

# Regeneration Strategy 2017-2027



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# Foreword



Cllr Coomb

Redbridge is set to transform. Our population is set to grow significantly over the next 10 years and Crossrail is hastening the movement of investment eastwards through London. Redbridge is poised to harness the benefit of that investment to accommodate our growing population and secure better outcomes for our residents, businesses and visitors.

Our Local Plan establishes the framework for spatial growth, setting the scene for delivery of 17,500 homes and 5000 jobs by 2030. Redbridge is acknowledged as a great place to live, with families drawn to the borough for our high performing schools, high quality green spaces, sports facilities and excellent public transport networks along with relatively affordable housing. Building on these strengths, we expect housing growth to be the major driver for regeneration in the borough; reshaping and energising our town centres and supporting a convenient mix of shops and amenities for local residents as well as those who visit.

As a borough of small business, we will give our start up enterprises the support they need to grow and prosper; enabling our micro business of today to establish and grow to become our major employers of tomorrow. We will continue to work with our established businesses, to maximise potential for them to benefit from new investment opportunities.

With fairness at the heart of our ambitions, we will ensure that growth generates opportunities for our residents to develop skills and secure pathways into employment, tackling long-standing issues of unemployment and under-employment in the borough. We will develop new ways to engage with our local residents to ensure they help shape our regeneration plans and play a full part in delivery so that the new homes, shops, businesses and services are fully accessible for all.

**We look forward to working with our partners and residents to deliver this exciting vision.**

# Our Borough at a Glance



## Iford

One of the Mayor's Metropolitan Town Centres, Iford is the borough's largest regeneration opportunity. As a designated Housing Zone, Iford will deliver 6,000 homes and 3,000 jobs by 2030 all underpinned by the arrival of new Elizabeth Line station facilities and major investment in the public realm infrastructure. Hosting one of the Borough's two Business Improvement Districts, Iford offers a shopping destination at the Iford Exchange and an extended High Street of small retail units and eateries. Opportunities to create a Cultural Quarter around the existing listed Town Hall building will create a catalyst for growth and regeneration. Nearby Iford Lane specialises in high quality Asian clothing and draws customers from across London and beyond.



## Crossrail Corridor – Seven Kings, Goodmayes & Chadwell Heath

The Corridor features three key centres, all of which will benefit from new Crossrail services, with significant growth potential. Elizabeth Line public realm improvements around all three stations, and an opportunity to develop the Seven Kings lorry park will create potential to co-locate business and community services alongside new homes close to station facilities. Seven Kings has small business at its heart, with an active business partnership working with both statutory and community and voluntary sector representatives to benefit the town centre.



Largely residential in nature, Goodmayes and nearby Chadwell Heath benefit from close proximity to the King George and Goodmayes hospital, with potential for 1,300 new homes, new schools and community infrastructure.

## Barkingside

Following investment of £1.9m through the Mayor's Outer London Fund, the award winning Ken Aston Square forms the basis of the "Better Barkingside" regeneration initiative, creating a high quality public square and improvements to the high street park. Its High Street offer includes a mix of independent shops alongside branded retail, coffee shops and supermarkets and the iconic library with adjoining leisure and sports centre attract residents from across the borough. Strong community and business partnerships promote sustainability and a high quality environment for the town centre.



## South Woodford



An attractive town centre focussed around George Lane and its rich mix of independent and artisan shops, South Woodford has retained its "village" feel. A cinema along with a range of high quality branded and independent restaurants creates a lively atmosphere during the day and evening, with easy access to the central line station. The Station Estate offers potential to diversify its current light industrial uses to create mixed use development, and Woodford Trading estate is home to some of the borough's largest trade units, benefitting from close proximity to the strategic road network.

## Hainault



Home to the borough's largest Business Improvement District, Hainault nestles on the eastern border with Essex. Hainault is a hub of housebuilding activity, with development at Five Oaks Lane due to deliver c500 homes

by 2020 and plans are progressing for 40 additional Council homes at Marlyon Road. Hainault benefits from close proximity to Fairlop Country Park and the Hainault Forest Country Park, which has been awarded Heritage Lottery funding to regenerate and restore its amenities for visitors.

