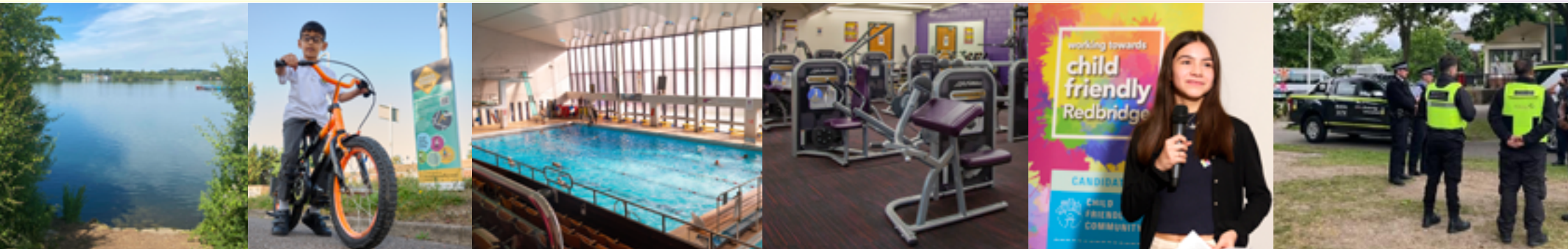


# The Redbridge Plan 2022-2026

A better borough for everyone



# CONTENTS

Foreword	2
The Redbridge Plan 2022-26	4
Our Redbridge	5
The Redbridge Way	8
Redbridge Priorities	10
Safe and Healthy	12
Clean and Green	16
Jobs and Skills	20
Homes and Neighbourhoods	24
Measuring our progress	28
The Outcome Framework	29
The Outcome Measures	30
Putting Redbridge on the Map	32
Conclusion	34

# FOREWORD

## **We want Redbridge to be a great place to live for everyone.**

The impact of Covid on our borough has shown the amazing generosity of local people to support each other; it has provided endless examples of personal sacrifice; and it has showed that coping for many has not been easy and is not getting easier. That is why this plan will set out the work we need to do, but it will also set out what this work must achieve.

Our ambition is to genuinely reduce poverty and improve wellbeing for everyone. By 2040 we will eradicate child poverty and ensure no area in Redbridge is classified as 'deprived'.

The way we can make a real difference is to focus on the core issues that matter to Redbridge residents. We will focus on safety, health, clean neighbourhoods, a greener environment, skills, jobs, decent homes, and strong communities.

By working across these themes, we can continue to improve the quality of life for everyone.

Redbridge is home to more than 350 local voluntary and community organisations and thousands of businesses. It is a vibrant borough and with the new Elizabeth Line, it has the potential to really grow and thrive. To do this we have to work much more closely with our residents, to build their capacity and support them to live independent and successful lives. We will build five hubs across the borough, providing a wide range of support to people closer to where they live.

We will deliver our work around three core ways of working: prevention; collaboration and responsibility. The way we work must address issues before they become problems; we must use the capacity of all our partners and communities; and we need to be honest about the responsibilities that each of us has, to make Redbridge a great place for everyone.

As well as looking to address issues close to where people live, we also need to be bolder in how we present Redbridge to others. We need to make more noise as a borough so that we get noticed. We need investment, government backing and businesses and families to see us as the best place to move to. We will do this by presenting a compelling story of this place, demonstrating our potential and delivering on what we promise.

We cannot deliver our ambitions alone. We need to work alongside our partners, communities, residents, and colleagues to achieve our shared aims.

Redbridge is a wonderful borough, but like lots of outer London places it is a mix of wealthy and poor areas, of dense housing and open countryside. There is so much potential, but also real issues to overcome.

This plan is part of the answer, but it will be about the real work we can do as an organisation with our residents and partners that will make the biggest difference. We are very optimistic we can achieve a huge amount and look forward to the work we will do over the next four years.



**Cllr Jas Athwal**  
Leader of Redbridge Council



**Claire Symonds**  
Chief Executive of Redbridge Council

# THE REDBRIDGE PLAN 2022-26

This plan sets out what our key ambitions are, the way we want to work and the priorities we need to deliver. It also sets out how we will measure our progress.

The plan will cover the next four years, but the pandemic has already shown us we will need to be flexible and ready to adapt as circumstances change.

