London Borough of Redbridge

Corporate Plan

2026-2030









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LEADER AND CHIEF EXECUTIVE MESSAGE

Home is about more than where you live. It is about the people around you, the opportunities available to you and the sense that you belong. That is what we are determined to achieve for everyone who calls Redbridge home: a borough where people are proud of their communities and have what they need to build a good life. Good schools and a decent home. Support when life is difficult. Opportunities to learn, work and fulfil your potential. And places, activities and experiences that bring enjoyment, colour and connection to everyday life.



COUNCILLOR KAM RAI
Leader of Redbridge Council



CLAIRE HAMILTON
Chief Executive Redbridge Council

Places where people can pursue their interests, spend time with friends and family, meet new people and feel part of something bigger than themselves. Because strong communities are built through the everyday connections that bring people together. Whether someone has an afternoon to spare, wants to try something new or simply wants to spend time with others, Redbridge should be a borough where there is always an opportunity to get involved, take part and feel connected.

Whatever somebody's circumstances, background or stage of life, our ambition is for Redbridge to be a place where they matter, where opportunity is open to them and where they can look to the future with confidence.

That is the reason behind this Corporate Plan.

At its heart, public service is about making a positive difference to people's lives. Every time we support somebody through a difficult moment, make life a little easier or open up a new opportunity, we are doing what we came into public service to do.

And sometimes that difference reaches much further than the moment itself. A child doing well at school can open up opportunities later in life. A safe and stable home can give a family the foundation to thrive. Getting the right support early can stop a problem becoming a crisis. A new friendship, experience or opportunity to get involved locally can help someone feel more connected to the people and place around them.

Often, one positive change makes another possible. Over time, that strengthens people, families and communities and can reduce pressure on public services, allowing us to focus our resources where they can make the greatest difference.

That thinking runs through this plan. It reflects our determination to look beyond individual services and focus on the outcomes that matter most to people and communities. The pages that follow set out what we want to achieve over the next four years, but people's lives do not fit neatly into individual council services. We need to look at the whole picture, understand how the things we do connect and shape our services around people's lives.

That means continuing to evolve as a Council. Our Modernisation Programme is about strengthening our financial resilience, making better use of technology and working more efficiently, while improving people's experience of our services. We are determined to make dealing with the Council straightforward and responsive, rather than expecting residents to navigate the way we are organised.

None of that happens without our staff. Every day, colleagues across the Council bring skill, compassion and commitment to serving Redbridge, often supporting people through some of the most important moments in their lives. We want them to have the opportunities, tools and confidence to do the best possible job for residents.

Nor can the Council achieve our ambitions alone. Strong public services and a thriving voluntary and community sector are vital, but so are businesses creating jobs and opportunities, investors recognising Redbridge's potential and partners willing to invest alongside us. A strong local economy and investment in our borough will help us turn ambition into reality.

We are ambitious for Redbridge and confident in what we can achieve together. That means being proactive, enterprising and prepared to think differently when circumstances demand it. Things will not always go exactly to plan, but ambition always carries some risk. When challenges arise, we will be persistent, resourceful and determined, working together to find solutions and keep moving forward.

And residents themselves must be part of shaping that future.

People know their streets, neighbourhoods and communities better than anyone. They know what matters locally, what makes their communities special and where change can make the biggest difference. We want residents working alongside us from the start, helping to shape decisions and the future of the places they call home.

Our role is to listen and bring people together, combining that local knowledge with the dedication of our staff, the strength of our communities and the expertise and investment of our partners.

We may be one corner of London, but Redbridge's reach extends far beyond its boundaries. Our diversity makes us one of the capital's most globally connected boroughs, with people, ideas and relationships linking us to every corner of the world. What we do here matters enormously to residents, but the impact of our success can be felt far beyond Redbridge itself.

In Redbridge, we have the opportunity to change the world. Some may see that as an ambitious claim. We see it as a natural consequence of who we are. The people of Redbridge bring perspectives, experiences and connections that span the globe. If we can unlock the potential of our people and communities, there is no reason Redbridge cannot be a borough whose influence is felt far beyond its borders. We should be ambitious enough to believe that the ideas, opportunities and successes that begin here can make a positive difference well beyond Redbridge itself.

By investing in great places and making the most of our strengths, we can be a borough that attracts visitors, investment and opportunity, contributing not only to Redbridge's success but to the success of London as a whole. Every opportunity opened up, every life made a little better and every community made stronger contributes to that future.

Ultimately, that is what this plan is about. Building on everything that is already great about our borough and making Redbridge an even better place to live: a place where everyone feels they belong, everyone has the opportunity to thrive and everyone can be proud to call home. A borough that is ambitious for its future, determined in the face of challenges and confident in its ability to achieve great things together.

CORPORATE PLAN

This Corporate Plan sets out how the Council will turn our Borough Vision into action over the next four years. It focuses on delivering high-quality services, improving the everyday experience of residents, and ensuring that when you need us, we are responsive, accessible and easy to deal with.

Our priorities focus on what matters most to residents: safer streets, better housing, cleaner neighbourhoods, improved health and wellbeing, excellent education and modern, reliable services. This includes providing support when people face difficulty, while also delivering the good schools, clean streets, well-maintained roads, attractive parks, cultural and leisure opportunities and efficient everyday services that help make Redbridge a good place to live.

We will use our resources carefully and responsibly to deliver the best possible outcomes, helping to create neighbourhoods that are welcoming, inclusive and reflective of the people who call Redbridge home. We will ensure that investment and improvement reach town centres and neighbourhoods across Redbridge, reflecting local character, strengths and priorities.

Above all, this Corporate Plan puts residents at the heart of everything we do. It is our commitment to listen, act and deliver, ensuring residents can see how their views shape decisions and lead to tangible improvements in their communities, working in partnership with our communities so that every interaction with the Council builds trust, strengthens belonging, and helps make Redbridge a borough where people thrive and are proud to call home, now and for the future.



Photo credit: Malcolm Baber,
Redbridge Photography Awards 2026

How we developed this Plan

Our priorities are shaped by what residents have told us matters most. Through comprehensive engagement, including our Annual Residents' Survey, which reflects a representative sample of the borough, alongside targeted engagement such as focus groups with seldom-heard communities, we have listened carefully to the experiences, needs and aspirations of local people.

We have also drawn on data about our communities, including evidence on inequality, demand for services and emerging trends, alongside learning from our frontline services that work directly with residents every day. This helps us understand both the experiences residents share with us and the changing needs of our communities, allowing us to focus our efforts where they can have the greatest impact.

These priorities reflect that combined insight and set out where we will focus our efforts to make the biggest difference to residents' everyday lives, now and for the future.

How we will use this document

We will use the Corporate Plan to focus our efforts and resources on delivering the priorities that matter most to residents over the next four years. This Plan turns the Borough Vision into practical actions, setting out what the Council will do, how we will measure progress and how services will work together to achieve better outcomes for local people. .

The Corporate Plan will guide our service plans, staff objectives and financial decisions, ensuring we remain accountable, deliver value for money and maintain a clear focus on customer service. It will provide a clear framework for accountability, helping residents, members and partners understand what we are seeking to achieve and how we will measure success. It will also help us coordinate effectively with partners, remove barriers, and concentrate our energy where it can make the biggest difference to residents' lives.



ABOUT REDBRIDGE: STATE OF THE BOROUGH

Redbridge is a growing and diverse borough, with strong schools, active communities and neighbourhoods that residents care about. The borough also faces significant pressures, including housing need, low incomes and unequal health and employment outcomes.

Our people and communities

Redbridge's growing population brings energy and opportunity, while increasing demand for housing, support and public services. The evidence also shows that financial pressure, health and access to employment are not experienced equally across the borough.

321,231 residents

Redbridge's estimated resident population

Mid-2024 -ONS local indicators for Redbridge. Mid-year estimate of usual residents.



16.6% of children under 16

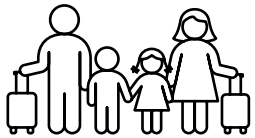
Living in relative low-income families, compared with **15.6%** across London.

Latest data published March 2026 - Redbridge Corporate Performance Report Q4 2025/26, W2. Before housing costs; families claiming specified benefits.

2,815 households

Living in temporary accommodation at the end of March 2026.

31 March 2026 - Redbridge Corporate Performance Report Q4 2025/26, B3. Household count, not number of people.



71.3% employment rate



The employment rate in Redbridge. The Cabinet paper states that this remained below the London average.

2025/26 reported outturn - Redbridge Corporate Performance Report Q4 2025/26, U3. Residents aged 16 to 64.

