. The Streetscene department structure is illustrated in table 11-1 below.

## Management Structure:

- Head of Streetscene
- Traffic & Transportation Manager
- Highways & Engineering Manager
- Streetscene Strategy Manager

11.2.2 There are three administrative officers who work directly for management, while providing office support for the teams. These posts are all agency staff, however one of the posts has funding approved and recruitment is currently underway to fill it. It is expected that once this post is filled the number of agency staff will decrease.

12.2.3 **Traffic Team:** The Traffic Team are responsible for implementing the capital programme for local safety schemes, bus priority, cycling improvements, bridges and structures, traffic calming, safer routes to schools and works associated with developers, as well as investigating, analysing and designing all traffic schemes, and making Traffic Orders. There are currently 15 members of this team, 3 of whom is permanent with the remaining 12 being agency staff. The Team comprise of one team leader, two principal engineers and 12 engineers.

Recruitment to fill several permanent positions is currently underway. It is expected that once these permanent posts have been filled that the number of agency staff will decrease.

12.2.4 **Road Safety Team:** The Road Safety Team is responsible for managing and providing Road Safety and School Crossing Patrols as well as undertaking Road Safety Education, Training and Publicity. They are also responsible for the design, consultation and implementation of roads safety engineering measures. There are currently 7 members of this team, 4 of whom are permanent with the remaining 3 being agency staff. This team comprises of one team leader, two principal engineers, three senior engineers and one School Crossing Patrol Manger. Recruitment is currently underway to fill further six permanent posts in this team. It is expected that once these permanent posts have been filled that the number of agency staff will decrease.

There are also 40 School Crossing Patrol Officers who are permanent part time staff members. There is funding for another x of these positions and attempts are being made to fill these roles; however there is a national shortage of School Crossing Patrol staff.

12.2.5 **Transportation Team:** The Transportation Team are responsible for managing the Local Implementation Plan (LIP), promoting and lobbying for public transport service improvements, liaising with the Mayor and Transport for London in relation to transport issues, developing Transport Policy and Planning.

There are currently 8 members of this team, 3 of whom are permanent, 4 agency and one seconded. They comprise one team leader, one principal transport planner, one principal engineer, two senior engineers, one policy

officer, one project officer, and one school travel plans officer who has been on secondment from Sustrans since August 2004. There are 3 other permanent positions that have funding approved, with recruitment underway to fill these. It is expected that once these permanent posts have been filled that the number of agency staff will decrease.

- 12.2.6 Streetscene Strategy Team:** The Streetscene Strategy Team coordinates the management of the public highway and the quality, character and potential it represents in contribute directly to the improving the community and commercial aspirations.

The Team provides project management on public realm improvement projects, such as environmental improvement or works to the highway, such as the PRIDE Project. The Team also acts as the first point of contact between TfL and the service to ensure and coordinate compliance with the Traffic Management Act.

In addition to the Streetscene Strategy Manager, the team comprise one policy officer, two project coordinators and a project assistant.

- 12.2.7 Highways Major Projects & Infrastructure:** The Highways Major Works Team are responsible for designing, maintaining and improving the Borough's streetscene. There are currently 14 members of this team, three of whom are permanent and 11 of whom are agency staff members.

The team comprise two principal engineers, two senior engineers, one highways technician, one highways inspector, and one highways engineer. There are 4 other permanent positions that have funding approved, with recruitment underway to fill these. It is expected that once these permanent posts have been filled that the number of agency staff will decrease.

- 12.2.8 Highways Inspectorate & Maintenance:** The Highways Inspectorate and Maintenance Team is responsible for new roads and street works, land searches on highways, the inspection of public highways, repair of all defects, assessing all applications for crossovers, managing and co-ordinating road and street works, including the activities of the Utility Companies on the public highway via the New Road Street Works Act and related legislation, the implementation of the Traffic Management Act, highways related insurance, all minor schemes on public highways, and managing the Highways Register.

There are currently 11 members of this team, 3 of whom are permanent and 10 of whom are agency staff. They comprise one team leader, two senior engineers, two highways drainage technician, and 8 highways inspectors. There are currently 13 other permanent positions that have funding approved, with recruitment underway to fill these. It is expected that once these permanent posts have been filled that the number of agency staff will decrease.

- 12.2.9 Street Lighting:** The Street Lighting Team are responsible for the maintenance and repair of all lit items of furniture (lamps, signs etc), the overseeing of contractors, replacement columns, barriers, gates, benches,

bollards, signs, crossings, the implementation of festival lighting and schemes throughout the borough including new schemes for changes in road layouts.