This plan is not going to provide all the answers. We need to view it partly as a guide to what we will do, but also as a prompt to explore many other issues. We will still work to deliver high-quality services on a day-to-day basis. We also need to ensure we have a sustainable financial strategy that enables us to deliver on our priorities and key programmes. We will talk regularly to our residents, service users and businesses to ensure we are delivering quality, appropriate and timely services and importantly we will invest in our workforce as that is our key resource to deliver our ambitions. We are committed to delivering the best customer services in London.

The plan sets out a thread between our ambitions and the methods we will use to track our progress.

**The ambition** – this is about addressing the impacts of poverty and improving wellbeing so that Redbridge is a great place for everybody.

**The way we will work** – an emphasis on three ways of working around prevention, collaboration, and responsibility. We are committed to being One Brilliant Team working collectively to make a real difference.

**Our priorities** – we are a big organisation with multiple priorities, so we are framing our plan around four themes: Safe and Healthy; Clean and Green; Jobs and Skills; and Homes and Neighbourhoods. Against each theme are a set of objectives that we will measure our progress against.

**Measuring our progress** - we can do great work on all these themes, but we must keep coming back to the main ambition of making Redbridge a great place for everybody and that means tackling poverty and improving wellbeing. Therefore, we will ensure the benefits of all our work is felt by those that need it most.

The plan can be quite simple, but we know to make it happen is often complex and challenging. That means sitting behind this plan will be an important infrastructure to support us to deliver our ambitions – a medium term financial strategy, effective governance arrangements, communication and engagement strategies, workforce and organisational development plans and a range of transformational programmes.

# OUR REDBRIDGE

Looking back at the last Redbridge Plan we have achieved a huge amount.

We invested to make streets safer and cleaner delivering more than 600 additional CCTV cameras, a mobile CCTV unit, enforcement hubs, and a larger police team for Ilford town centre. We refurbished Woodford Green and South Woodford libraries and brought in new leisure centres at Goodmayes and Loxford. We have planted more than 40,000 trees and successfully bid for £7 million of investment for Hainault Forest.

As well as investing into physical spaces and places, we have an outstanding children's service, and our adults' service is similarly regarded as high performing.

The most recent residents' survey told us how local people feel about the council, their neighbourhoods, and the services we deliver. This gives us a useful starting point as we make progress with our plan.



Through our survey:

**62 per cent** of residents told us they feel informed by the council,  
**64 per cent** feel satisfied with the council, and  
**79 per cent** feel satisfied with their own neighbourhood.  
**Residents feel less safe after dark and want streets to be kept cleaner.**

Overall, our results are above national averages, but there is an opportunity to improve those scores in the coming years.

As well as perceptions, there are some genuine challenges in the borough. Life expectancy varies between parts of the borough by up to seven years and there are wards which are categorised as having significant poverty.



By understanding our borough, we can plan and prioritise effectively. The data we have reveals the nature and complexity of the challenges we face, and the scale of demand we need to resource. For example:



**22,779 criminal offences** over 12 months.



**one in five children in child poverty**  
(19 per cent).



**11 per cent** of wards in the top 30 per cent most deprived in the UK.



**31 per cent** of residents (16+) active for less than 30 mins per week.



**18 per cent** of residents (16+ yrs) have mental health disorders.



**43,000** or 13 per cent of residents were on furlough during the pandemic.



**51 per cent** of jobs pay at least the London Living Wage (London average 80 per cent).



**58 per cent** of Black, Asian and Minority Ethnic (BAME) women are economically inactive.



The gender pay gap is **£8,000 per year** (London average is £3,000).



**1 GP for 2,600 patients'** list size ratio (average is 1:2100).



**63 per cent** increase in over 85 age population from 2016 to 2026.



**25,000 fly tips** cleared in a year.



**63 per cent** of borough schools actively engaged in smart travel.

We know that Covid disproportionately impacted our diverse communities. We are also below average on several important measures, and our activity and focus must be on reducing the poverty gap.

We have relatively high levels of domestic violence, people presenting with mental health issues and feelings of stress amongst residents and staff. Therefore, the economic context is not enough on its own to determine how and where we prioritise.

## MY REDBRIDGE

“ I like the fact that Redbridge is a clean and green borough and that it has some great parks. I play tennis quite a bit in Clayhall Park.

One of the best things about Redbridge is that all the town centres and shops are easy to access. They all seem well connected in terms of transport.

Redbridge is a very clean borough, which is important to people. ”

**Alan Kurt is a business owner in Clayhall**



Clayhall Park

# THE REDBRIDGE WAY

The way we work is at the heart of our plan.

