



The council's strategic delivery plan

Making Redbridge a Great Place to Live

We want Redbridge to be a great place to live. This might sound like a modest ambition, but delivering on it requires bold steps to renew our borough and transform the way our council works. This plan sets out the immediate actions we will take to improve quality of life in the borough, alongside our broader ambitions to change the borough over the next four years and our vision for the coming decade.

A key theme across all our priorities is the need for a new relationship between the council, partners and residents. While local government services play an important role in shaping the future of Redbridge, the ambitions we have forged in partnership with our communities can only be delivered with the active participation of those communities.

We need our residents to work with us to keep the streets clean, tell us what it means to be a great place for families and to bring their culture into our public spaces.

Our part of the deal will be to provide the best possible services and support, while becoming a more open and democratic organisation, giving residents a real voice in the way we make decisions.

In the short term, our priority is the quality of our streets and public realm. Our goal is to work with our communities to deliver a cleaner, safer borough. We will do our part with a new approach to Civic Pride services, with neighbourhood coordinators working alongside communities and a thorough modernisation of our street services: bringing in new technology to maximise productivity, targeting our work on blackspots across the borough and using well-designed communications activity to shift behaviour.

At the same time, we must act on our longer-term ambitions to regenerate the borough and put our services on a sustainable footing. We will step up the pace of development around Ilford, with new affordable homes and leisure facilities, always keeping the views and needs of residents at the forefront of our work. We will redesign our services to focus on tackling the root causes of problems – putting the health and wellbeing of the public at the heart of everything we do, supporting our residents to live independent lives and giving the borough's children and young people a louder voice.

Priorities for the next 10 years

Our priorities for the next four years reflect the ambitions of the borough plan, but also reflect our role in street services and the need for the council to have a clear plan for improving the way it works as an organisation:





We want to ensure that the people of Redbridge have a strong voice in our regeneration work. That means a real say in the way the Borough's built environment changes, real benefits from new jobs and businesses, and that our residents can see their culture and communities reflected on our high streets and in our public buildings.

We have already started to deliver on this goal. In 2017 we worked with residents to co-produce the Ilford Manifesto, setting out the key principles that would inform the regeneration of our main town centre. Our regeneration strategy and local plan both set out our wider ambitions for Ilford and our other high streets in areas such as Gants Hill and Barkingside.

Our key priority will be to ensure that growth in the borough provides more opportunities for residents to thrive. The council will take the first steps towards ending low pay in Redbridge by rolling the London Living Wage out to all contracted staff over the coming years, and we will work with business and our public service partners to encourage others to follow suit.

We will reshape our employment offer to attract local people both as a council and in partnership with others.

Over the coming years we want to build 1,000 new affordable homes to give our residents better choices about where to live. These will include properties built by Redbridge Living, our council-owned housing company. We will make the borough better for all our residents by radically improving conditions for walking and cycling and bidding for funds to create more liveable neighbourhoods.

We want to bring our town centres to life with a fresh cultural offer. Our new cultural quarter in Ilford will play a major role in this, but we also want to ensure that our existing communities have space to express and enjoy each other's culture.

We will develop new approaches to funding the social sector, working to bring more grants from business, trusts and foundations into the borough, exploring the scope for a borough lottery and developing our crowdfunding and local giving approaches.

We will encourage charities and social enterprises to maximise the opportunities of regeneration, for instance to secure cost-effective office space from the council or in new developments.

Throughout the process of renewing our borough, we will focus on strengthening the cohesion of our highly diverse communities. Following an independent review of our community cohesion work, we will work hard to ensure that the council's existing good work in areas such as education is joined up into a clear action and communications plan to ensure that all our services work effectively to promote diversity and tackle any tensions that arise in our communities.

PRIORITY

1

Regenerate the borough to benefit our residents and integrate new communities

Our 10 Year vision

A regenerated borough where residents are healthy, thriving and cared for

Our four year goals

Invest in regenerating our high streets including Barkingside, Hainault, Ilford, and Wanstead

1,000 new affordable homes

Deliver the Ilford Cultural Quarter

Improve air quality

Increase cycling and other forms of active transit

Secure cost effective new accommodation for the Community & Voluntary Sector

Begin a new leisure centre in Ilford

Complete the new Wanstead Pool

Our one year goal

Secure London Living Wage accreditation and encourage others to do the same

Create a new cultural strategy

Develop better ways of communities to access Community Infrastructure Levy (CIL) funding

PRIORITY

2



A decent public realm is the foundation of good quality of life. We want to ensure that Redbridge has streets which are clean and welcoming, without the fear of crime. In 2017, we asked residents how the council could best on this goal. The answer was simple: we need to deliver strong public services, but if we really want to deliver cleaner neighbourhoods then we must work in much closer partnership with our communities.

