

Chapter 11: Borough Core Capacity Statement

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Introduction

- 11.1 This Chapter outlines the 'core capacity' available to the Borough relevant to the delivery of the LIP – namely those non financial assets such as staff/staff structures, systems, equipment, infrastructure etc.
- 11.2 It also considers areas where existing asset levels may be insufficient, or systems, etc. may have to be put in place to ensure LIP delivery.

Service Structure for Transport Functions – Background – To July 2007

- 11.3 Up until July 2007 the Council's transport service and other functions relevant to this LIP were to be found within the Regeneration Department. That was split into a number of Divisions, viz:
- Housing Strategy;
 - Spatial Regeneration;
 - Skills Learning and Enterprise;
 - Leisure, Arts and Olympics;
 - Asset Strategy and Capital Delivery.
- 11.4 The most relevant Divisions in respect of LIP delivery were Asset Strategy and Capital Delivery and Spatial Regeneration. In turn these Divisions were split into Groups of greater or lesser relevance to LIP delivery.
- 11.5 The Asset Strategy and Capital Delivery Division was responsible for the delivery of a wide range of services, many directly relating to the infrastructure of the Borough. It comprised the following Groups:
- Design and Surveying;
 - Property Services;
 - Facilities Management;
 - Highways and Civil Engineering.
- 11.6 Within this Division the Highways and Civil Engineering Group was the most relevant to LIP delivery - responsible for traffic; planned highways maintenance; bridges; special projects; traffic management/road safety/accident remedial schemes; management of off street public car parks and on street parking enforcement. The Group comprised some 120+ staff, supplemented by consultancy support.
- 11.7 The Spatial Regeneration Division was mainly responsible for the Council's statutory planning, development control and building control services; as well as transport and regeneration functions. It comprised the following Groups:
- Transport Strategy;
 - Development and Building Control;
 - Urban Design and Sustainable Development;
 - Regeneration Implementation.

- 11.8 The Transport Strategy Group was responsible for amongst other matters:
- the development of Council transport policy (including leading on LIP preparation);
 - representing the Council's interests in respect of strategic transport schemes (such as East London Transit and Docklands Light Rail extension);
 - transport funding and bidding (e.g. Borough Spending Plan preparation, s106 agreements);
 - integration of transport with development/regeneration and other relevant corporate Council strategies/initiatives;
 - working with key external partners and transport agencies.

Service Structure for Transport Functions – Current Situation – Since July 2007

- 11.9 The structure just described was reorganised in July 2007, and at time of writing the position is now as follows.
- 11.10 There has been a three way re-allocation of Asset Strategy and Capital Delivery Division transport functions as follows (in summary):
- Corporate Capital Delivery Unit – takes on transport capital programme as part of delivering all Council capital projects;
 - Customer Services Department – takes on front line street scene services (highways and footways maintenance; street lighting; structures; highways adoption; Highways Asset Management Plan; Network Management Duty etc) to give an integrated customer focussed service (with services like street cleansing; refuse collection etc);
 - Spatial Regeneration Division (Transportation and Traffic Group – previously Transport Strategy Group) – adds to previous transport functions (see above) services including road safety, all bus issues, cycle routes, traffic orders, CPZs and parking policy, school crossing patrols.
- 11.11 The Regeneration Department is managed overall by a Departmental Management Team (DMT) comprising all Heads of Division and chaired by the Corporate Director of Regeneration.

Best Value Review (BVR) 2002/03; and Council Restructure 2005/06

- 11.12 The revised structures just described represent the culmination of a comprehensive look at how services are delivered across the Council. This started between April 2002 and December 2003 with a cross cutting Best Value Review (BVR) of regeneration functions in which transport services was one of the key issues considered. The BVR proposed an Improvement Plan designed to

- improve the effectiveness of the Council's regeneration role over the subsequent five years.
- 11.13 For transport two key 'Targets' were incorporated in the BVR Improvement Plan:
- Improving existing transport infrastructure in the Borough and region;
 - Ensure commitment to major public transport infrastructure relating to regeneration areas.
- 11.14 The BVR gave a sharper focus to the delivery of the transport function within the context of overall regeneration objectives of the Council.
- 11.15 During 2005/06 the whole Council was restructured, the catalyst for this being the (new) statutory requirement to establish a Children's Services function. The outcome was a restructure of the Council around certain key 'themes' rather than a more traditional function based structure (e.g. Housing; Social services etc). The result was the following structure:
- Resources Department e.g. finance; human resources; legal and other corporate functions;
 - Customer Services Department e.g. housing; refuse collection – 'front line' services;
 - Regeneration Department;
 - Adult and Community Services Department e.g. care services and public health;
 - Children's Services Department.
- 11.16 A central rationale underpinning the restructure was the creation of a more integrated approach to key Council objectives and priorities, rather than what could be seen as a more 'silo' like function oriented structure. Following on from the Best Value Review this further embedded the transport service into key corporate Council priorities such as regeneration.
- 11.17 At officer level the strategic corporate management of the Council is undertaken by the Corporate Management Team (CMT) comprising all Heads of Department and chaired by the Chief Executive.