37.8% of Year 6 pupils



Pupils classified as overweight, including obesity, down from **43.5%** in 2021/22.

2024/25 - National Child Measurement Programme data reported in Redbridge Corporate Performance Report Q4 2025/26, Q6.

96.2% of schools

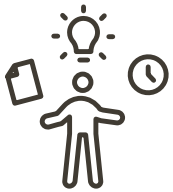
Redbridge schools rated Good or Outstanding across all four Ofsted judgement categories.

2025/26 reported position - Redbridge Corporate Performance Report Q4 2025/26. Two of 79 schools required improvement in one or more categories.

Redbridge is **Outstanding**

93.2% secondary-school attendance

Attendance at Redbridge secondary schools, above **92.61%** across London and **91.56%** nationally.



2025 - Redbridge Corporate Performance Report Q4 2025/26, secondary-school attendance indicator

What this tells us

A growing borough needs homes, infrastructure and services that keep pace with changing needs. The figures reinforce the importance of preventing problems from escalating, supporting independence and ensuring that growth and opportunity benefit residents across Redbridge.

The figures on these pages provide a snapshot of Redbridge and the services residents use. They show both the strengths on which the borough can build and the challenges that have shaped the priorities in this Corporate Plan.

Our places and opportunities

Redbridge has important strengths in education, local services and the environment. Schools perform well, residents make extensive use of libraries, and Council services are working to keep streets clean, respond quickly to fly-tipping and invest in greener neighbourhoods.

97% of sampled streets

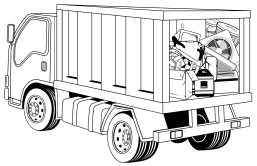


Sampled streets meeting the Council's acceptable cleanliness standard.

2025/26 - Redbridge Corporate Performance Report Q4 2025/26, G1. Applies to streets included in quarterly surveys

98% of reported fly-tips

Reported fly-tips cleared within one business day.



2025/26 - Redbridge Corporate Performance Report Q4 2025/26, G2. Response-time measure, not prevalence.

6,545 trees planted

Trees planted across Redbridge during the year.



2025/26 - Redbridge Corporate Performance Report Q4 2025/26, L5. Annual delivery measure, not net mature-tree stock.



More than 1.38 million library visits

1,380,171 visits in 2025/26, up from **1,161,296** the previous year.

2025/26 - Redbridge Corporate Performance Report Q4 2025/26, T1. Use totals rather than the report's percentage comparison.

78.6% supported in the community



People receiving long-term adult social-care services who were supported in community settings.

March 2026 snapshot - Redbridge Corporate Performance Report Q4 2025/26, R1. Do not infer the setting of the remaining clients.

Building on our strengths

These results provide a strong foundation for the next four years. The priorities in this Plan will build on what is working well, address inequalities and improve residents' everyday experience of the places and services they rely on.

Sources and definitions

Unless otherwise stated, figures are taken from the published Redbridge Corporate Performance Report for Quarter 4 2025/26 and its scorecard appendix. The population estimate is from the Office for National Statistics. Reporting periods vary according to the publication cycle for each measure. Figures may describe the wider borough, resident outcomes or Council service performance and should be read in that context.

OUR REDBRIDGE: EVERYONE HAS A PART TO PLAY

Redbridge belongs to all of us. While public services, businesses and community organisations all have important roles to play, the future of our borough will also be shaped by the actions of residents themselves. Strong communities do not happen by accident. They are built when people care about the places they live, look out for one another and play an active role in local life.



This Corporate Plan has been shaped through conversations with residents, community groups, businesses and partners from across the borough. Throughout those discussions, we heard countless examples of people giving their time, skills, ideas and energy to support others and improve the places around them. We heard about volunteers supporting local causes, neighbours helping one another, residents caring for shared spaces, community organisations bringing people together and individuals stepping forward to tackle local challenges. Those conversations reinforced something important: Redbridge is already a borough full of people who care.

We want to build on that spirit. Our ambition is for Redbridge to be a borough where people feel they belong, feel connected to their community and know that they can make a difference. Everyone should have the opportunity to have their say on the issues that affect them, but being part of a community means more than that. It also means doing our bit, supporting others and taking pride in where we live.

Some residents make truly life-changing contributions. Our foster carers, for example, have helped hundreds of children and young people over the years by opening their homes and providing the care, stability and support they need.



Their commitment is an extraordinary example of kindness and community spirit in action. They demonstrate the profound difference that one person can make in the life of another.

Not everyone can make that level of commitment, and they do not need to. There are countless other ways to play a part. We want residents to look out for their neighbours, report problems when they see them, support local businesses, get involved in local events, have their say on local issues and help care for the places around them. Whether it is volunteering with a local group, keeping a street tidy, mentoring someone, helping a community organisation, supporting a local initiative or simply checking in on someone who might need support, every contribution matters.

Everyone's contribution will look different. Some people can offer time, others skills, knowledge, experience or ideas. Some will step forward to lead, while others will make a difference through small everyday actions. What matters is not that everyone gets involved in the same way, but that everyone recognises they have a role to play in making Redbridge an even better place to live.

Our role is to make it easier for people to get involved and make a difference. We will listen to residents, create more opportunities for people to get involved, support volunteering and local groups, help connect people with opportunities in their communities and remove barriers that prevent people from taking part. We want more residents to feel empowered to help shape their neighbourhoods, support their communities and influence the future of the borough.

A better Redbridge will not be built by any one organisation alone. It will be built through the actions of people across the borough every day: helping a neighbour, volunteering, supporting a local group, looking after our shared spaces and taking pride in where we live. When more people play their part, we create stronger communities, deeper connections and a borough that people are proud to call home.



Whatever we can contribute, we all have a part to play in making Redbridge an even better place to call home.

OUR VALUES

COLLABORATION:
working with you

We believe Redbridge is stronger when we work together. We will listen to residents, value local knowledge and bring people, communities and organisations together to make a real difference.

FAIRNESS:
standing up for everyone

We will stand up for what is right and work to make Redbridge fairer and more equal. We will challenge inequality, remove barriers and work to ensure people from all backgrounds can access opportunities, participate in community life and receive support when they need it.

AMBITION:
brave about Redbridge's future

We are proud of Redbridge and ambitious for everyone who calls it home. We will be brave, curious and open to new ideas, always striving for excellence and finding better ways to serve residents and improve our borough.

ACCOUNTABILITY:
honest and open with you

We will be honest about the decisions we make, the progress we are achieving and where we need to do better. We will keep our promises, take responsibility and have the courage to put things right.

RESPECT:
every voice matters

Everyone deserves to be treated with dignity, compassion and care. We will listen to different experiences, make it easier for people to have their say and ensure residents feel heard, valued and included.

OUR PRIORITIES



Together, these priorities are intended to create visible improvements in everyday life, strengthen people's connection to their neighbourhoods and give residents a greater role in shaping the future of Redbridge.

1. BUILDING REDBRIDGE'S FUTURE



We recognise how important economic growth is to our residents and neighbourhoods. It can create new jobs and opportunities, support thriving businesses and high streets, and bring investment into the homes, infrastructure and public spaces our communities need. Over the next four years, we will bring forward a new Local Plan, support the delivery of more genuinely affordable council and social rent homes, improve housing standards, and invest in the regeneration of our town centres, high streets and neighbourhoods. We will ensure that growth respects the character of established areas, protects valued parks and leisure spaces and is supported by the infrastructure and services communities need. We will listen to residents and work with businesses and partners so that growth reflects local priorities and creates places where people are proud to live, work and spend time.



We will unlock opportunities around our Elizabeth Line stations and other key regeneration sites, creating new homes, jobs, public spaces and infrastructure that support sustainable communities. Alongside this, we will invest in neighbourhoods across the borough, recognising their different character, strengths and priorities. Through regeneration, placemaking and targeted investment, we will improve connectivity and support people of different ages, backgrounds and abilities to access opportunities and share in the benefits of growth.



We will support businesses to start, grow and invest in Redbridge, helping to create a stronger local economy and more good jobs for local people. By attracting inward investment and using our strong transport links and strategic location, we will position Redbridge as a borough that is open for business and ready to seize the opportunities of the future.



Photo credit: Emma Byrne, Redbridge Photography Awards 2026



This means every service has a role to play in shaping growth, improving places and delivering better outcomes for residents, ensuring that Redbridge's future is greener, more prosperous, more inclusive and built around the needs of our communities.


CRANBROOK ROAD
Hainault
Barkingside
A123
M25
Chelmsford
Romford
A12
Newbury Park
GOLD'S CO
GOOEY

1. BUILDING REDBRIDGE'S FUTURE

What will we achieve?