## Wanstead



With its village appeal and access to nearby Wanstead Park and pond, Wanstead features a range of high quality independent shops, cafes and local events including a weekly Farmers Market.

## Gants Hill



A well connected town centre, Gants Hill radiates out from its underground station and features a mix of independent retail, cafes, bars and restaurants. A hub for community learning and skills along with connectivity to the award winning Valentine's Park makes Gants Hill a thriving destination during the day and evening.



# Introduction

# 1

Redbridge is one of the best places to live in London. The Borough offers high performing schools, high quality green spaces, sports facilities and outstanding transport connections together with good quality, relatively affordable housing. This has resulted in a long standing family focus which has driven rapid demographic change. The local population has grown by 15% over the last ten years to just under 300,000 and Redbridge is now one of the most diverse boroughs in the country.



Our east London location, combined with great public transport connectivity and relative affordability place the borough's residents and businesses in a strong position to benefit from London's economic strength. Many already take advantage of this with around 78,000 of our residents commuting out of the borough every day for work.

We expect this figure to rise as our highly skilled and qualified workforce benefits from increased access to the rest of London through the opening of the Elizabeth Line. However, those that remain within the Borough for work are among one of the most enterprising communities in London.

The number of businesses in the borough has almost doubled since 2010 to 14,000 and our business start-up rate is now the 6th highest in London. These factors all contribute to one of the lowest levels of JSA claimants in London.

Despite these strengths, Redbridge has been slow to respond to broader economic and social changes and, as a result, faces a number of challenges which present risks to securing greater benefit from further economic growth. Housing delivery, in particular, has been slow to recover following the recession with only half of the target number of homes (4,500) completed over the past five years. The lack of new supply has resulted in pressures in the local housing market and contributed to a growing level of homelessness.



Whilst for the vast majority of our residents Redbridge provides everything that they need to thrive, for others more is required to support them to take advantages of the opportunities which exist or are yet to come. Whilst nearly 70% of our school leavers go on to study at a higher education institution, 9% of our residents have no qualifications whatsoever - significantly higher than the London average (6.6%). These residents are often furthest from the labour market and least able to access opportunities due to a lack of skills and experience. A lack of vocational training routes has greatly reduced the opportunities for young people or those with fewer qualifications who do not wish to follow a purely academic education pathway.

Changes in the labour market have driven a growing level of underemployment and unemployment, with a higher proportion of part time jobs (34%) than the London average (26%). Despite the low JSA claimant rate (1.5%) the borough's unemployment rates (7.3%) are still higher than the London average (6.6%). Unemployment rates for people with disabilities and long term health conditions, and amongst women from black and minority ethnic communities remain high, and levels of unemployment in wards to the south east of the borough are amongst the 10% most deprived in the country.

Many of these challenges have already been identified, are well understood and are being tackled through measures taken by the Council and its partners/stakeholders. Trends in housebuilding are improving rapidly with a 25% increase in planning approvals and a 200% increase in new homes completed over the last two years – largely driven by an increase in private sector activity. The Council's own **housebuilding programme** has delivered 40 new affordable homes over the past 18 months; the first new Council homes in Redbridge for 30 years, with an active programme which will deliver a total of 150 additional affordable homes by 2020. This will be further boosted by the establishment of a Council owned **Development Company** which will provide a

mix of homes principally for private rent and sale alongside local services and other commercial uses on Council owned land.

Building on our status as one of the **Mayor's Housing Zones**, we have set out ambitious plans to regenerate Ilford as our largest growth opportunity through development of our Manifesto for Ilford and Regenerating Ilford: Delivery Prospectus, which combined form an invitation to invest in our Metropolitan Town Centre. Regeneration of Ilford will create the momentum for investment in the borough's other town centres, diversifying and revitalising their offer to accommodate growth and at the same time meet the needs of a modern 21st century lifestyle.

