

8.1 Introduction

8.1.1 This Chapter sets out the non-financial capacity of the Council to deliver the projects and programmes described in Chapter 5, the Road Safety Plan and the School Travel Plan strategy. Chapter 9 provides details of the financial resources required to deliver the LIP.

8.1.2 The delivery of the LIP and its Plans will be dependent on the capacity of the Council in terms of skills and experience, the management mechanisms and the financial resources available.

8.1.3 The ability to deliver the LIP programmes and projects is linked to the financial and other resources available. In recent years the Council has received a similar funding settlement from TfL through the BSP process. Shortages of technical and professional staff, particularly of traffic engineers and transport planners threaten the delivery of the LIP programmes. New initiatives by the ALG and TfL to overcome these pressures should provide additional resources to help us to deliver our aspirations for transport. The attached staff resources are sufficient to enable us to deliver our current BSP programme. However, more staff resources will be required to deliver a substantially enhanced programme. The shortages of relevant staff and pressures on accommodation to provide space for additional staff make delivering this larger programme a challenge.

8.2 Streetscene Department

8.2.1 This department is the key staffing resource for delivering the programmes and projects in the LIP. An organisational chart is included in this Chapter. Streetscene provides services to keep the streets of the Borough clean, well-maintained, safe and accessible. This includes:

- Maintaining and improving roads, footways and street furniture
- Providing and maintaining street lights and lit street furniture
- Dealing with utilities on their streetworks
- Traffic management schemes including 20 mph zones, bus priority measures, road safety schemes, CPZs.
- Road safety education and training and cycling safety proficiency
- Controlling and enforcing car parking and bus lane infringements including the car pound for towed vehicles
- Providing car parks
- CCTV procurement, monitoring and maintenance
- Managing the requirements under the Traffic Management Act

8.2.2 External contractors are responsible for highways reactive maintenance, street lighting, highways infrastructure maintenance and CCTV monitoring. The Department makes a major contribution to

delivering environmental improvements through neighbourhood development such as funded by SRB and other externally funded projects, principally through the BSP via TfL but also Government funding such as for Growth Areas.

8.2.3 The Streetscene Business Plan for 2005–8 forms a key element for the core capacity statement.

8.2.4 Streetscene department is divided into four services. The responsibilities in each service and staffing levels are outlined below.

Highways Services

8.2.5 This Service is responsible for all Highways Maintenance, Road Safety and Traffic Engineering, Street Lighting, New Roads and Street Works Act and the Council's duties under the Traffic Management Act. The service manages 340km of roads and twice this length of footways and 16,000 street lighting columns. This 40 strong service would provide the main delivery capacity for the LIP and associated BSP.

8.2.6 The service designs, manages and implements physical schemes such as road safety measures, bus priority and cycle schemes, 20mph zones and traffic calming projects, street lighting maintenance and improvements and delivers road safety education. It delivers developer funded highway works.

Parking Services

8.2.7 This service is responsible for parking enforcement, management of Council owned car parks, management of bus lane infringements and administration of the Borough's controlled parking zones. Staffing levels of 140 deliver the service.

Waste Management and Transport

8.2.8 The main responsibilities are refuse collection and street sweeping, recycling of waste and managing the vehicle provision of the Council. The delivery of the service contract is through a partnership with Accord. The service is managed by 17 staff.

Management, Finance and Performance

8.2.9 The management, financial and performance of Streetscene is delivered by 16 staff.

8.3 Planning Department

8.3.1 The Planning, Environmental Policy and Performance [PEPP] department includes the Transportation Planning team. This team of 5 staff is responsible for developing transport policies, leads on the preparation of funding bids such as the BSP, leads on a number of projects including travel awareness and cycle training, provides advice on the transport implications for development proposals, monitors project spend and develops and maintains external partnerships. An organisational chart for the Planning and Transportation Planning group is included.

8.3.2 The Planning Policy and Strategic Sites teams in PEPP deal with policy issues and the regeneration of major development sites in the Borough.

8.4 Other Council Services

8.4.1 The Council's Joint Passenger Transport Unit [JPTU], set up in 2004, co-ordinates transport arrangements for Education Services and Social Services. The JPTU provides transport for pupils with special needs to and from school on a daily basis. Within Social Services, the JPTU co-ordinates transport for people with special needs [including vulnerable adults] to day centres, luncheon clubs and residential homes.