We will invest in our neighbourhoods and shape them with local people, creating places that are vibrant, welcoming and reflect the communities who live there.

We will revitalise town centres and high streets and grow a vibrant evening economy across the borough.

We will attract major inward investment by using our strong transport links and positioning the borough as open for business.



We will use the opportunities around our Elizabeth Line stations to create new homes, jobs and better connections.

We will deliver high-quality new homes and improve existing ones.



How we will do this

The actions in this and the following sections describe the main changes we will make over the next four years. They are not intended to be a complete list of everything the Council does. Services will work together, adapt their approach where circumstances change and look for opportunities to go further, while remaining accountable for delivering the outcomes set out in this Plan.

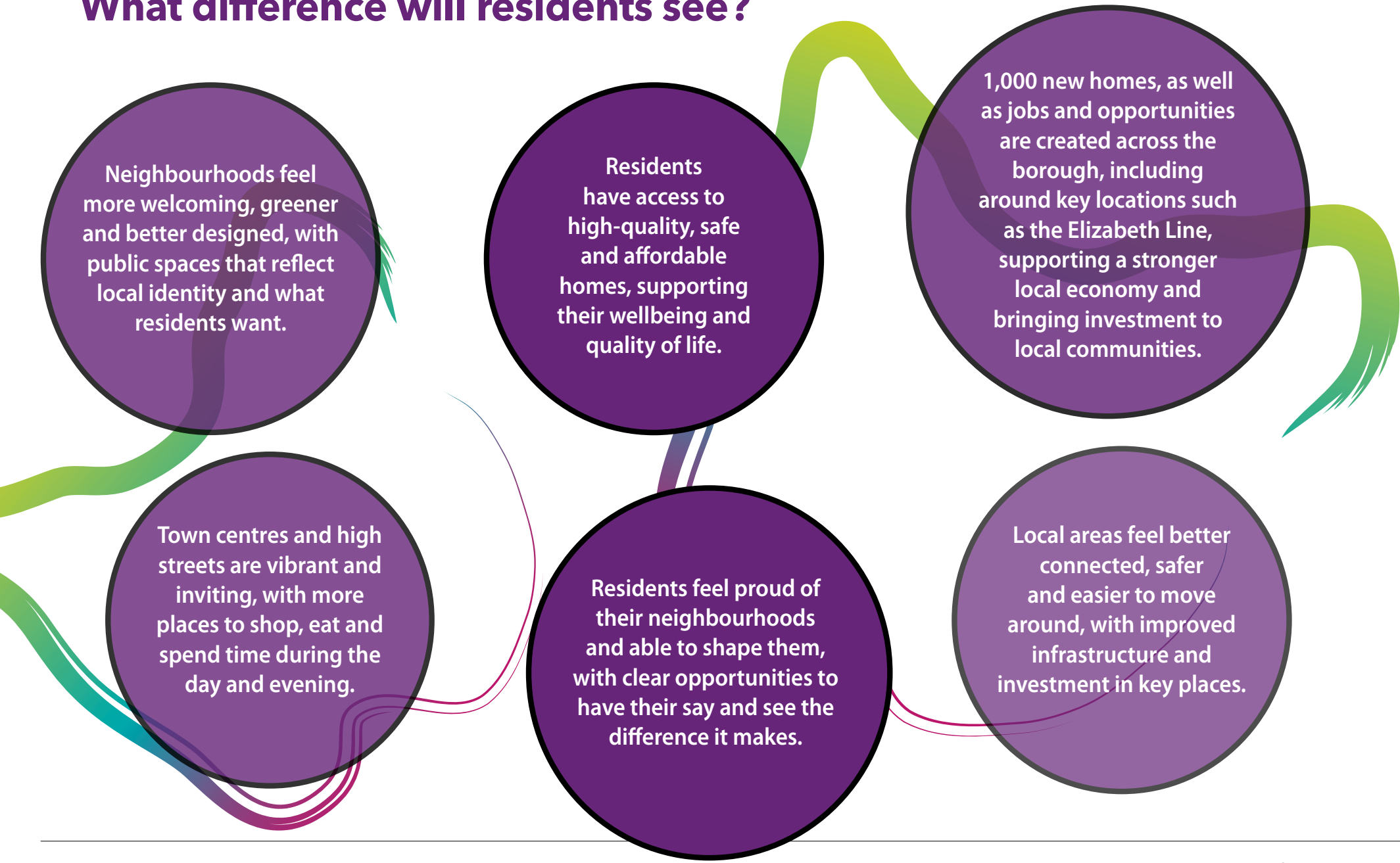
- We will give residents a meaningful role in shaping how Redbridge grows and changes, including where new homes should go, how parks and green spaces are protected and improved, and the future of our town centres and neighbourhoods, through the development of a new Local Plan.
- We will guide investment towards new homes, jobs, community facilities and public spaces that benefit residents now and in the future, supported by a new Regeneration Strategy.
- We will work with the Greater London Authority (GLA), Homes England, Local London and housing partners to bring investment into Redbridge, helping deliver the homes, jobs and improvements our communities need to thrive.



- We will work with the GLA to develop a long-term vision for Ilford that supports new homes, jobs, investment, better connections and attractive public spaces through the Ilford Opportunity Area Planning Framework.
- We will develop a new Ilford Town Centre Masterplan to guide investment and improvement, creating a thriving town centre with new homes, jobs, cultural attractions and welcoming public spaces that bring people together and celebrate everything that makes Ilford unique.
- Delivery of the Western Gateway programme, to transform the western entrance to Ilford into a greener, better-connected mixed-use neighbourhood with 1,000 new homes, jobs, public spaces and improved transport links.
- Delivery of the Ilford Arrival programme to create a welcoming, accessible and well-connected gateway into Ilford town centre, strengthening connections to the River Roding and improving the experience for residents, visitors and businesses arriving in the borough.
- Deliver the Cultural Quarter to create a vibrant, inclusive hub for arts, culture and community activity, boosting the local economy and giving residents more opportunities to engage, create and connect in Ilford town centre.
- We will improve town centres, making them more attractive and welcoming places for residents and businesses.
- Deliver the Fairlop Masterplan's vision, designed with local people to preserve and expand Fairlop Waters, creating a larger, more accessible and environmentally rich green space that supports biodiversity, health, wellbeing and community use.
- Work with government, regional bodies and other partners to make the case for rebuilding Broadmead Bridge and secure the funding and support needed to restore this important local connection.
- We will deliver our Housing Delivery Strategy and Plan to increase the supply of new homes, helping more local people and families find a safe, secure and affordable place to call home.

- We will make housing support easier to access, with earlier help, clearer advice and quicker routes to the appropriate service, through our Housing Needs Service Modernisation Programme.
- We will adopt the new Decent Homes Standard 2.0, ensuring council homes are safe, well-maintained and energy efficient, helping residents live in warmer, healthier homes with lower energy bills and fewer repairs.
- We will implement Awaab's Law, ensuring damp, mould and other serious housing issues are identified and resolved quickly, so residents can live in safer, healthier homes and have confidence that concerns will be acted on promptly.
- We will crack down on rogue and illegal landlords by using the powers available through the Renters' Rights Act, helping ensure tenants have safe, secure and well-maintained homes, stronger protections, and the confidence to put down roots and build their lives in Redbridge.
- We will approve a new Joint Housing Protocol for care-experienced young people, strengthening housing support so that young people leaving care can access stable accommodation, avoid homelessness and make a successful transition to adult life.
- We will achieve SHIFT accreditation, a recognised benchmark for environmentally responsible housing, helping ensure council homes are managed to high standards, are more energy efficient, and support residents to live in warmer, greener homes with lower running costs.
- We will improve the energy efficiency of council homes so that all properties achieve SAP Band C, a recognised standard for well-insulated and energy-efficient homes, helping residents stay warmer, reduce energy bills and support a cleaner, greener Redbridge.
- We will use data, local intelligence and proactive inspections to identify and tackle poor-quality private rented housing, helping ensure residents live in safe, well-maintained homes and can have confidence that landlords are meeting their responsibilities.
- We will work with the Ilford Business Improvement District (BID), local businesses and partners to improve Ilford Market, create new play spaces for children and families, and enhance public spaces, helping make Ilford a more vibrant, welcoming town centre where people want to shop, spend time and support local businesses.
- We will help local businesses grow and encourage new businesses to open in Redbridge, creating new jobs and opportunities for residents and helping our town centres and high streets thrive.
- We will build on the success of Ilford Lane by enhancing its food and hospitality offer and delivering a flagship Ilford Food Festival, attracting more visitors, supporting local businesses and celebrating the rich culture, diversity and entrepreneurial spirit that make Redbridge unique.
- We will help local businesses grow, attract investment and create more good-quality jobs so residents have greater opportunities to work, learn and succeed close to home, supported by a new Economic Growth Strategy.
- We will develop and promote a new inward investment strategy to attract businesses, jobs and investment into Redbridge, bringing new opportunities for residents, supporting local businesses and helping our town centres and neighbourhoods thrive.
- We will work with Local London partners to promote Redbridge as a great place to invest, attracting funding and development that delivers new homes, creates local jobs and brings improvements to town centres, neighbourhoods and community facilities across the borough.
- We will expand the support available through the Queen Victoria Business and Enterprise Hub, helping local businesses and entrepreneurs start, grow and succeed, creating more local jobs, bringing investment into the borough and opening up new opportunities for residents.
- We will support a thriving evening and night-time economy, helping create more places for residents to eat, meet and spend time together, supporting local businesses and making our town centres more vibrant, welcoming and enjoyable after dark.
- We will encourage businesses to start, grow and invest in Redbridge while promoting fair employment practices, including through a Business Incentive Package and the Mayor's Good Work Standard.