Responding to the broader employment and skills challenges, the Council has completed a review of our existing job brokerage service; **Work Redbridge**. Following this review, the service now provides an increased focus on supporting those residents most in need to access the skills, training and opportunities they need to secure and sustain work. We have also broadened the service to include a coordinated **business support** offer with a view to creating the conditions for our start up and micro business to thrive.

Whilst these are positive steps, we know that much more must be done. Looking ahead, Redbridge is well placed to respond to the Mayor's emerging vision within the new **London Plan**; intensifying housing development around transport connections and town centres, protecting employment land and ensuring people can access decent and affordable housing, jobs, culture and social infrastructure. Our **Local Plan** is nearing completion which provides the spatial framework for growth and has a target to deliver 17,500 homes and 5,000 jobs by 2030, 13,500 of which are due to complete by 2027.

The construction value of this investment alone is estimated at approximately £1.7 billion. Our challenge is to make certain that our residents and businesses benefit from that investment, securing wider regeneration outcomes to ensure our communities remain sustainable and that individuals can achieve their potential. This means ensuring that our communities remain at the heart of delivery, with a clear voice in shaping the future of our borough.

The Council has a key role in leading and promoting regeneration. We work closely with our sub-regional partners through both **Local London** and the **London Stansted Cambridge Consortium**, developing a growth narrative that articulates our devolution aspirations, and providing a sector lead on the emerging Work and Health Programme.

This strategy provides a framework for our vision for regeneration from 2017 – 2027 by focussing on our town centres, business, new homes, jobs and skills, along with the infrastructure needed to underpin good growth. The demographic and economic landscape may alter as the implications of Brexit become better understood, however a robust plan which is reviewed alongside data analysis will enable us to adapt flexibly to meet future challenges. We will monitor progress against our action plan and complete a major review in three years, so that we can learn from our experience, celebrate success and ensure our strategy continues to evolve in line with our regeneration and growth ambitions.



# 2

## Borough Overview

### Did you know?

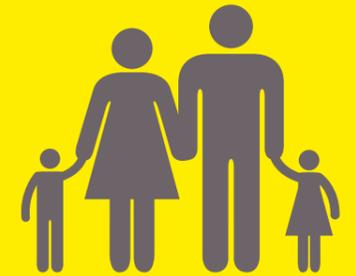
**20%**

expected population growth by 2030



**£36,860**

median household income - lower than London average £39,110



**£345,000**

median house price - lower than London average £399,950



**94.4%**

of businesses have 0-9 employees



**64.2%**

have a qualification at NVQ Level 3 or above



**2,234**

new homes built from 2012 - 17 which is 49% of the London Plan house building target



**22.8%**

ranked 7<sup>th</sup> in proportion of under 16s in London



**4<sup>th</sup>**

most diverse in the country



**7,830**

people on the Housing Needs Register



**2,500**

new businesses created each year - ranked 6<sup>th</sup> highest in London



**40.3%**

of the borough is open space - higher than London 39.1%



**24.6%**

people aged 3+ whose main language is not English - higher than London average 22.1%



**78,000**

people commuting to rest of London every day



**67.2**

crime rate per 1,000 pop - lower than London average 80.0



**7.3%**

unemployment rate - higher than London average 6.1%



**8.1%**

DWP benefit claimants of working age - lower than London 9.6%



# Key Challenges and opportunities

Our approach to regeneration creates the opportunity to build on our strengths as a borough, and work in partnership to mitigate our challenges.