We know that working with our residents we can achieve so much more. We have more than 350 local voluntary and community organisations, many thousands of businesses, and a range of major partners such as those in health and the police. Using our collective resources and capacity we can ensure that we make Redbridge a great place for everyone.

We will focus on three main ways of working:

## Prevention

How our activities and planning help to address issues at an early stage and prevent increases in demand or worse outcomes.

## Collaboration

How we collaborate with residents, businesses, public bodies, voluntary and community sector, and others to achieve greater results.

## Responsibility

How we set out the responsibilities of the council and those of our residents, businesses, and partners.

## One Brilliant Team

To be able to apply these ideas we will continue our work on 'One Brilliant Team'. This means having the right values, being clear about the work we need to do and enabling the organisation to work effectively through investment in staff, managing our performance and using our resources carefully.

We want to create the best customer services in London for all our residents, providing excellent advice, accessible online information, and proactive solutions to local issues.

## MY REDBRIDGE

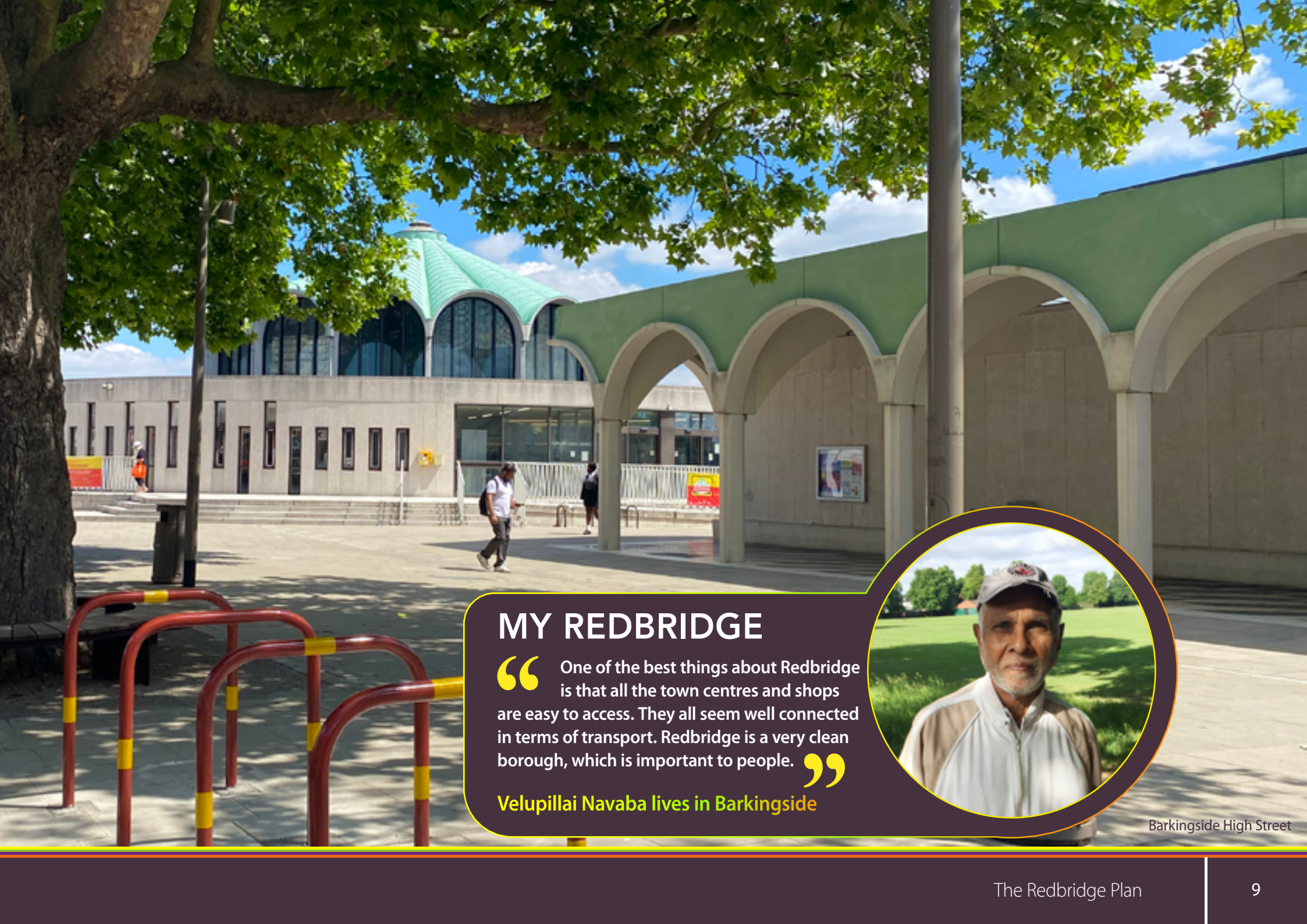
“ I've lived in Barkingside for several years. There is a great sense of community here, and the council does a great job keeping the area clean and tidy.