Our key goal for the coming years is to implement the Our Streets strategy, which sets out a new vision of the council supporting residents to take more control over their neighbourhoods, offering more powers to create play streets and 20 mile-per-hour zones, to institute community orchards and hold street parties.

We will play our part by continuing to invest in services to achieve this goal – including £300,000 for new street cleaning rounds. The council will explore the potential for technology to transform our Civic Pride services, including through the use of data to target blackspots, releasing productivity through better routing and a broader redesign of the way our services operate.

We will also increase our efforts on enforcement on all fronts, ensuring that those who illegally dump their rubbish, let out poor quality housing or deal drugs in our borough know that there are consequences.

Over the next four years, we will expand the Our Streets approach from cleaner streets into the realm of crime and disorder. The council will create a new funding pot for communities to bid into, providing £50,000 for resident-led initiatives to improve community safety.

We will triple the number of Redbridge Enforcement Officers and invest in new ANPR cameras to ensure we can monitor criminals coming into the borough.

PRIORITY

2

Keep the borough clean and safe

Our 10 Year vision

Our communities in control of a safe, clean public realm

Our four year goals

Use new technology to transform our civic pride services

Support communities to take ownership of their neighbourhoods

Continue to support weekly bin collection and street cleaning, as well as fortnightly green garden waste

Secure 50 per cent recycling rate

Invest £1.6m into parks and play equipment

Invest £1.5m in Automatic Number Plate Recognition and CCTV cameras

Bring cleaning services in-house

Our one year goal

Invest £300,000 in street cleansing

Implement an expanded Landlord Licensing scheme

Triple our Enforcement team to 30 officers



We want Redbridge to be a great place for families of all kinds. The borough already has a lot to offer – from high educational attainment and good children’s services through to green space and strong communities. Many of the actions we set out elsewhere in this plan will improve things even further. Families will benefit from well-managed regeneration, better play facilities and a clean public realm.

Over the next four years we want to work with young people and their families to decide how we can go even further. We will bring families and young people together to define the terms of a bid for UNICEF child friendly city status – giving children a decisive voice in the way the council and its partners make decisions and achieving international recognition for Redbridge.

This will result in an initial three-year programme of work driven by our residents but supported by local public services to ensure that the borough’s agenda is shaped by the next generation.

This sounds like a small promise to make – but it will require all of our public services in Redbridge to see their work through the eyes of young people and to change the way we work with our communities.



There are no easy solutions to most of the challenges that Redbridge faces. We cannot enforce away fly tipping, spend our way out of obesity, or license poverty out of existence. If we want to achieve any of our goals for the borough, we need to identify and address the root causes, tackling social challenges early to stop them before they can become serious.

The council has already taken steps in this direction, notably through the Fairness Commission we supported in 2015, which led to a raft of projects for supporting the vulnerable through the hard times of austerity.

Our priority will be to understand and tackle the wider causes of crime. We will establish a new commission of experts, working alongside our residents to advise the borough on how our public services can collaborate to reduce rates of the most serious offences. This might include ensuring that our regeneration projects are designed to reduce opportunities for crime, supporting communities to prevent offences and ensuring that we help young people choose decent work opportunities over a life of crime.

We also want to focus on reducing health inequalities by tackling the wider drivers of illness. We will put promoting the health and wellbeing of the public (supported by our public health function) at the heart of everything we do, including the way we regenerate the borough, to ensure that we create environments that promote good physical and mental health. We will grow our existing work on social prescribing – taking a more holistic and less medicalised approach to addressing the wider determinants of good health.

Redbridge has developed nationally-leading integrated health and social care services, ensuring that our services help older and vulnerable residents to stay fit and well while minimising the need for a stay in hospital. We will deepen this arrangement while continuing to reshape our care services to focus on early intervention and prevention, investing up-front to help vulnerable residents live with independence and dignity.

The council will work with the local NHS Clinical Commissioning Group to establish an innovative new mental health service for our young people in our schools, supporting those who need help and promoting emotional resilience. We are also committed to supporting disabled people, and our forthcoming disability charter will include commitments to working with affected people and their families to support self-care and develop innovative new service offers.