## Challenges

- addressing the **shortfall in housebuilding** and in particular affordable homes for local people
- **reducing benefit dependency** and reliance on Council services such as housing and social care
- **low wage economy**, with a lack of alternative pathways into employment for residents with few or no qualifications
- growing our small business economy; nurturing our micro businesses from pre-start up and **reducing business failure rates**
- ensuring our town centres remain economically successful and meet the needs of local people, within a **changing retail environment**
- ensuring **sustainable and accessible transport and community infrastructure** keeps pace with housebuilding

## Opportunities

- **a London location** poised to secure benefit from the eastward movement of London's growth and investment
- **promoting our identity** as a great place to live as a strong basis for regeneration
- **Crossrail** – as a catalyst for growth and fast, accessible transport across London and beyond for jobs, access to markets and attracting businesses and homes close to key transport nodes
- **diversity** is a major strength for the borough; highlighted through our distinctive local areas and communities.
- **highly skilled and qualified workforce** motivated to secure jobs across London
- one of the highest levels of **Entrepreneurship** in London



# Our Vision for Regeneration

# 3

“We will harness the regeneration benefits of growth, leveraging investment from our East London location to enable our residents, businesses and communities to thrive, prosper and enjoy a high quality of life”.

Redbridge is poised to become east London’s growth borough for the next 15 years. Our reputation as a great place to live, combined with the arrival of the Elizabeth Line, will be catalysts for unprecedented levels of investment in the borough. The delivery of new homes will bring wider regeneration benefits in the form of jobs, apprenticeships and opportunities for local businesses through supply chains and local services. New homes and spaces for business to grow in the heart of our town centres will boost our economic and cultural vitality throughout the day and evening, including ready access to a diverse range of shops, services, leisure and entertainment opportunities for local residents.

Delivery of our regeneration ambitions will improve the quality of life for all, and help more people benefit from the opportunities our borough offers.

Our vision for regeneration 2017 - 2027 will deliver:



## 13,500 homes

- £1.7 billion of construction spending
- 570 new apprenticeships
- 1,000 work experience placements
- additional Council Tax



## 18,000 new jobs (including construction jobs)

- additional earnings
- boost local spend in town centres, leisure activities



## 15,000 additional businesses

- stimulating new markets and growth sectors
- additional business rates

Working with our stakeholders, and using existing data and insight, we have developed five cross-cutting themes to underpin delivery of our regeneration ambitions, to create prosperity and improve the quality of life for all.

- i. Transforming our Town Centres**
- ii. Creating the right environment for enterprise**
- iii. Building new homes for all**
- iv. Ensuring everyone shares in our prosperity**
- v. Enabling high quality spaces and places**

Each theme contains a set of priorities which are reflected in a high level action plan as part of this strategy.

# Our Priorities

# 4

## i) Transforming our Town Centres

### Aim

Our Town Centres will be places in which people live, work, shop and relax; celebrating the advantages of our diverse community and enjoying all the benefits of our cultural and leisure opportunities during the day and evening. Our town centres will harness the benefits of regeneration and growth to become healthy and safe, prosperous, well-managed and accessible for all.



### Context

Town centres are the beating heart of our borough with the ability to contribute more fully to our everyday life. As employment hubs, our town centres already host around 2,150 businesses and 21,000 employees and there is room for growth. Our key town centres such as Ilford, Barkingside and South Woodford are best known for their mix of retail and independent shops and each has a unique identity and character.

Changing retail patterns and the requirement for much of our housing growth to form part of our future town centres will diversify our offer, bringing new homes and businesses closer to the core of our towns, alongside the community services that a bigger population needs. With a strong community focus, our town centres will improve physical accessibility for all, enabling all residents to freely access a wide offer of local shops and services, increasing dwell time and local spend. This will be complemented with increased flexible workspace, targeted at supporting start up businesses in our town centres. This will sustain and grow our local economy, promoting our well-connected town centres as great locations for enterprise.

High performing towns with a good cultural and leisure offer through the day and into the evening contribute to improved perceptions of community safety, promote general wellbeing and instil a sense of civic pride. This can be achieved through pro-active town centre management which brings stakeholders such as our BIDs and town centre partnerships together to co-ordinate initiatives that foster a sense of community ownership. We will support these groups to promote the importance of cultural events, markets, meanwhile uses and pop-ups to inspire and activate our town centres. Over time, business intelligence will help shape and target investment in our wider town centres. As the single biggest regeneration opportunity within the borough, the initial focus will be on **Ilford** as a location through which many of the more thematic elements of the Regeneration Strategy including housing, enterprise, further/higher education and culture will be addressed.