There are currently 9 members of this team, 3 of whom are permanent and 6 of whom are agency staff. They comprise one principal engineer, 4 senior engineers, 2 senior technician engineers, one highways technician and one technician engineer. There are 3 other permanent positions that have funding approved, with recruitment underway to fill these. It is expected that once these permanent posts have been filled that the number of agency staff will decrease.

### **12.3 Management Systems – Hardware & Software**

- MS Office/Project
- Computer Automated Drafting (CAD)
- Financial Management System (FMS) Cedar
- Mayrise

### **12.4 Depots, Machinery and Equipment**

The Department has three pool vehicles for site visiting purposes;

- One Electric van (Citroen Berlingo)
- One Electric bike,
- One bicycle

### **12.5 Intangible resources**

#### **12.5.1 Plans and policies**

##### **Key strategies of the Environment Directorate**

- Public Realm Design Guide (LBH, 2006)
- Streetscene Strategy (LBH)
- Hackney Transportation Strategy (2006)
- Unitary Development Plan (1995)
- Draft Local Development Framework Core Strategy (2005)
- Hackney Cultural Strategy 2003
- Hackney Enforcement and Pollution Service Area Plan 2004/07
- London Borough of Hackney Draft Consultation Air Quality Action Plan (2004)
- London Borough of Hackney Review and Assessment of Air Quality (2004)
- London Borough of Hackney Air Quality Updating and Screening Assessment (2004)
- Hackney's Crime and Disorder Reduction Strategy 2002 - 2005
- Hackney's Community Strategy 2005 – 2015: Mind The Gap

- London Borough of Hackney Waste Recycling Strategy 2002 – 2004
- Hackney Enforcement Strategy
- Hackney Parks Service Plan 2004/07
- Hackney Pollution Team Plan 2004/07
- Hackney Environment Directorate Service Plan 2004/07
- Hackney Streetscene Service Plan 2004/07

## **12.6 Decision Making Process / Stakeholder involvement**

12.6.1 See Chapter 11 for consultation process and comments received during the Stage 1 and 2 consultations of the Transport Strategy and LIP.

### **12.6.2 Data Collection and Sets**

See Chapter 10 on Performance Measures.

### **12.6.3 Quality Management & Quality Assurance**

Hackney Environmental Department has the following accreditations:

- Investors in People (IIP) status awarded in 2004 for the whole Council

### **12.6.4 CPA Assessment, CharterMark, Best Value**

CPA Assessment: Transport services, including Highways, were rated poor following an inspection in January 2004 with excellent prospects for improvement.

## **12.7 Financial implications**

12.7.1 In this LIP document, the Council has set out a bid programme of the order £5 million per year. The current year's and previous year's settlements are of a similar order. The Council is fully committed to delivering its programme of transport infrastructure improvements and delivering the policies set out by the Hackney Transport Strategy. The Council is therefore confident that the resources available match the bids being put forward to ensure delivery on the schemes and initiatives set out in this document.

## **12.8 Non Financial Resource Requirements**

12.8.1 In this LIP document, the Council has set out a comprehensive programme that is consistent with the Mayor of London Transport Strategy and Hackney Transport Strategy. The Council is fully committed to delivering its programme of transport infrastructure improvements. The Council is

therefore confident that the resources available match the bids being put forward to ensure delivery on the schemes and initiatives set out in this document.

12.8.2 The Streetscene staffs are delivering the transport programme with a wide variety of intellectual and material assets. The department has embarked on an extensive programme of training directed to specific needs and initiatives.

12.8.3 Team leaders have developed a training needs strategy through the staff appraisals process. Streetscene staff have undergone training in key areas that will assist in the planning and implementation of the Councils programme such as road safety audits, NRSWA, management of health and safety (all staffs engaged in managing contractors work on the ground), financial and project management.. TfL's training assistance programme has been very significant in providing funding in this regard.

12.8.4 Robust project and programme management has been identified as a key area for further improvements in order to sustain the Council's continuous improvement in project planning and delivery.

12.8.5 The Council has adopted a project management system for all capital projects. The Streetscene department is using this system for all projects. An additional project management system has been specifically developed to manage and monitor all BSP funded projects and programme that will integrate the TfL's Bi- Monthly reporting system with a policy and project appraisal toolkit.

12.8.6 During the past few years, the council's delivery record has improved year by year and will continue to do so in the coming years. The permanent staffing level will continue to increase due to the concerted effort to recruit permanent staff in all areas.

12.8.7 The Councils overall LIP programme during the next few years is not expected to be significantly different from the programme that is currently been implemented. However, major projects requirements such as the 2012 Olympics and projects arising from the Area Action Plans such as Dalston Town Centre and Hackney Central may require additional resources. The Council will work with the Olympic Delivery Authority and TfL to identify the necessary resources required for delivering these programme.