One of the best ways to address the root causes of social problems is to support the voluntary and community sector. We will co-produce a new strategy with the voluntary and community sector to explore how we can work together with residents to support and increase social action across the borough despite the challenges of austerity. This is likely to include new approaches to asset transfer, crowdfunding and social action.

PRIORITY 4

Tackle the root causes of our social challenges

Our 10 Year vision	We all work together to identify and tackle problems early
Our four year goals	New mental health services for schools
	Health is embedded in all the Council's major policy initiatives
	There is greater social action across the Borough
Our one year goal	We end street homelessness in Redbridge
	New social action strategy
	Crime commission underway

PRIORITY 5



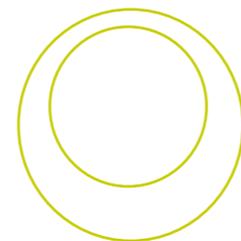
We face huge financial challenges. Some £132m has been cut from council budgets since 2010 and there is no clear end in sight to austerity. The council needs to ensure that its money is aimed squarely at achieving the goals set out in this plan, and we are refreshing the way we made decisions about our budget to ensure this happens. Meeting the spending challenge requires an unprecedented level of commitment and innovation from our staff.

The council has recognised this and is currently reshaping the way we pay, reward and recognise staff as well as investing in the leadership skills of our senior managers.

It also requires us to forge a new relationship with our residents. The council has taken steps towards becoming more open and engaging, but we know there is further to go. We will review the way we involve residents in democratic decision making, including the role of **local forums**, and publish more data online so that residents can understand the council's performance. We want to ensure that service users have a much greater say in the way the council helps them, so we will launch a programme of work to embed co-design and co-production into the way we engage residents.

We have created a new website and face-to-face

customer centre to give residents easier access to the services they need, and over the next four years we will continue to modernise and update our telephone service to resolve more calls first time. The council will keep accessibility at the core of its customer service work, ensuring that the changes we make improve the experiences of older and disabled people. We are already implementing the findings of an independent review by the RNIB and will continue to seek opportunities to test and develop new approaches to services such as blue badge applications.



PRIORITY 5

Build a brilliant council	
Our 10 Year vision	An open and responsive Council
Our four year goals	Residents can influence the decisions that matter to them
	Our data is easily available to residents online
	We reduce sickness absence and improve staff engagement
Our one year goal	Our customer satisfaction rates rise substantially
	A modernised and open budget process that delivers our priorities
	Embedding equalities as a top priority across the Council
	Review our approach to democratic engagement and consultation
	Improved contact centre services delivered

How we will judge success

We want to ensure that there are rigorous processes in place to ensure the delivery of the borough plan and the strategic plan for the council. Our new Resident Impact Report will seek to measure changes that will have a noticeable impact on our residents' daily lives, such as changes in cleanliness, crime and affordable housing.

We cannot achieve these goals as a council on our own, and will need to work in partnership with other public services. This report is set out below and will be published quarterly on our website.

While we need to focus our efforts on changes that our residents can see and feel, we also have to ensure that the council consistently delivers high quality core services. Our corporate health check framework sets high minimum standards for service performance across the full range of our functions. We will publish a quarterly RAG rating for each directorate which summarises its performance, with services required to provide an explanation for any indicators which are red, or any which have been amber for two or more quarters.

RAG ratings will be calculated on the following basis:

Red	Amber	Green
If two or more indicators fall below 74.9% of quarterly target*	One or more indicator falls between 75-98.9% quarterly target	All indicators achieve 99% and above quarterly target

*Indicators with Red rating supersede Amber when there are two or more indicators with Red and Amber ratings for each Directorate.