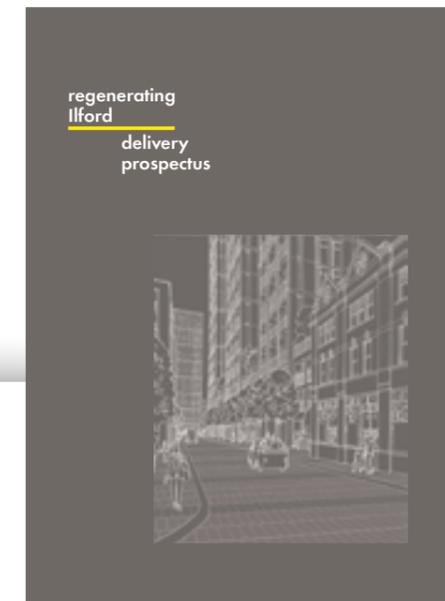
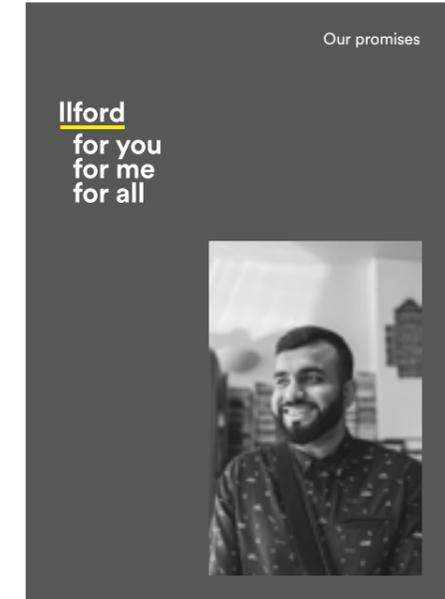
Regeneration in Ilford will see it re-defined as a modern metropolitan Town Centre taking full advantage of the arrival of the Elizabeth Line as a catalyst for investment. Already benefitting from a Business Improvement District and working with a range of stakeholders, both public and private, we have produced the Ilford Manifesto and Regenerating Ilford Delivery Prospectus to shape and guide investment in the town centre.



## Ilford for all

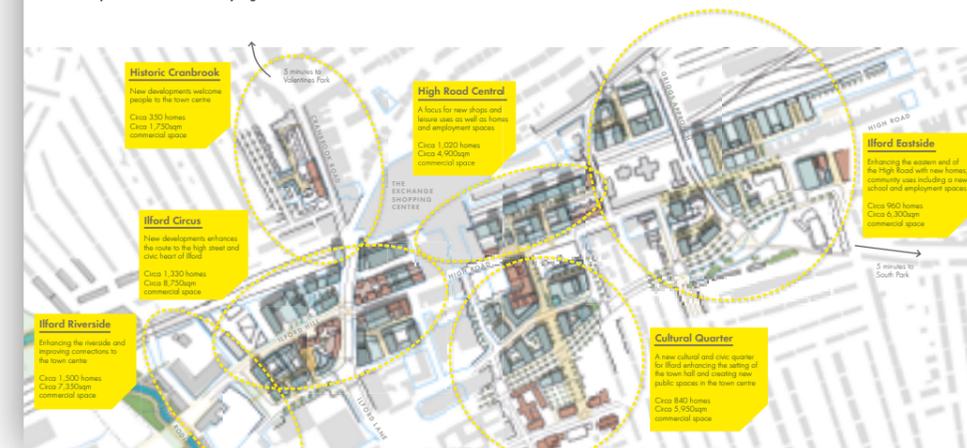
The Regenerating Ilford: Delivery Prospectus provides a physical articulation of our vision, to show how Ilford's offer can be reshaped and deliver quality placemaking.