There is a good range of shops and cafes and even the odd pub, which is nice. The one thing I think we're missing in this part of the borough is a cinema. It would also be nice if some summer fairs and fetes were part of the council's cultural programme. ”

**Ros Robinson lives in Barkingside**







## MY REDBRIDGE

“ One of the best things about Redbridge is that all the town centres and shops are easy to access. They all seem well connected in terms of transport. Redbridge is a very clean borough, which is important to people. ”

**Velupillai Navaba lives in Barkingside**



Barkingside High Street

# THE FOUR PRIORITY THEMES FOR 2022-26

We need to take positive action to address climate change and meet national targets against carbon reduction over the next decade; we have housing delivery commitments as part of the Mayor's London Plan; we must respond to a changing economy and improve our competitiveness in both the green and digital economies. To attract inward investment, we need to ensure Redbridge is safe and has the best possible facilities.

**Our four priorities are:**





# SAFE & HEALTHY

Our residents want to see more visible policing.

As part of our Crime Commission, we have a comprehensive plan, including the roll out of enforcement hubs and a police hub on the Orchard Estate in Woodford. We now have a larger police team for Ilford town centre. We will also commit to more CCTV, noise control and teams to keep our parks safe.

The impact of Covid continues and we are looking to address major health inequalities with wide variances in life expectancy and above average levels for a range of health issues. To ensure people can live independently and safely we need to create the best possible environment for people to live in. This will be about creating integrated systems with health services and supporting our excellent Adults and Children's services to deliver services to the most vulnerable, and provide clear pathways for communities, care leavers and young people. Our commitment to becoming a UNICEF Child Friendly Borough will be a major priority to achieve by 2026 as we want to be a truly inclusive borough for all young people. Our primary care is underfunded compared to other parts of London and means the ratio of doctors to patients is high. Our voluntary sector is also underfunded, and we must address this lack of investment.



## What we will achieve

- We will reduce crime, and the fear of crime to keep our residents safe and secure.
- We will reduce violence against women and girls, domestic violence, and its impact.
- We will challenge all forms of hatred and radicalisation and promote a deep understanding between communities.
- We will reduce health inequalities and improve the health of the poorest the fastest.
- We will support healthy, physically active lifestyles and co-produce opportunities that encourage residents to improve their health.
- We will support people to live healthy, independent lives and support those than need it.
- We will keep vulnerable adults, children, and young people safe from harm and abuse.
- We are committed to delivering cultural, leisure and sports facilities within 20 minutes of where you live.

## Key activities

We will deliver the underpinning strategies and plans which set out our activities in more detail. There are key activities we will deliver:

- Open a police hub in Woodford and develop the enforcement hubs.
- Upgrade street lighting.
- Provide an app for reporting street harassment and roll out park guard teams.
- Establish a night-time enforcement team.
- Set up a street-watch scheme.
- Establish a community speed-watch scheme.
- Build a lido in Valentine's Park.
- Build Wanstead swimming pool.
- Invest in park play equipment, refurbish tennis courts, and create more cricket pitches.
- Build Orchard Playing Fields play centre.
- Run Summer and Easter programmes of culture and sports.
- Establish a creative and sporting club grants programme.
- Support the Whipps Cross Hospital re-build.
- Deliver vaccination take-up including childhood vaccination.
- Lobby for improved resources for primary care.
- Develop and implement a cancer awareness and screening plan.
- Expand lunch clubs.
- Deliver the care leavers covenant.

# SAFE & HEALTHY

## Our key plans and strategies

- The Redbridge Crime Commission.
- The Health and Wellbeing Strategy.
- Tobacco Control Strategy.
- Suicide Prevention Strategy.
- Substance Misuse Strategy.
- Violence Against Women and Girls and Domestic Abuse Strategy.
- Social Care Market Sustainability Strategy.