8.5 Management Systems

8.5.1 The key service objectives for the Streetscene department relate to service delivery and organisation. The service delivery objectives are to:

- Meet waste minimisation and recycling targets
- Deliver road safety targets
- Continue to improve borough cleanliness
- Improve road condition and street infrastructure
- Improve enforcement

Organisation objectives are to:

- Improve performance to meet CPA targets
- Continue to improve customer care, consultation and communication
- Improve capability of our people to deliver services

8.5.2 For PEPP department the key service objectives include to:

- Improve customer care, consultation and community engagement
- Provide a robust and up to date planning policy framework
- Develop and implement a transport strategy for the Borough

- Deliver strategic and neighbourhood regeneration
- Enhance the quality of the environment and improve sustainability

8.6 Quality

8.6.1 The Council has been assessed as “Good” in the Comprehensive Performance Assessment in 2005, an improvement on “Fair” in 2004 and “Weak” from 2003.

Streetscape Manual

8.6.2 The Council has adopted its first streetscape manual. The aim of the manual is to:

- Improve the environmental quality of Haringey’s streetscape
- Set consistent specifications for streetscape elements [eg street furniture and footway materials] across our Borough
- Establish guiding principles for the design and layout of streetscape elements
- Encourage good design and innovation and not be overly prescriptive
- Provide a good practice reference document for our Council and other agencies
- Provide a framework for the town centre strategies we are developing
- Encourage the development of civic pride and a sense of ownership by enabling residents and local stakeholder groups to understand our vision for Haringey’s streets

8.6.3 Improving the environmental quality of Haringey’s streetscape is a major aim of the Council’s Better Haringey programme. To deliver this the Council has developed some key principles to create a safer, more user friendly and attractive streetscape. These are:

- Reduce street clutter
- Co-ordinate the different elements of the streetscape
- Limit the range of materials
- Protect and enhance the historic character
- Enhance the identity of Haringey
- Promote accessibility for all
- Design streets as places for people
- Use of sustainable materials
- Promote ease of maintenance

8.7 People

8.7.1 The Council achieved Investors in People status in March 2005. The assessors found a commitment to learning and development with

considerable investment in learning through a catalogue of short courses, formal qualifications, including NVQs, Masters and job specific specialist examinations. The assessors found staff showed an excellent level of enthusiasm and initiative.

8.7.2 The Council will seek an Investors in People review within 18 months as a method of ensuring the ongoing embedding of good practice.

8.8 Decision Making Process and Stakeholder involvement

8.8.1 The full Council meets about 2-3 times per year. At these meetings the Council decides major policy decisions, agrees Council wide plans and the budget. The Executive makes decisions on issues such as policy initiatives and funding bids such as the BSP and LIP. The Lead Member for Environment and the Lead Member for Regeneration and Planning are responsible for key decisions in relation to transport and development.

8.8.2 Scrutiny Panels review the work of the Executive. In developing the LIP a Scrutiny Panel was established to guide the development of the LIP and Haringey's Transport Strategy.

8.8.3 The Council has established seven Neighbourhood Assemblies which meet about 3 times per year. The Neighbourhood Assemblies enable stakeholders to input to policy initiatives and give the opportunity for members of the public to raise any issue of concern.

8.8.4 As part of the development of the draft LIP a Stakeholder Forum was held in December 2004 to consider issues and priorities for the LIP. Groups representing transport, environment, residents and elderly and disabled people participated in the event.