The key infrastructure moves turn Ilford's highways into streets, reducing the impact of the existing "concrete collar" formed by the gyratory system and transforming the arrival into Ilford from Crossrail. The town's overly extended retail area becomes consolidated closer to the core of Ilford Exchange, creating space for homes, enterprise, schools and community infrastructure further east. A strong cultural core creates the opportunity to establish an outstanding new cultural quarter in Ilford, with theatre, library, leisure and further or higher education uses and workspace part of a vibrant new mix to complement its civic offer, bolstered by new Council offices. Existing buildings become the focus for SME workspace, to create a thriving commercial centre in Ilford, and given the proximity of the River Roding, there is potential to make more of the town's existing natural assets to add value as well as open up connections beyond Ilford.



### Placemaking propositions

Drawing upon the seven big ideas, placemaking propositions have been developed that illustrate our aspiration for the quality of placemaking through new development in Ilford. These placemaking propositions are designed to realise the value of sites and resolve conflicts in delivering the best outcomes for the town centre but also acknowledge that this can only be achieved if parties work constructively together.



## Working in Partnership we will:

Action	Outcomes/benefits
1. Drive the regeneration agenda for Ilford Town Centre, building on the Ilford Manifesto and Regenerating Ilford Delivery Prospectus	<ul style="list-style-type: none"> <li>• positive image of the borough</li> <li>• external investment/ funding secured</li> </ul>
2. Create the conditions to enable a community and partner led approach to enhancing our town centres' cultural offer through art, performance, music and events	<ul style="list-style-type: none"> <li>• attractive and culturally vibrant town centres</li> </ul>
3. Work with developers to promote mixed use development opportunities in town centres, including space for business and community facilities alongside homes, shops, restaurants and bars.	<ul style="list-style-type: none"> <li>• strong Town centre partnerships/ Business Improvement District</li> </ul>
4. Produce guidelines to support the use of vacant buildings and developer space for a wide range of temporary uses, pop up and meanwhile uses including workspace	<ul style="list-style-type: none"> <li>• target 50% reduction in vacant units through meanwhile/temporary uses</li> <li>• more homes for local people</li> <li>• more space for business</li> </ul>
5. Develop an effective town centre management approach, with a "streets for business" approach including co-ordinated activities with stakeholders and agencies.	<ul style="list-style-type: none"> <li>• better local services/community facilities</li> <li>• improved streetscape and environment</li> <li>• improved business intelligence</li> </ul>
6. Undertake a programme of town centre health checks to inform investment in future town centre initiatives.	<ul style="list-style-type: none"> <li>• improved perceptions of community safety</li> <li>• increased local spend by residents</li> <li>• thriving daytime and evening economy</li> </ul>



## We will measure our success through:

- number of sites/ amount of development coming forward
- number of new homes created in town centres
- amount of new employment/retail/community floorspace created in town centres
- number of Planning/Licensing applications processed
- percentage increase in footfall
- reduction in vacancy rate
- reduction in crime/anti-social behaviour
- increased resident/ business satisfaction



## ii) Creating the right environment for enterprise

### Aim

**Redbridge will be a borough that celebrates its entrepreneurial spirit. We will support businesses to start, stay and grow in the borough, maximising the benefits of our strategic east London location for inward investment and building a sustainable future for our local economy.**

### Context

Our profile as a borough of small business is a key feature of Redbridge's economic landscape. Given the diverse and enterprising nature of our communities, we want to encourage high volumes of start-ups and significantly reduce the number of business failures each year. Following a review of our **Business Support** offer earlier this year, there is a renewed focus on creating the right environment for our micro businesses to thrive, making a significant contribution to the overall prosperity of the borough.

As traditional patterns of retail and office accommodation change, we will seek to create flexible workspace and co-working space to suit the wide range of micro and small business enterprises establishing in the borough, and attract business from elsewhere in London as rents become less affordable in the City. The arrival of the Elizabeth Line alongside our excellent transport networks make Redbridge an ideal location to attract the growing cultural, ICT and digital sectors into the borough, adding to and promoting the rich diversity of creative industries already operating albeit at the micro level.