## Our outcome measures

- Increased average life expectancy.
- Increased average healthy life expectancy.
- Increased percentage of residents who feel safe during the day.
- Increased percentage of residents who feel safe at night.
- Increased usage of leisure facilities.



## MY REDBRIDGE

“ What I like about Redbridge is that I generally feel safe. I think they could maybe try to make Ilford feel a safer place, though. One of Redbridge’s key points is that it looks spotless, especially when compared to other boroughs.

I have a young family, and we love spending time in the parks. Hainault Forest is a great place to visit and unwind with the kids.

My one complaint is traffic congestion. They need to do something about the roundabout at Gants Hill. It’s a nightmare in the morning.

It would also be nice if they introduced some more department stores in the borough. ”

**Suman Dharmapuri, lives in Gants Hill**



Gants Hill

# CLEAN & GREEN

Our award-winning parks and open spaces are an important part of Redbridge and places like Fairlop Waters, Hainault Forest and Valentines Park attract residents and visitors alike.

We will expand Fairlop Waters, have improved facilities in Hainault Forest and create more parks and open spaces.

Our Climate Change Action Plan focuses on the organisation's ability to reduce its carbon footprint and we will do more to address the wider implications on our environment over the next decade. We have plans to improve flood prevention, to develop cleaner air around our schools, and invest in more electric car charging points. We will plant thousands of trees and commit to a biodiversity plan and a sustainable transport strategy.

Residents tell us that tackling waste and litter is a major issue. We will increase our recycling and do more to tackle fly-tipping. This is where a partnership with residents will be essential for us to make Redbridge a cleaner and greener borough. East London Waste Authority (ELWA) will be carrying out a major procurement exercise for waste and recycling facilities for the next 25 years and we will play a key role in ensuring this will help us to deliver better recycling and waste disposal.



Fairlop Waters



## What we will achieve

- We will collaborate with residents, visitors, and businesses to take responsibility to ensure our streets, public areas and green spaces are clean, attractive, and welcoming.
- We will reduce the overall carbon footprint in the borough, lowering emissions from our own operations, and supporting residents and businesses to combat climate change.
- We will decrease the amount of waste produced in the borough and increase recycling, by supporting behaviour change.
- We will make it easier and safer for residents to travel more by foot and bicycle for all journeys.
- We will improve air quality by working with partners to improve the infrastructure and incentives to support residents and businesses to accelerate the switch to cleaner electric vehicles.
- We will support, improve, and promote our open spaces, including Hainault Forest Country Park and Fairlop Waters.

## Key activities

We will deliver the underpinning strategies and plans which set out our activities in more detail. There are key activities we will deliver:

- Plant 20,000 trees, create up to 160,000sqm of wild spaces, create new allotment spaces and set up new pocket parks and community gardens.
- We will reduce the overall carbon footprint of the borough year-on-year.
- Complete the Hainault Forest restoration.
- Grow and develop Fairlop Waters Country Park.
- Deliver new waste disposal facilities.
- Open 1,000 electric vehicle charging points.
- Deliver an environmentally friendly waste fleet.
- Deliver 200 cycle racks and hangers.
- Invest £830,000 in flood prevention measures.
- Deliver Clean Air Zones around schools.
- Install air quality monitors across the borough.
- Invest £10 million to resurface roads.



# CLEAN & GREEN

## Our key plans and strategies

- Climate Change Action Plan.
- Sustainable Transport Strategy.
- Culture Strategy.
- Green Urban Landscape policy.
- Parking transformation programme.
- Our Street Strategy.

## Our outcome measures

- Increased residents' satisfaction with the cleanliness of their neighbourhood as a place to live.
- Reduced total amount of landfill waste.
- Reduced carbon footprint for the borough.
- Improved air quality in the borough.
- Increased shift to more sustainable forms of transport.





## MY REDBRIDGE

“ I love our parks! My family often goes to Hainault Forest or Fairlop Waters on the weekends when the weather is good - and sometimes when it’s not as well.

We’re also really well connected, so I can get into the city whenever I need to easily or out into the countryside.

Living here is great, but I would like to see more work to keep the streets safe for women. Most women my age don’t feel safe walking home at night alone, so it’s good to see things like the women’s safety walks, but I hope we can keep doing more. ”

**Zaynah Chaudhry lives in Goodmayes**

Goodmayes Park

# JOBS & SKILLS

Work Redbridge is an important initiative which helps people into work, find advice, or increase apprenticeships.