Redbridge Council Resident Impact Report Format						Redbridge Council Directorate Quarterly Performance									
Our Vision	The borough is regenerated for the benefit of all our residents		We offer residents a high quality of life in a safe, clean environment		Redbridge is a great place to live as a family	Tackling the root causes of social challenges	We build a brilliant council		People RAG rating	Place RAG rating	Resources RAG rating	Strategy RAG rating			
Our Mission	We will regenerate the borough, building new homes while attracting new investment and opportunities that benefit existing residents and help us integrate new communities.		We will work with our communities to create an outstanding public realm, with high quality green space, cleaner streets and reduced crime.		We will provide opportunities for families of all kinds to thrive. We will become a child-friendly borough which provides a safe, supportive base for all our young people, giving them space to learn and play, and enabling them to reach their potential regardless of their background. We will support older people to play a full part in the life of our borough		We will support the growth of strong local communities, sharing power with them, giving them a voice in council decisions and designing our services around their strengths and needs.		We will create an inclusive modern organisation with a culture of openness, customer focus & collaboration.						
Activities	Affordable house building		Enlarging enforcement team		Child friendly city status		Social action strategy								
Controlled Parking Zone		Road resurfacing		Increasing cultural opportunities/cultural democracy		New grant funding model for charities/Community strategy									
Investment and regeneration		Rough sleeping Landlord Licensing		Three conversations, social prescribing, new commissioning models		Customer experience									
Indicator to highlight Direction of Travel	Redbridge median household income	Example ↗ ↔ ↘	Redbridge public perception of crime	Percentage of persons aged 16-18 who are not in education, employment or training (NEET)	Child excess weight in 4-5 and 10-11-year olds	Top 5% earners: Women, ethnic minorities, with a disability	Legend ↗ improved over last reporting period ↔ remained constant over last reporting period ↘ decreased over last reporting period								
Net additional affordable homes approved		Number of fly-tippings reported		Number of good/outstanding schools		First time entrants to the youth justice system							Percentage of LBR workforce representing the community		
Number of new jobs created		Percentage of journeys completed using cycling, walking		Number of households with children under 16 in poverty		Percentage of adult social care users who have as much social contact as they would like							Percentage of enquiries resolved at first point of contact in customer services		
Number of rough sleepers in Redbridge		Air quality levels across Redbridge		Number of streets closed annually for community purposes		Smoking prevalence at age 15 (current, regular, occasional)							Customer satisfaction of Council delivered services		
Proportion of households earning above the London Living Wage		Percentage of recycling of all waste		Self-reported wellbeing - people with a low happiness score											

Redbridge Council Directorate Quarterly Performance		Base	Annual target	1/4 target	RAG Q1	1/4 target	RAG Q2	1/4 target	RAG Q3	1/4 target	RAG Q4
1	Children, Families and Education										
1.1	Percentage of children achieving "a good level of development" in Early Years Foundation Stage Profile (EYFSP) - at least expected level in learning, literacy & maths		75	75		75		75		75	
1.2	Percentage of children looked after with more than 3 placements during the year		10	10		10		10		10	
1.3	Percentage of child and family assessments undertaken following a referral to social care completed within 45 days		80	80		80		80		80	
1.4	Increase the percentage of care leavers (former relevant young people aged 19-21) who were in education, employment or training		62	62		62		62		62	
2	Health and Social Care Service										
2.1	Percentage of adults using social care currently in community settings		75	75		75		75		75	
2.2	Percentage of clients using social care who receive direct payments		60	60		60		60		60	
2.3	Average days of Adult Social Care and Shared Days Delayed Transfer of Care		4.2	4.2		4.2		4.2		4.2	
2.4	Permanent Admissions to Care Homes per 100,000 Population		7.0	7.0		7.0		7.0		7.0	
2.5	Social Isolation: percentage of adult social care users who have as much social contact as they would like		55.0	55.0		55.0		55.0		55.0	
2.6	Self-reported wellbeing - people with a low happiness score		5.0	5.0		5.0		5.0		5.0	
3	Strategy										
3.1	Percentage of completed Freedom of Information enquiries within 20 working days		90	90		90		90		90	
3.2	Percentage of stage 1 complaints responded to within 10 working days		95	95		95		95		95	
3.3	Percentage of incoming calls to the contact centre abandoned		10	10		10		10		10	
3.4	Percentage of enquiries resolved at first point of contact in customer services		85	85		85		85		85	
4	Resources										
4.1	Percentage of Council Tax collected in year		95	95		95		95		95	
4.2	Percentage of non-domestic rates collected in year		95	95		95		95		95	
4.3	Number of working days per FTE lost due to sickness absence (excluding school staff)		5.0	5.0		5.0		5.0		5.0	
5	Place										
5.1	Percentage of household waste sent for recycling		26.7	26.7		26.7		26.7		26.7	
5.2	Number of households living in temporary accommodation		2300	tbc		tbc		tbc		tbc	
5.3	Percentage of planning applications determined within target time		85	85		85		85		85	
5.4	Percentage of households with children exceeding 6 weeks in B&B		0	0		0		0		0	
5.5	Percentage of reported fly tips cleared within target time		90	90		90		90		90	
5.6	Percentage of bin collections completed on relevant day or rescheduled in advance		97	97		97		97		97	