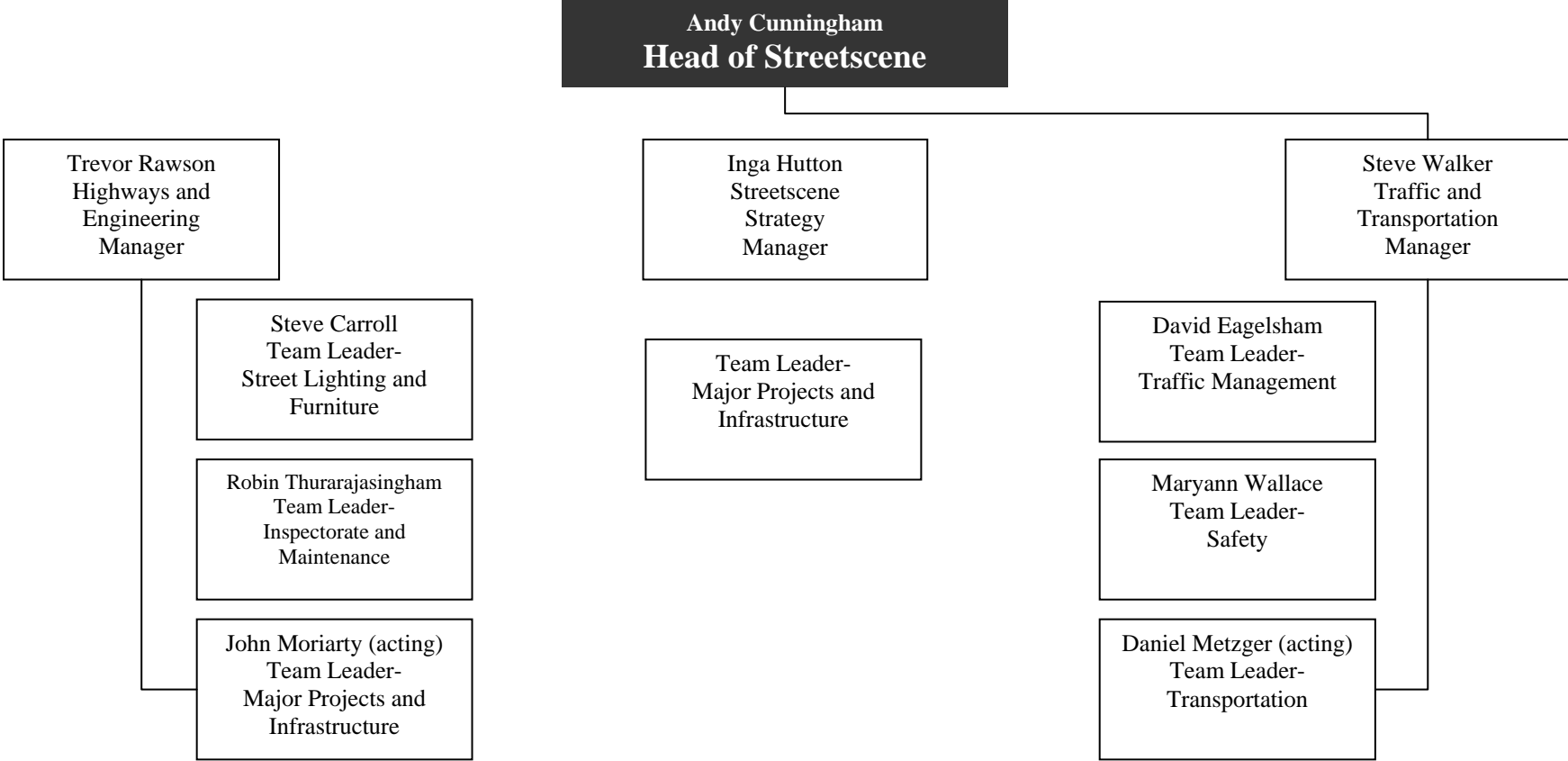
12.8.8 These projects will be delivered in partnership with other agencies that may assist in providing the necessary additional resources. Planning and development of the improvements to the North London Line and Station Access improvements for the new stations on the East London Line Projects as well as the Hackney Downs and Hackney Central Projects are already been carried out in partnership with TfL and Network Rail.

12.8.9 The Council's external contractors do make a significant contribution to project delivery. New contracts to improve performance and efficiency

including enhanced performance management and monitoring, and management of health and safety requirements have been introduced. Regular liaison and improved communications between the Streetscene department and the contractor's management teams are contributing to the improvement in Hackney's streetscene that is visible to local residents and visitors.

- 12.8.10 The contracts entered into with companies providing winter gritting and other services for London Borough of Hackney include clauses that require the companies to ensure they possess suitable machinery to carry out the works.

# Streetscene Structure Chart



March 2006