

'Our Streets'

A Strategy for environmental quality & community engagement

Beau Stanford-Francis

Head of Neighbourhoods & Street Scene

Councillor John Howard

Cabinet Member for Civic Pride



Context

- Population 306,000
- Households 99,000
- 4th Most diverse borough in the UK
- Dormitory/Commuter borough with 4 Railway Stations & 11 Tube Stations.
- Increasing number of HMO's
- Changing housing tenure
- Increasing population density



Redbridge Streets Commission















- 5 Commissioners drawn from Council, Youth Council, Voluntary Sector and Business Community.
- 4 Public Focus Groups Independently Facilitated. 150 attendees
- 1 Councillor and 1 Youth Council Focus Groups
- Online Public Survey. 400 submissions
- Request for written submissions from the Public and Stakeholders



Consultation Headlines



Our Streets Strategy 2020 – The Plan

PRIORITY	ACHIEVED OUTCOME		
	Clean Streets	<ul style="list-style-type: none"> • Reduced fly tips by 50% • Rolling programme of electric vehicle charge points being delivered across the borough • Increased enforcement activity for street scene offences by 30% compared to base line year 2016/17 	
	Safe Streets	<ul style="list-style-type: none"> • Investment of £1m in accident remedial features • Enforcement officers will enforce any Public Space Protection Orders to keep the streets safe • Nine Redbridge Action Days per year to enforce or problem solve street scene issues, anti-social behaviour and licensing incidents • 99% of street lights will be working 	
	Vibrant Streets	<ul style="list-style-type: none"> • Increased recycling by 10% • Mainstreamed education and engagement programmes in every street and business in Redbridge to ensure residents and businesses know of the Council's service standards • Published clear service standards 	
	Healthy Streets	<ul style="list-style-type: none"> • Planted more trees in locations to improve air quality • 72% of school children travelling to and from school by non-car modes • Work with every school in the Borough on healthy living initiatives 	
	Attractive Streets	<ul style="list-style-type: none"> • Cleaner streets through partnership with communities • Introduced community garden schemes where residents, schools or other organisations are keen to deliver them 	
	Streets for Business	<ul style="list-style-type: none"> • Worked with every identified business to ensure a trade waste agreement is in place • Support business collection and enhance a district/town centre approach 	



“Culture eats strategy for breakfast...”

Post Our Streets and the formation of the strategy it was clear that the service faced a number of challenges, primarily around culture and entrenched behaviour:

- Staff were coming off the back of ongoing austerity which had pushed them even further into the silo's that they were already working in.
- Transparency was a real issue. External scrutiny often was seen as a threat and a route to corporate savings.
- Staff had been managed in a top down command and control orientated approach. Permission seeking was common hindering reactive decision making.
- The service was risk averse with processes and decisions focusing on the worst possible scenario or outcome stifling innovation.



Our answer; The Neighbourhoods Model

West

Bridge, Churchfields, Monkams, South Woodford, Wanstead Park and Wanstead Village

Tracy Scott

Neighbourhood Manager

Dave Lucas

Street Cleansing Team Leader

Krisztina Vamos

Neighbourhood Engagement and Education Officer

South

Clementswood, Cranbrook, Ilford Town, Loxford and Valentines

Sarah Kaye

Neighbourhood Manager

Mark Salter

Street Cleansing Team Leader

Rawnak Jassam

Neighbourhood Engagement and Education Officer



North

Aldborough, Barkingside, Clayhall, Fairlop, Fulwell and Hainault

Steph Orrell

Neighbourhood Manager

Mike Hillsden

Street Cleansing Team Leader

Marion Moth

Neighbourhood Engagement and Education Officer

East

Chadwell, Goodmayes, Mayfield, Newbury and Seven Kings

Brian McLoughlin

Neighbourhood Manager

Dave Tarling

Street Cleansing Team Leader

Jo Smallman/Laki Begum

Neighbourhood Engagement and Education Officer



Inviting our stakeholders into the conversation

- Community Neighbourhood Forums; Replacing Town Hall style officer on the spot style 'us vs them' meetings with collaborative meetings designed on solutions followed up by a 'you said, we did'.
- Held Neighbourhood workshops with Councillors with an open book approach to the current position and what solutions could look like.
- Transparency agenda – it became apparent that all were willing to be open to new ideas however that all required assurance that results would be objectively measured. Resulted in independent Environmental Quality Monitoring.
- Acting on complaints and enquiries, ensuring that nothing fell through the gaps and that everyone received a response. Strict adherence to logging systems and escalation routes.
- Heading off brewing problems – 'old school ward walks' anyone and everyone welcome.