What difference will residents see?



2. KEEPING NEIGHBOURHOODS GREEN, SAFE AND CLEAN



We will create neighbourhoods that are clean, safe, welcoming and well maintained, where residents feel proud of where they live. Over the next four years, we will invest in and maintain our parks, streets and public spaces, improve environmental quality, tackle fly-tipping, litter and anti-social behaviour, and work with local communities to keep neighbourhoods attractive and cared for. Alongside bringing forward new improvements, we will continue to prioritise the upkeep of the roads, pavements, parks, trees, drainage and public spaces residents rely on every day.



We will make it easier for residents to travel safely and sustainably by improving walking and cycling routes, supporting public transport, enhancing road safety and investing in greener infrastructure. Through action to improve air quality, protect and expand green spaces, increase recycling and reduce waste, we will create healthier environments that support wellbeing and help Redbridge respond to the challenges of climate change.





We will work together with residents, community groups, the police and other partners to build safer and more confident communities. This includes tackling environmental crime and anti-social behaviour, preventing violence against women and girls, and creating public spaces where people feel safe, included and able to participate fully in community life.

By improving the places where people live, travel and spend their time, we will create neighbourhoods that are greener, cleaner, healthier and safer, strengthening pride, belonging and quality of life across Redbridge.



2. KEEPING NEIGHBOURHOODS GREEN, SAFE AND CLEAN

What will we achieve?

We will work with local people to create and care for clean, attractive and accessible public spaces that reflect community needs, bring people together and give residents greater pride in their local area.

We will make our neighbourhoods safer, more welcoming and easier to get around, with better lighting, improved public spaces and streets that people feel comfortable using day and night.



We will help create communities where people feel safe, connected and able to participate, with welcoming public spaces that can be used confidently by people of different ages, backgrounds and abilities.

We will improve air quality, protect and enhance our parks and green spaces, and make it easier and safer to walk and cycle, helping residents live healthier lives and enjoy a cleaner, greener borough.

Photo credit: Shabina Kahar, Redbridge Photography Awards 2026

How we will do this

- We will deliver our Climate Change Strategy, working towards becoming a net zero Council by 2040 and supporting Redbridge's transition to net zero, while improving air quality, reducing energy costs, protecting green spaces, increasing resilience to climate change and creating healthier neighbourhoods for residents.
- We will develop and deliver a new Nature Strategy that protects and enhances the natural environment, creating greener neighbourhoods, supporting wildlife, improving local green spaces and helping make Redbridge an even better place to live, visit and enjoy.
- We will reduce carbon emissions and increase tree planting and green spaces across Redbridge, creating cleaner air, healthier neighbourhoods and a greener environment for everyone. This will support local wildlife, improve parks and natural spaces, provide shade during hot weather and help make our communities more resilient to climate change.
- We will establish a Biodiversity Net Gain pilot at Fairlop Waters, creating new and improved habitats for wildlife, enhancing the area's natural beauty and helping residents enjoy cleaner, greener and more welcoming outdoor spaces for walking, recreation and wellbeing.
- We will restore sections of the Seven Kings River and improve water quality across Seven Kings Water, Westwood Recreation Ground and South Park Lake, helping reduce pollution, support local wildlife and create cleaner, more attractive outdoor spaces.
- Expand and enhance Fairlop Waters, including improved signage, paths and natural play, to create a larger, more accessible and environmentally rich green space that supports biodiversity, leisure and community use.
- Deliver new riverside paths and connect the Roding Valley, creating a continuous, nature-led network that improves access to green spaces and supports the Ilford Ranges as a distinctive destination.
- Restore and improve local rivers and lakes, enhancing water quality, supporting biodiversity and creating better natural spaces for residents and wildlife.
- Protect and improve water quality by taking all reasonable action within the Council's control to prevent pollution in our lakes, rivers and waterways, while holding Thames Water, the Environment Agency and other responsible organisations to account for delivering the investment and improvements our watercourses need.
- We will promote and improve access to our award-winning Green Flag parks and green spaces, creating more opportunities for people to exercise, relax, spend time with family and friends and connect with nature.
- Facilitate the creation of four new pocket parks across Redbridge, working with partners and communities to provide welcoming local spaces with a selection of opportunities to play, relax, meet and enjoy the surroundings.
- We will increase tree planting across Redbridge, helping create cleaner air, cooler streets in summer, more attractive neighbourhoods and better habitats for wildlife, while making our communities healthier and more enjoyable places to live.
- We will deliver a Borough Air Quality Action Plan to reduce harmful pollution, helping residents breathe cleaner air, supporting healthier communities, making it safer for children to walk and cycle, and improving quality of life across the borough.
- Deliver the Sustainable Transport Strategy to make it easier and safer for residents to walk, cycle and use public transport, creating cleaner, healthier and better-connected neighbourhoods.
- We will invest £35 million to repair roads and pavements across Redbridge, making journeys safer, smoother and more reliable for everyone, while improving the look and feel of our neighbourhoods and creating places residents can be proud of.
- Secure funding for new cycle routes across the borough, including both local routes and cycle lanes separated from traffic, to make cycling safer, more accessible and a viable alternative for everyday journeys.
- Implement School Streets at all educational sites where possible, reducing traffic and improving safety and air quality for children, families and local communities.

2. KEEPING NEIGHBOURHOODS GREEN, SAFE AND CLEAN

- Deliver a sustainable travel programme for schools to encourage active travel, improve road safety and support children and families to make healthier, more sustainable journey choices.
- We will make it easier for people to choose cleaner transport by increasing electric vehicle charging points across the borough, helping reduce emissions, improve air quality and create a cleaner, greener Redbridge for everyone.
- Monitor the reliability, performance and whole-life costs of electric fleet vehicles, exploring opportunities to transition as the technology becomes more efficient, effective and financially sustainable.
- We will improve the energy efficiency of council homes through the Warm Homes Programme, helping residents stay warmer in winter, reduce energy bills and enjoy healthier, more comfortable homes, while reducing carbon emissions and supporting a greener future for Redbridge.
- We will support new community gardens and green spaces across the borough, creating places where residents can come together, learn new skills, enjoy the outdoors and build stronger connections with their communities.
- Create a new community play area that gives children and families more opportunities to play, be active and spend time together locally.
- Deliver a programme of flood alleviation schemes to reduce flood risk, protect homes and businesses, and improve resilience to climate change.
- We will introduce food waste collections across the borough, making it easier for residents to recycle more and waste less. This will help reduce the amount of waste sent to landfill and cut carbon emissions.
- We will make it easier for residents to recycle more, reduce waste and keep neighbourhoods clean by improving waste and recycling services, maintaining a reliable street-cleaning service and working with partners to encourage waste reduction.
- We will work alongside residents to introduce new planting schemes that bring colour, greenery and nature into our neighbourhoods, helping create cleaner, greener and more welcoming places where communities can take pride in their local area.
- We will bring together community safety, housing, health, homelessness and policing services to respond more quickly and effectively to local concerns. This will help people get the support they need earlier, improve community safety, reduce rough sleeping and ensure residents feel safer, supported and able to thrive in their neighbourhoods.
- We will work with partners to prevent and reduce drug-related harm, helping vulnerable residents access the support they need while reducing crime, anti-social behaviour and the impact on local communities, so residents feel safer in their neighbourhoods.
- We will work with partners to help people leaving the criminal justice system make a successful return to their communities, reducing the risk of reoffending and helping create safer places to live.
- We will work with partners to take action against persistent anti-social behaviour and crime, helping make our streets, parks and public spaces safer, more welcoming and places that residents can be proud of.
- We will build on our work with local businesses and partners to promote responsible alcohol licensing, helping reduce anti-social behaviour, improve community safety and create welcoming town centres and neighbourhoods where residents feel safe.
- Continue to expand the borough's CCTV network to deliver a reliable and resilient community safety service. We will replace end-of-life cameras and infrastructure, modernise connectivity, maintain 24/7 coverage and expand CCTV in priority locations to help prevent and detect crime, tackle anti-social behaviour and improve residents' sense of safety.
- We will protect children and young people by taking action against businesses that cause harm to our communities, including the sale of illegal vapes and tobacco, helping reduce the risks of addiction and harm.
- We will double the capacity of our Environmental Health service, enabling faster action to tackle poor housing conditions, environmental problems and risks to public health.
- We will develop a ten-year Violence Against Women and Girls (VAWG) strategy, informed by the experiences and priorities of women in Redbridge and building on our 'This Has to Stop' programme to counter domestic violence and misogyny.