Along with other regional employment schemes led by the Local London regional partnership, we can support people into work, and with Redbridge Institute, we can help adults find the right pathways to employment. Our partnership with New City College and our commitment to a university campus means Redbridge will be an amazing place to learn. Our schools are excellent and the way they led during the pandemic has ensured communities across Redbridge have coped and grown.

Our business sector is made up of many small businesses with more than 90 per cent classified as micro businesses employing less than 10 people. This makes our economy vibrant, but also in need of support. As many as six out of 10 businesses close within 18 months of start-up so we are committed to creating sustainable businesses, building up skills and giving them the tools to thrive in a digital age. We also want a thriving voluntary sector and with a longer-term Voluntary and Community Sector strategy we can collaborate to achieve more for Redbridge.





## What we will achieve

- We will work with partners to make Redbridge the best place in London to do business, and to set up a new business, helping everyone to benefit from economic growth.
- We will support the Redbridge economic recovery from COVID-19 and build longer-term economic resilience, investing in our people and regeneration of town centres.
- We will help people out of financial hardship, reduce low pay and the gender pay gap, targeting interventions to tackle poverty in priority neighbourhoods.
- We will support businesses and residents to improve skills, helping people into sustainable and secure jobs.
- We will continue to improve educational attainment closing achievement gaps for children and young people from all backgrounds, support families to give children the best start in life and create a Child Friendly Borough.

## Key activities

We will deliver the underpinning strategies and plans which set out our activities in more detail. There are key activities we will deliver:

- Create a university campus.
- Manage and invest in our school estate.
- Work with our schools to close the attainment gap and support all our schools to be rated 'good' or better.
- Reduce the number of young people not in employment, education, or training.
- Deliver skills training at locations across the borough through Redbridge Institute.
- Continue to deliver employment advice through Work Redbridge.
- Support our cultural quarter Ilford Spark.
- Increase the number of apprenticeships in the council.
- Guarantee all care leavers work experience and an interview for a council apprenticeship.
- Develop an affordable workspace programme.
- Roll out the high street improvement grants scheme.
- Make it easier for local businesses to win contracts with the council.
- Establish a community market for new start-ups.

# JOBS & SKILLS

## What plans we will deliver

- Employment, Skills and Enterprise Plan.
- Digital Infrastructure and Smart Cities plans.
- School Organisation Plan.
- Care Leavers Strategy.
- Redbridge Institute Strategic Plan.
- Regeneration Strategy refresh.
- Special Educational Needs and Disability (SEND) Strategy.

## Our outcome measures

- Increased employment and reduced unemployment levels.
- Increased percentage of working age residents with a level 3 qualification.
- Increased percentage of working adults earning the London Living Wage.
- Reduced percentage and number of young people who are not in employment, education, or training.
- Increased number of businesses established in the borough and paying business rates.
- Sustainability rate of businesses.



## MY REDBRIDGE

“ I love the new Mayfield Leisure Centre and South Park isn't far from my house either. From time to time, I don't mind the trip up to Woodford to watch Woodford Town FC either!

I would love to see more green spaces and investment. The parks in Redbridge are amazing, and we need to keep protecting them. ”

**Jonjo Mahon lives in Seven Kings**



South Park

# HOMES & NEIGHBOURHOODS

We will build more social housing and more affordable housing, and we will work with residents who are struggling to help them manage.

With a landlord licensing scheme, we will ensure that people are treated fairly, and we will improve the quality of housing for everyone regardless of tenure.

Our voluntary and community sector is made up of more than 350 small to micro-organisations. Their ability to provide hyperlocal support and tackle complex issues through the early stages of the pandemic was excellent, but their size prevents them from being able to access larger regional or national grant funding opportunities. We will work with the sector to grow our strategic relationship to secure essential resources for our communities.

Our new Hubs will be based across the borough providing excellent facilities, support, and services. We will develop these in partnership with local people and we will create the right approaches according to the issues that matter most locally. Our ambition is to deliver all the Hubs by 2030.



Marylton Road, Ilford



## What we will achieve

- We will involve residents to build as many genuinely affordable homes as possible of the best quality, type, and tenure with the right infrastructure to create sustainable communities.
- We will reduce homelessness and rough sleeping through an integrated focus on tackling root causes involving prevention, intervention, and personal responsibility.
- We will use all our powers to improve the quality of private sector rented housing and build alliances to give both tenants and landlords a fair deal.
- We will create a borough where our diverse communities are involved in shaping decisions which affect them or their neighbourhood.
- We will work with our voluntary and community sector partners to build a resilient and independent sector focussing on where people have opportunities to celebrate common values and contribute to a rich cultural life.