Pilot, Pilot, Pilot.....

Creating a model where all ideas are welcome no matter how bizarre

- Salsa Sweep Flash Mob



Pilot, Pilot, Pilot.....

- Fly-Tip art installation



Pilot, Pilot, Pilot.....

- The Wall of Shame



October compilation

Pilot, Pilot, Pilot.....

Play Streets

A play street involves residents, community groups or schools closing off their streets to through traffic for a few hours weekly, fortnightly or monthly.



Pilot, Pilot, Pilot.....

The Big Bulb Giveaway

15,000 bulbs given to the community
to plant in public spaces



**REDBRIDGE
BIG BULB
GIVEAWAY**

Why not brighten up your neighbourhood by planting spring bulbs in your community?

- The council is giving away 15,000 free flowering bulbs including daffodils, tulips, crocuses, snowdrops and grape hyacinths, to be planted in community spaces.
- The giveaway is open to community and resident groups, gardening clubs and schools and all you need to do is complete an online form by **Thursday 10 October**.
- This is also the perfect opportunity to get involved in our borough-wide Planting Weekend taking place between **18 and 20 October**.

APPLY ONLINE BY THURSDAY 10 OCTOBER
Find out more about the giveaway, as well as the community gardening scheme by visiting www.redbridge.gov.uk/ourstreets



Quick Wins to build credibility prior to service change

- FPN's set at maximum all early repayment discounts removed.
- Put in place dedicated Street Scene enforcement officers.
- Increased street cleansing resources in Town Centre Areas. Implemented mobile team sweep crews in problem residential areas.
- Put in place new website supported by revised report-it section and app
- Installed 10 Big Belly Bins in strategic locations and replaced 40 bins on Ilford Lane key route. Removed all column bins and 'fly-tip' magnet street furniture.
- Implemented a flats above shops 'red bag scheme' in two problem areas where bagged waste on streets had become a huge issue.
- Moved ownership of service request closedown from administrators to service area.



Outcomes

Before



After



Outcomes



Community Involvement

**Spruce up your
neighbourhood...**



OUR STREETS

Help us create great streets and neighbourhoods



**FUND
your IDEA**

OUR STREETS

Help us create great streets and neighbourhoods

DO YOUR BIT

OUR STREETS

Help us create great streets and neighbourhoods



Community Involvement



Headline Outcomes

- NI195 as inspected by Keep Britain Tidy has improved by a third.
- 2019 APSE Service Awards Nomination
- In 2018/19 Enforcement Officers issued 3,252 FPNs totalling £525,000. Our payment rate has maintained solid at around 70%.

Service Request	12 Month KPI
Number of Enforcement Actions	UP 44.3%
Poor Presentation of Waste	DOWN 48.2%
Litter on pavement	DOWN 6.6%
Overflowing Litter Bin	DOWN 12.4%
Fly-posting	DOWN 15.7%



Implementing Service Change

- Moving from a uniform sweep in residential areas to output based service.
- Removing mechanisation as the primary sweep and making it supplementary.
- Introducing litter picking following waste collection
- Replacing all overtime and agency staff with permanent staff (39 FTE)
- Formalising the PM and Weekend shift via fixed contracts not overtime.
- Fleet replacement project with meaningful input from front line staff
- GPS Bin mapping, condition survey and replacement programme.
- Full resource mapping and optimisation programme undertaken using specialist software.
- Procurement of new in-cab and handheld technology for all operatives.



Where can we improve? What's next?

- We need to revisit the consultation to get an objective measure of public perception.
- Command and control is proving harder to shift than anticipated. How can we push decision making to the most appropriate level?
- The changing face of Redbridge and the traditional nature of long serving council staff can lead to 'drift' between the council and the community. How can we continue to make sure we understand and work with the community?
- Matrix Management via the Neighbourhood Model has led to a number of significant benefits however it can lead to tensions and in some instances compromises efficiency. How do we resolve this?
- Success in our primary objectives is leading to scope creep with additional roles, responsibilities and projects being passed to the team. This is flattering but how can we ensure that it doesn't detract from achieving our objectives.



Thankyou