What difference will residents see?

Streets, parks and local areas are visibly cleaner, greener and better maintained, with well-lit routes, less litter and safer public spaces.

More people are walking, cycling and using public transport, with safer routes, better connections and less congestion on local roads.

Residents see increased community safety presence and enforcement, with quicker action on anti-social behaviour and issues that affect neighbourhoods.

Residents feel a stronger sense of ownership and responsibility for their neighbourhoods and the places they share, with busier high streets, parks and public spaces that reflect the diversity of the community.

Improved parks and green spaces are easier to access and use, with better paths, signage and facilities, and more people spending time outdoors locally.

Homes are warmer, safer and better maintained, with clear improvements in housing conditions across both council and private rented homes.

People feel safer in their daily lives, including when travelling, using public spaces and returning home at night.

3. STRENGTHENING LOCAL COMMUNITIES



We will help residents live healthier, more independent and fulfilling lives by focusing on prevention, early support and reducing inequalities. Working closely with health, care, education, housing and community partners, we will improve access to joined-up support, help people stay well for longer and ensure that residents can get the help they need at the right time.



We will work with partners to tackle poverty, improve financial resilience and widen access to opportunity, helping more residents share in the borough's prosperity. We will strengthen support for families, older people and those with additional needs, while continuing to improve health and wellbeing outcomes across our communities.

We will invest in community facilities, leisure, culture and local spaces that bring people together and help people live healthier and happier lives, spend quality time with family and friends, and build connections with others. Libraries, leisure centres and cultural venues will create shared experiences, reduce isolation and bring people together across generations and communities. By supporting volunteering, participation and community action, we will enable residents to play an active role in shaping their neighbourhoods and strengthen the networks that help communities thrive.



Photo credit:
Sevin Kahveci, Redbridge Photography Awards 2026



By working alongside residents and partners, we will foster connected, resilient and inclusive communities where people feel they belong, are able to contribute, and are proud to call Redbridge home. We will encourage civic pride and active citizenship, supporting residents to play a positive role in improving neighbourhoods, supporting one another and strengthening community life.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3. STRENGTHENING LOCAL COMMUNITIES

What will we achieve?

We will make Redbridge a great place to grow up, live well and age well, where people of all ages can thrive, stay healthy and independent.

We will improve health and wellbeing across Redbridge, helping people stay healthy, active and independent for longer, while reducing inequalities.

We will work with partners to reduce poverty by addressing its root causes, improving financial resilience, and widening access to opportunity.



We will foster connected and resilient communities by creating opportunities for people to support one another, build local networks and stay connected. This will help reduce loneliness and isolation, strengthen community spirit and ensure people have support during difficult times.

We will invest in health, leisure and community facilities that help residents of all ages live healthier lives, spend time with family and friends, enjoy local activities, and build lasting connections in welcoming spaces where people feel they belong.

We will grow a vibrant and inclusive arts and culture scene that celebrates the people, cultures and communities that make Redbridge unique.

How we will do this

- We will design and commission services around residents' needs, making support easier to navigate and access, through a new Commissioning Strategy.
- We will deliver a new Dementia Strategy and strengthen support for people living with dementia and their carers, helping people remain independent for longer and access the advice, care and support they need to live well and with dignity.
- We will invest £28.8 million in Adult Social Care to help residents stay independent and healthy. This will support older people, disabled residents and carers to live with dignity, maintain their independence, remain active in their communities and access high-quality care when they need it. We will implement Independence Teams across Health and Adult Social Care, bringing services together to provide more joined-up support closer to home. This will make it easier for residents to access coordinated support, stay independent for longer, avoid unnecessary hospital admissions and live safely, confidently and well in their own homes.
- We will work with partners to ensure people experiencing rough sleeping can access health services and support when they need it, helping people live healthier lives, regain stability and build a more positive future.
- We will bring together services across the Council to create a coordinated approach to make healthier choices easier for residents and reduce the impact of unhealthy food environments.
- Deliver a borough-wide disease prevention programme to reduce health inequalities, addressing risk factors, identifying high-risk groups and individuals, and supporting early intervention.
- Deliver an early years and school health programme, including improving oral health, supporting healthy weight, and undertaking health promotion in schools and communities.
- Work with communities that experience barriers to healthcare to improve access to vaccination, screening, outreach and other targeted health programmes.
- We will work with schools, nurseries, health services and community organisations to help children get the best start in life, including through health visiting, school nursing and targeted programmes for vulnerable groups and schemes such as Healthy Start and expanding parenting support.
- We will help residents access health checks, screening and early support to identify health problems sooner and prevent illness where possible. This will help people stay healthier for longer, get treatment earlier when it is needed and reduce the risk of serious health conditions affecting their quality of life.
- We will develop and embed a strategic approach to Assistive Technology, using practical solutions such as falls detection, remote monitoring and digital support to help residents stay safe, independent and confident in their own homes for longer. This will improve quality of life, provide reassurance to families and carers, and help more people live well and age well in their communities.
- Create a borough where nobody has to face mental health challenges alone through our Suicide Prevention Strategy and wider mental health support. This will help people access support earlier, reduce loneliness and isolation, improve wellbeing and ensure those at greatest risk get help when they need it most, helping to save lives.
- Support people facing multiple challenges, including homelessness, poor mental health and substance misuse, by bringing services together and making it easier to access help. This will help people rebuild their lives, improve their health and wellbeing, move towards stable housing and reduce the issues that can affect local communities and neighbourhoods.
- Support local people to become health champions in their communities, helping share trusted advice, connect residents to support and encourage healthier lifestyles.

3. STRENGTHENING LOCAL COMMUNITIES

- Deliver a programme of community-based health initiatives, including health checks, community cafés, physical activity programmes and social connection initiatives to reduce isolation.
- Work through the Anti-Poverty Advisory Board to bring together local organisations, community groups and public services to tackle the causes of poverty and help residents through the cost-of-living challenges.
- Use the Crisis Resilience Fund to help residents facing financial challenges access practical support, advice and emergency assistance when they need it most.
- Create a network of local Civic Centres where residents can access advice and services closer to home, participate in community activities and connect with others.
- Create Family Hubs as welcoming community spaces where children, young people and families can access support, advice and activities close to home. By bringing services together in one place and offering a 'no wrong door' approach, we will make it easier to get help early, build family resilience and wellbeing, and ensure every child has the best possible start in life.
- Offer the Janice Mews Voluntary Sector Centre as a welcoming community hub where charities, community groups and volunteers can support local people. By providing affordable and flexible space, shared facilities and opportunities to work together, the centre will help community organisations become more sustainable, reach more residents and expand the support, activities and opportunities available across the borough.
- Improve access to welcoming and affordable leisure opportunities for people of different ages, backgrounds and abilities, supported by a new Leisure Strategy and the development of modern facilities across the borough.
- Secure investment to improve leisure and cultural facilities across Redbridge, creating modern, welcoming and affordable places where residents can exercise, take part in activities, enjoy culture and spend time with others.
- Deliver the Wanstead pool and classroom block project, providing improved education, leisure and community facilities that support children, young people and families and strengthen local access to high-quality learning and wellbeing opportunities.
- Oversee the reopening of Fullwell Cross Leisure Centre, South Woodford Library and Kenneth More Theatre, while working with partners to bring forward new projects such as a climbing centre.
- Create a year-round programme of cultural, civic and community events in our parks, open spaces and local venues, giving residents more opportunities to come together, celebrate what makes Redbridge special and take part in community life.
- Celebrate Redbridge's diversity as one of the borough's strengths through the Colours of Redbridge programme, cultural activity and opportunities for participation across our communities.
- Work with residents and partners through a new Community Cohesion Strategy to create more opportunities for people to connect, support one another and take part in community life, helping build a borough where everyone feels welcome, valued and able to belong.
- Deliver a programme of Community Action Days to bring services and residents together and strengthen community pride and participation.
- Co-design a new Voluntary and Community Sector (VCS) Strategy with local organisations to create a stronger, more sustainable and independent community sector. This will help community groups build their capacity, attract funding, work together more effectively and reach more residents.
- Continue the Voluntary Sector Small Grants Programme to help grassroots organisations grow, reach more residents and respond to local needs and help ensure support reaches groups that are often least likely to access services.
- Promote accessible civic participation and volunteering opportunities that enable people of different ages, backgrounds and abilities to contribute their time, skills, knowledge and experience to local priorities.