## Key activities

We will deliver the underpinning strategies and plans which set out our activities in more detail. There are key activities we will deliver:

- Build 500 council homes, deliver 1,000 affordable homes, and deliver our flagship housing schemes in Clements Road and Loxford.
- Begin work on the Western Gateway.
- Deliver a new and improved borough-wide landlord licensing scheme.
- Reduce the number of people living in temporary accommodation.
- Work for a permanent solution for rough sleepers.
- Deliver the first Hub in Seven Kings.
- Begin work on Hubs in Gants Hill and Hainault.
- Enhance the Youth Hub at Forest Academy and Hainault Youth Centre.
- Roll out the family hub model.



- Provide a community store for food and advice and ensure premises are provided for foodbanks.
- Ensure that refugees and asylum seekers resident in the borough receive the help and support they need.
- Establish community design forums.

# HOMES & NEIGHBOURHOODS

## What plans we will deliver

- The Community Hubs Programme.
- Poverty Strategy.
- Western Gyrotory and Gateway.
- Redbridge Local Plan.
- Redbridge Growth Commission.
- Inward Investment Strategy.
- One Housing Plan.
- UNICEF Child Friendly Borough.
- Tenant Enforcement Strategy.
- Housing Development Programme.
- Voluntary and Community Sector Plan.

## Our outcome measures:

- Increased residents' satisfaction with their neighbourhood as a place to live.
- Reduced number of households in temporary accommodation.
- Increased percentage of residents who say that people from different backgrounds get on well in their neighbourhood.
- Increased amount of voluntary sector funding attracted to Redbridge.
- Increased numbers of new affordable homes.
- Increased numbers of high-quality private sector accommodation.



## MY REDBRIDGE

“ We like Woodford Green as it’s a great place to bring up kids. We have plenty of green space nearby, and it’s also a gateway to Epping Forest. We’re fortunate to have plenty of local pavement activity, such as cafes and restaurants that we can walk to without driving.

Like many people locally, we were concerned by the loss of Woodford Police Station. We understand a new Enforcement Hub is planned for Woodford, so hopefully, that will offer some policing presence.

Over the next few years, Redbridge needs to start getting more government grants to make homes in the borough greener with less reliance on fossil fuels. We’d also like to see some better and more accessible cycling routes in the borough. ”

**Peter and Emma Hayward live in Woodford Green**



# MEASURING OUR PROGRESS

We need to know we are making the progress we intended, and we are achieving the ambitions we have set for ourselves. To do this we must ensure there are effective measurement and reporting systems in place.

We have an overarching ambition to eradicate child poverty and ensure no area in Redbridge is classified as deprived by 2040.

Our new annual outcomes framework will measure changes that will have a noticeable impact on our residents' daily lives, such as changes in residents' health, safety, skills, and employment, how the borough's carbon footprint and air quality is changing, and how residents feel about their neighbourhoods as places to live.

Those outcomes reflect what we want to achieve against our four main themes and if we are successful in improving these outcomes, we will have a positive impact on poverty reduction and wellbeing.

Underpinning this, we will have quarterly performance monitoring of our top 50 key performance indicators (KPIs). This will give us a regular check we are making progress on the objectives we have set.

**We have chosen outcome measures for each theme to measure how the borough and our residents' lives are changing and improving.**





# THE OUTCOME FRAMEWORK

Those outcome measures will be reported annually in a State of the Borough report which will describe the outcome measures and a range of other data sources to show how the borough is developing.

The State of the Borough report is not just about measuring the performance or influence of the council. We recognise that what happens in the borough is influenced by Government policy, economic trends, the actions of our public, voluntary, and private sector partners and many other factors.

The report will offer an insight into how the borough is changing, and how we can all work together locally to make Redbridge a great place to live for everyone, and collectively bid, pitch, advocate, promote and partner to achieve more.



# THE OUTCOME MEASURES

By 2040 eradicate child poverty and ensure no area in Redbridge is classified as 'deprived'.