Performance Management (Balanced Scorecard)

- 11.18 Each Division within the Regeneration Department produces an annual 'Balanced Scorecard'. Typically these would include:
- A Statement of the Division's Overall Aims;
 - Key Areas and Priorities for the Service;
 - Summary of the Service's Current Performance (against a basket of performance indicators);
 - A Vision for the Next Five Years;
 - Key Work Areas;

- How the Division Links to the Community Priorities (in the Community Strategy);
 - Monitoring and Review of the Scorecard.
- 11.19 In this way the 'business' of each Division is clearly set out with clearly defined objectives, actions, milestones, and measures of performance.
- 11.20 The incorporation of the LIP programme into this performance management (business planning) process and culture will assist ensure delivery of the LIP.

Term Consultancy Support

- 11.21 In addition to in house staff the Council also employs term consultants for the delivery of many services related to this LIP.
- 11.22 The current contract was let at the beginning of 2005 for services over the period 2005 to 2009, starting in April 2005. The requirement is to provide professional services on an as needed basis for the following twelve areas:
- Architectural and building surveyor services;
 - Clerk of works services;
 - Highway engineering, drainage and street lighting services;
 - Landscape architect services;
 - Mechanical and electrical engineering services;
 - Planning supervisor services;
 - Quantity surveying services;
 - Structural engineering and bridge engineering services;
 - Topographical surveyor services;
 - Traffic engineering, transportation planning, strategic advice relating to planning and transportation planning;
 - Project management and financial monitoring services;
 - Lead consultant services.
- 11.23 Other professional services within the twelve listed above may also include:
- Professional advice and consultancy;
 - Data collection and data analysis and advice;
 - Public liaison and consultation, including attendance at meetings and customer care;
 - Management and maintenance of traffic signals and Urban Traffic Control;
 - Network management, including inspections and NRSWA;
 - Capital schemes, including traffic, safety, LTP capital and planned maintenance;
 - Advice on development control, together with the design and management.

Council Political Structure

11.24 The Assembly is the Council's most senior body comprising all fifty one elected Council Members and led by the 'Chair of the Assembly' (a Councillor). Its main duties are to:

- set Council policy, budgets and Council tax;
- hold the Executive (see below) to account;
- consider issues raised by Scrutiny and Community Forums.

11.25 Its other features include Leader's Question Time; and debates on major local issues.

11.26 The Executive (known in some local authorities as the Cabinet) comprises ten Members. It is responsible for:

- developing policy, budget and Council tax proposals for the agreement of the Assembly;
- making important decisions about the day to day work of the Council based on the policies and priorities set by the Assembly;
- ensuring the Council works effectively with its partners on behalf of the community.

11.27 Executive Members are each responsible for certain key areas of the Council's activities. 'Regeneration' is one of the portfolios held by an Executive Member. This subject includes strategic transport and development issues.

11.28 The LIP is a key strategic Council policy document and required as such the approval of the Executive and Assembly.

Risk Assessment

11.29 Risk assessments are undertaken as necessary for programmes and schemes in the LIP in order so far as possible to mitigate risk and achieve delivery to time and budget.

Thames Gateway London Partnership (TGLP) and North Orbital Rail Partnership (NORP)

11.30 Additional capacity to the performance of the transport, regeneration and planning activities of the Council is afforded by virtue of the Council's membership of TGLP. A 'Common Statement' from TGLP is included in *Appendix 3* of this LIP.

11.31 In summary, this additional capacity is in terms of strategic advice and policy development, scheme support and programme management, provided by TGLP for member boroughs. In respect of the transport policy/strategy function the Council is an active participant in TGLP and represented on all relevant officer

level 'steering group' and working party arrangements. The Council's Lead Member for Regeneration represents the Council at TGLP Board.

- 11.32 In a similar way the Council is also a member of the North Orbital Rail Partnership (NORP). NORP membership comprises all Councils within whose area is the London Overground rail network. NORP represents their collective interests in the way this network is managed and developed.

Conclusion

- 11.33 The main non financial assets at the Council's disposal for LIP delivery will be people (in house staff and consultancy support); and political and management systems as described in this Chapter. Necessary equipment/infrastructure, etc. for delivery of schemes in the LIP is largely incorporated into the consultancy and tendering elements of project delivery and so there is no need to specify it here.
- 11.34 The Council has gone through a period of major change and restructure and has introduced comprehensive performance management systems. Senior structures are also in place to give the necessary political and managerial leadership and impetus. Together these changes and systems should provide the necessary resource and capacity to deliver the LIP.

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