What difference will residents see?

More residents are living healthier, more independent lives for longer, with earlier support in place to prevent problems escalating and better physical and mental wellbeing.

Health inequalities are reduced, with improved outcomes for communities that have previously faced the greatest barriers to good health and access to services.

Families, including those with children and young people with SEND, can access the right support more easily, feel confident navigating services and experience more joined-up care at the right time.

More residents of different ages, backgrounds and abilities are participating in cultural, leisure and community activities, with inclusive opportunities that reflect and celebrate the diversity of Redbridge.

Residents feel less isolated and more connected to others, with increased opportunities to take part in community life, volunteering and local initiatives.

Residents are more physically active and making healthier choices, supported by better access to leisure facilities, community activities and healthier local environments.

Fewer residents experience financial hardship, with more people able to access support, build financial resilience and improve their access to skills, education and employment.

Residents can more easily access local services and support in their communities, through joined-up hubs, outreach and community-based provision.

Communities are more cohesive and resilient, with stronger relationships between residents and a greater sense of belonging and pride in Redbridge.

4. OPENING DOORS TO OPPORTUNITY



We will help residents fulfil their potential and achieve their aspirations at every stage of life. Over the next four years, we will work with partners to ensure that children get the best possible start in life, improve educational outcomes, strengthen support for children and young people with special educational needs and disabilities (SEND), and create more opportunities for residents to develop the skills, confidence and experiences they need to succeed.

Through the implementation of Families First reforms, we will strengthen early help, family support and multi-agency intervention so that children and families receive the right support at the earliest possible opportunity. By focusing on prevention, coordinated support and family networks, we will reduce the need for statutory intervention wherever it is safe to do so, helping more children remain safely within their families and communities whilst protecting specialist safeguarding services for those children who need protection and care.





We will build on Redbridge's strengths in education and our Child Friendly Borough status by investing in children and young people, amplifying their voices and creating opportunities for them to influence decisions, develop new skills and play an active role in their communities. We will work to ensure that all children and young people, including those with SEND, feel included, supported and able to achieve their potential.

We will strengthen pathways between education, skills and employment, helping residents access apprenticeships, training, lifelong learning and good-quality jobs. Working with employers, schools, colleges and community partners, we will align skills provision with the needs of the local economy and address barriers to opportunity, including those associated with disability, caring responsibilities, financial circumstances or unequal access to education, skills and employment.

By connecting people to opportunities and supporting ambition at every stage of life, we will create a borough where talent is nurtured, potential is realised and more residents can benefit from inclusive growth and the opportunities created by Redbridge's future success.

Artificial intelligence (AI) is already changing how we live and work. Over the next four years, it will continue to change jobs, businesses, public services and the skills people need. This will create new opportunities, but it may also change or replace some tasks and roles, make existing digital inequalities more significant and leave some people less able to participate in a changing economy. We want people and businesses in Redbridge to be ready for that change and able to benefit from it.

We will help residents develop the digital and AI skills, knowledge and confidence they need for a changing world of work. Through employment and skills programmes, and by working with our education and training partners, we will help people understand and use emerging technologies and prepare for new employment opportunities. We will also support local businesses to adopt new technology, strengthen their workforce and improve productivity, helping ensure that technological change contributes to inclusive economic growth across Redbridge.



4. OPENING DOORS TO OPPORTUNITY

What will we achieve?

We will build a borough where children, young people and families thrive from the start: Redbridge is a great place to grow up.

We will create more secure, better-paid jobs by developing residents' skills and removing barriers to work.



We will ensure children and families receive the right help at the right time through earlier intervention and coordinated family support, reducing the need for statutory intervention wherever it is safe to do so.

We will invest in our young people, helping them develop as future leaders and building on Redbridge's status as England's first UNICEF **Child Friendly Borough.**

We will work with partners to deliver excellent education ensuring high-quality provision, strong support and clear links to job opportunities.

How we will do this

- Help every child get the best start in life by supporting families, improving access to early years services and helping children develop the speech, language, social and learning skills they need to start school ready to learn, make friends and thrive.
- Help families get the right support from pregnancy through to a child's early years by connecting services such as midwifery, health visiting, family support and early years services. This will make it easier to access help, support healthy child development and give children the best start in life.
- Deliver the Best Start in Life Programme, bringing together early years, health and family support to provide joined-up, preventative support from pregnancy onwards and improve outcomes for children and families.
- Help every child and young person access education, participate fully and feel that they belong, removing barriers to attendance, learning and achievement through our Education and Inclusion Strategy and giving all children and young people the opportunity to reach their potential.
- Ensure every child has access to a high-quality school place close to home, including appropriate specialist provision for children and young people with SEND, through our School Organisation Strategy. Building on investments such as the new Hatton Special School, we will plan school places across early years, primary, secondary and special education to ensure children can learn, grow and succeed in environments that meet their needs, now and in the future.
- We will make play areas across Redbridge more inclusive and accessible by increasing the availability of accessible play equipment and designing spaces that enable disabled children and young people to play, participate and enjoy time alongside their peers. We will also work towards the creation of a dedicated SEND play space, helping ensure every child feels welcome, included and able to thrive.
- Improve support for children and young people with SEND and their families, making services easier to access and navigate closer to home, through the SEND Priority Action Plan.
- Work in partnership with children, young people and families through our SEND Co-production Agreement to shape education and SEND services together. This will ensure services better reflect what families need, improve access to the right support and help children and young people with SEND learn, belong and thrive.
- Through the SEND Reforms Programme, make it easier for children and young people with SEND and their families to access the right support at the right time, closer to home.
- Help more children and young people stay in school and succeed by providing support earlier and strengthening specialist and Alternative Provision services. This will help reduce exclusions and ensure children receive the support they need to remain engaged in education and succeed.
- Make support easier for children and families to access through the Families First Programme. This will help families get help earlier, prevent problems from becoming more serious and ensure children can grow up safe, supported and able to thrive.
- Invest in the training and development of the professionals who support children and families through the Families First Programme, ensuring staff across services have the skills, knowledge and confidence to provide high-quality, joined-up support.
- Make it easier for children, young people and families to get help early by improving access to support and introducing a clear Early Help System Guide, so families know where to go for advice and assistance.
- Empower children and young people to influence the decisions that affect their lives and shape the future of Redbridge through the Youth Council, Members of Youth Parliament, SEND Youth Forum and other participation programmes, ensuring their voices are heard and reflected in local services, policies and community life.
- Deliver a "Ten by Ten" programme to ensure every child has access to a range of positive experiences and opportunities in their early years, supporting their development, wellbeing and sense of belonging.

4. OPENING DOORS TO OPPORTUNITY

- Invest in the next generation of leaders through a Future Leaders Programme that develops skills, confidence and civic participation among young people.
- Build on the Child Friendly Redbridge programme to embed a child-rights-based approach across the Council and its partners, ensuring children and young people influence decisions, shape services and experience improved outcomes across the borough.
- Create a clearer and more ambitious offer for young people through a new Youth Zone and wider youth services plan, developed with young people and local partners. This will provide more places to go, things to do and opportunities to build skills, confidence and aspirations, helping young people feel connected, supported and able to reach their full potential.
- Expand on the current offer of learning and enrichment opportunities across leisure, culture and libraries, supporting creativity, skills development and participation for young people of all ages.
- Expand access to high-quality sixth form and vocational education that prepares young people for good jobs and successful futures.
- Strengthen SEND and Preparing for Adulthood by delivering improved, coordinated support that enables children and young people with SEND to develop independence, access education, training and employment, participate in inclusive activities within their community, and transition successfully into adulthood.
- Strengthen pathways into employment and further education, including internships, apprenticeships and vocational routes, helping young people access skills and opportunities aligned to the local labour market.
- Create 5,000 new apprenticeships and jobs for local young people.
- Make adult education accessible to residents at different stages of life, enabling people to develop skills, gain qualifications and progress towards good work and greater financial independence. Help more residents access work, training and new opportunities through Work Redbridge and local partnerships, providing tailored support for people facing barriers to employment. This will help residents build skills, increase their confidence, secure good-quality jobs and improve their financial security.
- Create clearer pathways into good jobs by helping residents gain the skills and qualifications needed in growing sectors such as health and care, construction, technology and green industries.
- Open up opportunities for every resident to fulfil their potential by removing barriers to education, training and employment and providing targeted support for people who need it most, including care leavers, disabled people and others facing additional challenges.