## SAFE & HEALTHY

Increased average life expectancy

Increased average healthy life expectancy

Increased percentage of residents who feel safe during the day

Increased percentage of residents who feel safe at night

Increased usage of leisure facilities

## JOBS & SKILLS

Increased employment and reduced unemployment levels

Increased percentage of working age residents with a level 3 qualification

Increased percentage of working adults earning the London living Wage

Reduced percentage and number of young people who are not in employment, education or training

Increased number of businesses established in the borough and paying business rates

Sustainability rate of businesses

## CLEAN & GREEN

Increased residents' satisfaction with the cleanliness of their neighbourhood as a place to live

Reduced total annual amount of waste

Reduced carbon footprint of the borough

Improved air quality in the borough

Increased levels of modal shift across different forms of transport

## HOMES & NEIGHBOURHOODS

Increased residents' satisfaction with their neighbourhood as a place to live

Reduced number of households in temporary accommodation

Increased percentage of residents who say that people from different backgrounds get on well in their neighbourhood

Increased amount of voluntary sector funding attracted to Redbridge

Increased numbers of new affordable homes

Increased numbers of high quality private sector accommodation



CGI of Wanstead High School

## MY REDBRIDGE

“ I like Redbridge because it’s a great place to live as a family. Schools and services overall are very good and inclusive. I would like to see the reintroduction of local forums to improve communication and consultation.

I would also like improved recycling - tetra packs, for example, and more frequent garden waste collections. ”

Sue Gibson lives in Wanstead



# PUTTING REDBRIDGE ON THE MAP

## Raising our profile

An important way we will achieve our ambitions is by getting Redbridge noticed. This means regional and national government knowing our ambitions and fighting or bidding for more resources and responsibilities. It means working with national funding organisations and innovative research groups.

We are underfunded in our primary care, and our settlement relative to inner London is very low. Through raising our profile, bidding, and pitching for opportunities, we will be able to achieve more.

Our focus for the next four years is to advocate in partnership with residents, businesses, and partners. This will be a shared endeavour.





The approach is based around five core elements:

**Bidding** – there are a range of funds available that we can bid for either as a council or in partnership with other bodies including Local London, health services and voluntary and community sectors. The UK Shared Prosperity Fund and Levelling up Fund will provide a range of opportunities. The Greater London Authority (GLA) and Government have initiatives they want to deliver including investment in green technology and we will have a structured plan around how we bid.

**Pitching** – we have many initiatives and ambitions. Our capital programme is extensive and the need to grow businesses, create housing, improve, and change transport, and ensure the borough develops means we have many opportunities to pitch our ideas and needs to Government, GLA and other bodies to secure support.

**Advocating** – Our primary care is under resourced and the number of family doctors (GPs) per number of patients is far too high. We want a permanent solution to rough sleeping. We want our fair share of police resources. We want to receive a funding settlement that reflects our needs. All these issues and more require a strategy to advocate and it will be most effective if we do this with our partners and residents.

**Promoting** – We provide an excellent environment to learn and live but we want to do more. With investment in digital infrastructure, housing, town centres and transport we need to be reaching out for greater inward investment. We can be a place where businesses not only start but see it as their place to grow. We will develop an inward investment strategy for Redbridge.

**Partnering** – We are committed to a university campus and need to be developing our partnerships further to access resource, research, and capacity. We will engage the university sector to develop these partnerships.

We sit as a close neighbour to the Thames Estuary Growth Corridor and to the UK Innovation Corridor. We are members of Local London, involving eight east London authorities and are part of the LGA and London Councils as well as the Redbridge Health Partnership and the Redbridge Strategic Partnership.

It is time to make use of all our partnerships to raise our profile and access greater resource and investment.



# CONCLUSION

**The Redbridge Plan for the next four years is about what we do, how we do it and how we know we have been successful.**

We will work collaboratively with residents, businesses, and partners. We will deliver against our big themes of Safe and Healthy; Clean and Green; Jobs and Skills, and Homes and Neighbourhoods. We will also measure and monitor the effectiveness of that delivery. Importantly, all our efforts must help make Redbridge a fairer place for all. Our efforts must help to reduce poverty and improve wellbeing for everyone.

To deliver all our plans, we will work harder to ensure the organisation is as effective as it can be, and that staff are invested in and recognised for the contributions they make. Having good governance, excellent programme management and robust financial systems will enable us to invest time and resources into issues that matter most.

We will develop and iterate our plans to meet the circumstances we face but we also have major opportunities and targets to achieve. The next four years will see positive changes for the borough and will deliver a legacy we can be proud of.





[www.redbridge.gov.uk/redbridgeplan](http://www.redbridge.gov.uk/redbridgeplan)