Final Local Implementation Plan
Chapter 8 Borough Core Capacity Statement

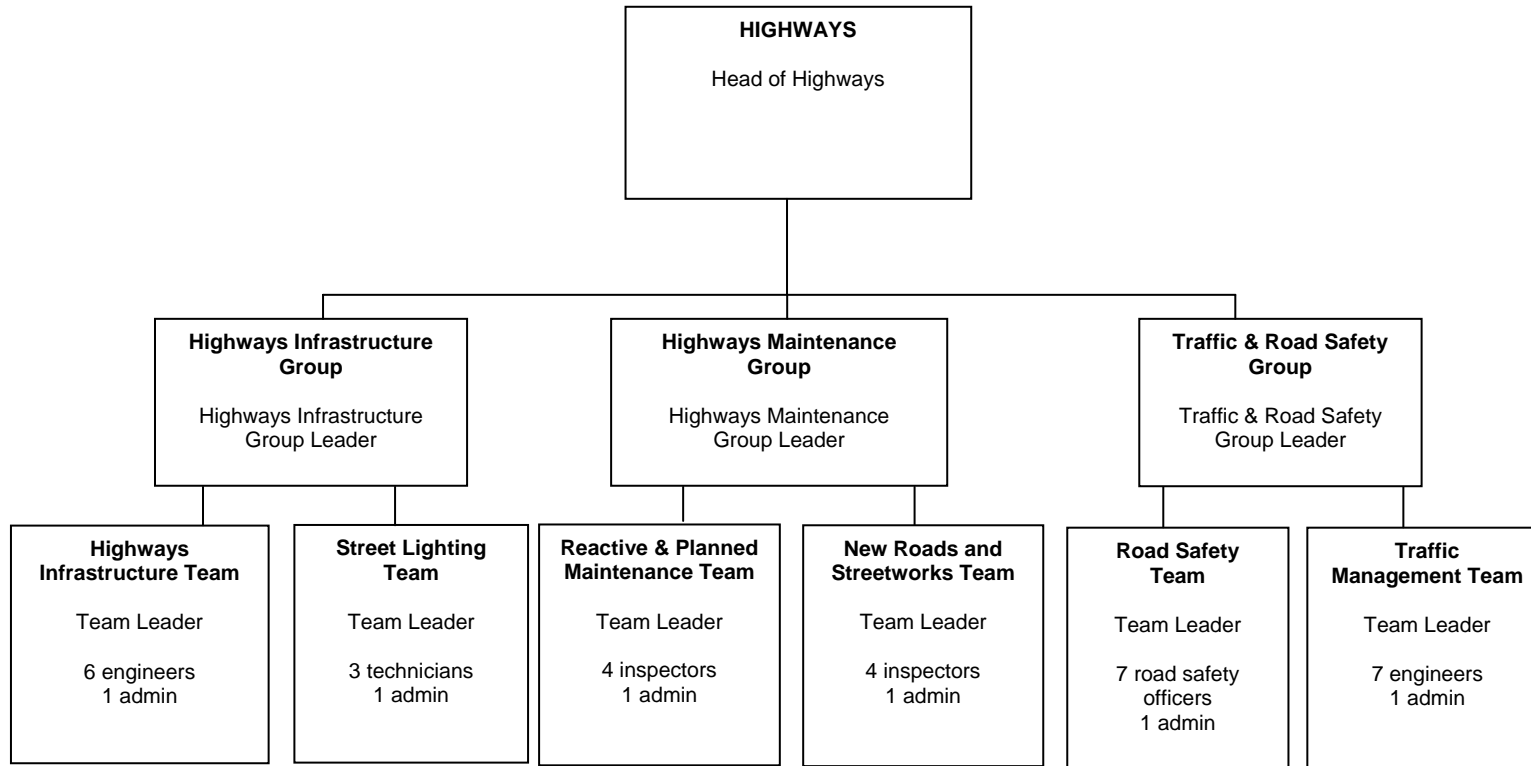
Table 8.1 Core Capacity Checklist

Capacity	Current Status
<i>Tangible Resources</i>	
Organisation and People	See Sections 8.2, 8.3 and 8.4
Management Systems – Hardware & Software	See Section 8.5. Software for design and implementation of highways schemes Autocad, SignPlot,
Depots, Machinery, Equipment etc.	The Council has term contractors for highway works who are able to deliver the LIP programme. The contractors operate a depot on the edge of the Borough.
<i>Intangible Resources</i>	
Plans & Policies	Haringey Community Plan. Haringey Strategic Partnership Action Plan. Haringey Community Strategy 2003-7. The Council has an adopted UDP June 2006. Borough Spending Plan 2006/7. Air Quality Management Area Action Plan 2003. The Council's Transport Strategy forms Chapter 3; Walking Plan is in Chapter 5, section 5.7; Cycling Plan is in Chapter 5, section 5.8; Road Safety Plan; Parking and Enforcement Plan and School Travel Plan strategy.
Decision Making Process / Stakeholder involvement	See Section 8.8
Data Collection and Sets	Data is collected through the monitoring of BSP-funded projects. We are setting up a traffic count database being a collation of data to support the implementation of specific projects. This includes before and after data for schemes. Transport data also provided through Census 2001 and LATS 2001 surveys.
Quality Management & Quality Assurance	See Section 8.6

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CPA Assessment, CharterMark, Best Value	See Sections 8.6 and 8.7. We achieved Beacon status for Getting Closer to Communities and have won Investors in People accreditation.
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Highways Group



Planning, Transportation and Conservation Group