What difference will residents see?

Children get the best possible start in life, with improved school readiness, early development and access to support from pregnancy through early years.

Children and young people, including those with SEND, feel supported, included and able to succeed, with clear pathways to education, training and adulthood.

More residents gain the skills they need for the future economy, with stronger links between education, training and local job opportunities.

More children and young people achieve positive educational outcomes, with high-quality, inclusive provision, strong attendance and reduced exclusions across the borough.

Young people feel heard, safe and empowered, with more opportunities to shape decisions, develop leadership skills and participate in civic life.

More people access secure, better-paid employment and progress in work, with barriers to employment reduced, particularly for those who face the greatest challenges.

5. A WELL-RUN COUNCIL



We will be a Council that residents can rely on: responsive, accountable and easy to deal with. Our services will be accessible, joined up and informed by the needs, experiences and aspirations of our communities. Residents will have clear and accessible ways to influence decisions, provide feedback and help shape the services they use.



We will modernise the way we work so that services are simpler, more responsive and easier to access. By breaking down barriers between departments, improving how services work together and focusing on the whole resident experience, we will provide more seamless support and make it easier for people to get the help they need. We will embrace innovation, digital technology and continuous improvement to ensure we remain one of the most efficient and effective councils in the country.

AI also creates opportunities to make everyday interactions with the Council quicker, simpler and easier. Used well, technology can help us understand emerging needs, identify problems earlier, make better use of information and free up staff time to focus on residents who need more support. It can also give residents more convenient ways to find information and engage with the Council at a time that suits them.



But we recognise that AI also brings risks and concerns. No one should be left behind as technology changes. We will continue to promote digital inclusion and accessible ways to get support, while helping residents develop the confidence to use new technology safely. We will take a responsible approach to how AI is used within the Council, protecting residents' information and ensuring appropriate human oversight.

We will continue learning and adapting as technology develops. Our ambition is not simply to use more AI, but to make technological change work for Redbridge: creating opportunities for residents, equipping people with skills for the future, supporting successful local businesses and making services simpler and more responsive.

We will provide strong leadership across the borough, bringing together public services, businesses, voluntary organisations, faith groups, community organisations and residents to share responsibility for improving the borough and to tackle complex challenges and deliver lasting change. Through stronger partnerships, co-production and civic participation, we will empower residents and communities to play an active role in shaping the future of Redbridge and achieving our shared ambitions.

We will invest in our workforce, creating an inclusive culture that values the different backgrounds, skills and experiences of our workforce and supports learning and professional development. We want Redbridge to be an employer of choice, attracting, developing and retaining talented people who are committed to delivering excellent services and improving outcomes for residents.

We will manage public money responsibly, ensuring every pound delivers maximum value for residents. Through strong governance, sound financial management and disciplined use of resources, we will invest in the future of the borough, strengthen financial resilience and ensure we can continue to provide the services and support that residents need.

Above all, we will be a well-run, customer-focused and forward-looking council: trusted by residents, respected by partners and equipped to meet the opportunities and challenges of the future.



5. A WELL-RUN COUNCIL

What will we achieve?

We will provide reliable, responsive services designed around residents' needs and experiences. The Council will bring partners together to address complex, long-term challenges and deliver collective improvements for residents.

We will invest in our people by creating a culture that values diversity and supports professional growth to make Redbridge the employer of choice in London.

We will ensure long-term financial resilience by prioritising resources, improving efficiency and delivering value for money.



We will strengthen governance, risk management and performance, ensuring decisions are transparent, compliant and grounded in robust data and insight.

We will strengthen civic participation, co-production and partnerships, ensuring policies and services are shaped with residents, communities and local organisations.

How we will do this

- Through our Modernisation Programme, make Council services simpler, more joined up and easier for residents to access. This will help people get the support they need more quickly, improve value for money and protect essential services for the future.
- Provide clearer information, quicker responses and services designed around residents' needs through the Customer Experience Programme.
- Introduce a Council-wide system that gives staff a clearer, joined-up view of each resident's circumstances and previous contact with the Council. This will reduce the need for residents to repeat their story and help them reach the right service or support more quickly.
- Transform digital services so residents can find information, apply for support, report issues and track progress more easily online, at a time that suits them. Making routine services simpler and more convenient online will help us focus staff time and personalised support on residents who need additional help or who want to engage with us by telephone, face to face or through other accessible routes.
- Strengthen data and technology capability to give staff a more complete understanding of residents' needs and ensure services work more closely together.
- Shape digital services with residents, communities and the voluntary sector to make them easier to use, accessible to everyone and designed around people's needs.
- The Council will continue to develop its Artificial Intelligence (AI) capability, using it responsibly to improve services for residents, deliver better value and prepare the organisation for the future. AI can help make processes more efficient and information easier to access, including through quicker, simpler ways for residents to find the services they need on our website. But we also recognise that AI will change the way people work, bringing new opportunities as well as challenges for some jobs and sectors. As we embrace its potential within the Council, we will also work with residents and partners to help people develop the skills they need to adapt, take advantage of new opportunities and succeed in the jobs of the future.
- Strengthen the Redbridge Borough Partnership to bring together public services, community organisations and the voluntary sector to tackle the issues that matter most to residents.
- Work with health partners to provide more joined-up support and focus on preventing problems before they get worse.
- Strengthen partnerships with employers, colleges, training providers and other organisations to connect residents with skills, training and job opportunities.
- We will develop a skilled, inclusive and adaptable workforce in which staff feel valued, can develop their talents and are equipped to deliver excellent services, supported by our People Strategy.
- Modernise financial systems to strengthen reporting, decision-making and financial management.
- Embed a strong culture of participation across the Council, building staff capability to engage effectively with residents and using insight and feedback to continuously improve services.
- Make it easier for all residents to have their say and influence decisions, particularly those whose voices are not always heard. This will help ensure services, policies and local decisions better reflect the needs and experiences of Redbridge's diverse communities.
- Improve how we listen and respond to residents, showing more clearly how feedback influences decisions and leads to changes in services. This will help residents see that their views make a difference and build trust in the Council.
- Involve residents in shaping services, local decisions and public spaces from the start, ensuring their experiences and ideas help guide future improvements. This will create services and places that better meet the needs of local communities.
- Work more closely with local organisations and support communities to lead projects, activities and improvements in their neighbourhoods.
- Create more opportunities for residents to take part in community life and help shape the future of Redbridge through initiatives such as the Youth Council, Climate Forum and Community Voice Panel.
- Launch a borough-wide civic participation programme that encourages residents of different ages, backgrounds and abilities to take part in local decision-making, volunteering and community action, enabling people to play a more active role in their neighbourhoods and the future of Redbridge.

5. A WELL-RUN COUNCIL

What difference will residents see?

Residents find Council services easy to access, use and understand, with quicker responses, clearer information and fewer repeat contacts.

Residents feel listened to and able to influence decisions, with more opportunities to shape services and see how their feedback leads to change.

Trust and confidence in the Council increases, with residents seeing transparent decision-making and reliable, high-quality services.

Residents will have more meaningful opportunities to shape local decisions, services and places, with their voices clearly influencing outcomes.

Public money is used more effectively, protecting essential services and delivering better outcomes for residents over the long term.

Issues are resolved more quickly and effectively, with services working together to provide joined-up support around people's needs.

Communities experience more coordinated support across organisations, particularly for complex issues, as the Council works more effectively with partners.

Communities will feel heard and included, with accessible, transparent participation that builds trust and reflects the needs of all residents.

PERFORMANCE SCORECARD

We will publish a clear and accessible suite of performance measures to help residents, partners, Members and staff understand how the Council is progressing against the priorities and commitments set out in this Corporate Plan. These measures will provide a transparent view of delivery, performance, demand, risk and outcomes, helping demonstrate where progress is being made and where further action is required.

The performance framework will create a clear line of sight between the commitments in this Plan, the activities the Council and its partners are delivering, and the outcomes residents experience in their daily lives. It will help ensure that progress is monitored consistently, that successes and challenges are visible, and that decisions continue to be informed by evidence and insight. Where suitable information is available, reporting will also show how outcomes, investment and improvements are being experienced in different parts of the borough.

Progress will be reported publicly through a quarterly Corporate Performance Report. This will bring together the most relevant measures and provide concise commentary explaining what has changed, why it matters, what action is being taken and what happens next.

Not every priority or commitment can be meaningfully assessed through a measure that changes every quarter. Some of the outcomes set out in this Plan are longer term, depend on collective action with partners or draw on information that is updated less frequently. Progress in these areas will be demonstrated through annual or periodic updates, resident feedback, programme milestones, local insight and focused reviews of particular themes.

Using different forms of evidence will allow us to report progress in the way that is most meaningful for each commitment, rather than repeatedly publishing information that has not changed. Together, regular performance reporting and periodic updates will provide a balanced and transparent account of delivery across the full Corporate Plan.

The final suite of measures will be published alongside the Corporate Plan and periodically reviewed to ensure that it continues to provide a clear and proportionate account of progress.





Photo credit: Anthony Barclay, Redbridge Photography Awards 2026

GLOSSARY

Term	What it means
Active travel	Getting around by walking, wheeling or cycling rather than using a car.
Adult Social Care	Support provided to adults who need help to live safely and independently because of age, illness, disability or other needs.
Affordable housing	Homes intended to be more affordable for people whose housing needs are not met by the open market.
Air Quality Action Plan	A plan setting out how the Council and its partners will work to reduce air pollution.
Alternative Provision	Education arranged for children and young people who cannot attend a mainstream school for a period of time or who need a different type of support.
Anti-social behaviour	Behaviour that causes, or is likely to cause, harassment, alarm or distress to other people.
Apprenticeship	Paid work that combines practical experience with learning and training towards a recognised qualification.
Artificial intelligence (AI)	Technology that allows computers to perform tasks such as analysing information, answering questions or creating content.
Assistive technology	Equipment or digital technology that helps people live more safely and independently, such as falls detectors or remote monitoring.
Awaab's Law	Legal requirements for social landlords to investigate and address serious hazards such as damp and mould within set timescales.
Biodiversity	The variety of plants, animals and other living things in an area.
Biodiversity Net Gain	An approach to development and land management that aims to leave nature in a better condition than it was before.
Borough Vision	The long-term picture of the Redbridge we want to create together over the next ten years.
Business Improvement District (BID)	An area where local businesses work together and contribute funding to improve the trading environment.
Carbon emissions	Gases released into the atmosphere, particularly carbon dioxide, that contribute to climate change.
Carbon neutral	Balancing the carbon emissions produced with action to reduce or remove the same amount of carbon.
Care experienced	A term describing someone who is, or has previously been, looked after by a council.
Child Friendly Redbridge	Redbridge's approach to making sure children's rights are respected and children and young people can influence decisions that affect them.
Civic participation	Residents getting involved in community and local life, for example by volunteering, sharing views, supporting local activities or helping shape decisions.
Climate resilience	Making sure our places, services and communities are better prepared for the effects of climate change.
Co-design	Residents and organisations working together to design a service, plan or project.

GLOSSARY

Term	What it means
Commissioning	Understanding what residents need and then planning, arranging and reviewing services to meet those needs.
Community cohesion	People from different backgrounds living well together, with strong relationships, trust and a shared sense of belonging.
Co-production	Residents, particularly people with lived experience, working as equal partners with organisations to develop and improve services.
Corporate Plan	The plan setting out the main changes the Council will lead or support over the next four years to help deliver the Borough Vision.
Corporate Performance Report	A regular public report showing the Council's progress against the priorities and commitments in the Corporate Plan.
Decent Homes Standard	The standard used to assess whether social housing is safe, warm and in a reasonable state of repair.
Digital inclusion	Making sure everyone can access and use digital technology, while maintaining suitable alternatives for people who cannot use online services.
Early help and early intervention	Support provided when a problem first emerges, before it becomes more serious or reaches crisis point.
Economic growth	Growth in local businesses, jobs, investment and opportunities for people to earn and prosper.
Elizabeth Line	The railway line serving Ilford, Seven Kings, Goodmayes and Chadwell Heath and connecting Redbridge with other parts of London and beyond.
Environmental crime	Offences that harm local surroundings, such as fly-tipping, littering and illegal waste disposal.
Evening and night-time economy	Businesses and activities operating in the evening or at night, such as restaurants, leisure, entertainment and cultural venues.
Family Hubs	Local places where children, young people and families can access different types of advice, activities and support.
Financial resilience	Being better able to manage money and cope with unexpected financial pressures.
Flood alleviation	Work carried out to reduce the likelihood or impact of flooding.
Fly-tipping	Leaving waste illegally on streets, land or other public or private spaces.
GLA	The Greater London Authority, which is responsible for strategic issues across London, including transport, planning, housing and economic development.
Governance	The arrangements used to make decisions, manage responsibilities and ensure an organisation is properly run and accountable.
Green Flag	A national award recognising well-managed parks and green spaces.

GLOSSARY

Term	What it means
Health inequalities	Unfair and avoidable differences in health and life expectancy between different groups or communities.
Homes England	The national government agency that supports housing and regeneration in England.
Inward investment	Investment brought into Redbridge by businesses, organisations or other investors, helping to support jobs and the local economy.
Infrastructure	The facilities and systems a community needs, such as transport, schools, health facilities, utilities and public spaces.
Joined-up services	Different Council services and organisations working together so residents receive more coordinated support.
Local Plan	The long-term planning document that guides where development happens in Redbridge and how land should be used.
Masterplan	A long-term plan showing how a particular place or area could develop and improve.
Modernisation Programme	The Council's programme to make services simpler, more efficient, financially sustainable and easier for residents to use.
Multi-agency working	Different organisations and services working together to support residents and families.
Net zero	Reducing greenhouse gas emissions as much as possible and balancing any remaining emissions.
No wrong door	An approach where residents are helped to find the right service, rather than being turned away or expected to navigate different organisations alone.
Opportunity Area Planning Framework	A planning framework guiding long-term growth and development in an area identified as having significant potential for new homes and jobs.
Outcomes	The changes or improvements that an activity, service or investment is intended to achieve for residents.
Performance measure	Information used to show whether progress is being made and whether a service or programme is delivering the intended results.
Placemaking	Planning and improving streets, neighbourhoods and public spaces so they work well for the people who use them.
Pocket park	A small local green space, often created within a built-up neighbourhood.
Prevention	Action taken to stop a problem happening or becoming more serious.
Private rented housing	Homes rented from private landlords rather than from the Council or a housing association.
Public realm or public spaces	Places everyone can use, such as streets, squares, parks and other shared outdoor areas.
Regeneration	Improving an area through investment in homes, transport, businesses, streets, facilities and public spaces.
Safeguarding	Action taken to protect children or adults from abuse, neglect, exploitation or other harm.

GLOSSARY

Term	What it means
SAP Band C	A recognised level of household energy efficiency. Homes in this band should generally be better insulated and more efficient to heat than homes in lower bands.
School Streets	Temporary restrictions on motor traffic outside schools, usually at the beginning and end of the school day, to improve safety and air quality.
SEND	Special educational needs and disabilities. This describes children and young people who need additional or different support with their education or development.
SHIFT accreditation	A framework used to assess and improve the environmental performance of housing providers and their homes.
Social rent	Housing rented at rents set through the social housing system, normally provided by councils or housing associations.
Statutory intervention	Action a public body is legally required or authorised to take, for example to protect a child from harm.
Sustainable growth	Growth that meets people's needs while considering its long-term effects on communities, the economy and the environment.
System leadership	Bringing different organisations and communities together to address issues that cannot be solved by one organisation alone.
Value for money	Using public money carefully to achieve the best possible results for residents.
VAWG	Violence against women and girls. This includes different forms of abuse and violence that disproportionately affect women and girls.
Vocational education	Practical education and training that prepares people for a particular type of job or career.
Voluntary and Community Sector (VCS)	Charities, voluntary groups, community organisations and other not-for-profit organisations supporting local people.
Whole-life costs	The total cost of something throughout its useful life, including buying, operating, maintaining and eventually replacing it.
Western Gateway	A programme to improve the western entrance to Ilford through new homes, jobs, public spaces and transport connections.

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