The Council is piloting this approach, through its "meanwhile" use of the Town Hall buildings, seeking to attract quality workspace operators to provide a range of affordable workspace and traderspace to showcase the potential. As micro businesses develop confidence in trading, they will have opportunity to locate into our town centres, reducing the risk of retail vacancies and diversifying the offer to include business alongside retail and other community services, including community & voluntary sector organisations.

Looking forward, provision of a dedicated **business hub** as part of regeneration activities will enhance the borough's offer; providing purpose built business incubation, flexible meeting space and a range of complementary services to promote entrepreneurship, small business and generating a sustainable revenue stream. Dedicated small business advice and digital access through web and social media will enable pre-start up and start-up businesses to access the support and networking opportunities needed for enterprise to thrive, with the tools to access new opportunities and contracts.

The borough benefits from two well-established **Business Improvement Districts** in Ilford Town Centre and Hainault Business Park, both with potential to diversify and intensify to meet the needs of the borough's growing population. Bringing together our existing business community leaders and key businesses will enable the borough to better work in partnership to improve business intelligence, and maximise opportunities for inward investment.

## Working in partnership we will:

Action	Outcomes/benefits
1. Develop the borough's business support offer for pre-start and start-up businesses	<ul style="list-style-type: none"> <li>inward investment</li> <li>strong local economy</li> </ul>
2. Establish the model for flexible workspace using the Council's Town Hall and Janice Mews as part of the emerging Cultural Quarter for Ilford	<ul style="list-style-type: none"> <li>thriving local businesses</li> </ul>
3. Identify a site for provision of a dedicated Business Hub to provide purpose built affordable incubator workspace for start-up/micro businesses	<ul style="list-style-type: none"> <li>start-up/ small businesses supported with 60% sustained beyond 12 months</li> <li>business deregistration rates reduced to 10% per annum</li> </ul>
4. Work with BID's and other business park/ employment areas to intensify business areas and to develop a joint approach to inward investment that targets growth sectors and enables business and community & voluntary sector organisations to locate to appropriate space in the borough	<ul style="list-style-type: none"> <li>18,000 Jobs (including construction jobs) for local people</li> <li>local businesses securing at least 20% Council contracts and supply chain opportunities through regeneration.</li> </ul>
5. Develop capacity of local businesses to benefit from Council and public sector procurements and embed in supply chains of housing and infrastructure development within the borough	<ul style="list-style-type: none"> <li>increased local spend with local businesses/organisations</li> </ul>
6. Develop a Business Forum to create a strategic platform for businesses to engage with the Council on key issues	<ul style="list-style-type: none"> <li>more space for business and 3<sup>rd</sup> sector organisations to grow</li> <li>increased business rates</li> <li>improved business intelligence and communication</li> </ul>
7. Raise the profile of Redbridge's offer to business and ensure this is reflected in the Council's web and social media communications	<ul style="list-style-type: none"> <li>increased business retention</li> </ul>

## We will measure our success through:

- number of businesses established/ sustained beyond 12 months
- business survival rate (%)
- new businesses registering for VAT
- percentage increase in Business Rates
- amount of employment/ workspace space created (sqm)
- amount of social value captured through contracting
- amount of Independent business advice/ peer support/ mentoring provided
- workspace unit occupancy
- business satisfaction survey

## Case Study – Work Redbridge Business Support

Our independent business advisor began operating from Hub Central on 1<sup>st</sup> July 2017, providing 1:1 advice for pre start- up and start-up businesses alongside a wide range of workshops. Take up of sessions has been high with 5 new start- ups successfully trading within the first 3 months of operation as a direct result of support provided. Our advisor has engaged with a number of local partners to access additional expertise and support for residents looking to start out in business, with partnership agreements in place with Redbridge Chamber of Commerce, Federation of Small businesses, Metro Bank, Tax Assist, London College of Fashion, Santander, Archant Group and Redbridge Institute.





### iii) Building new homes for all

#### Aim

**We will support the delivery of 13,500 new homes over the next 10 years to meet the needs of our growing community; championing innovative ways to harness the economic benefits of housing growth which benefits our local residents and businesses and secures placemaking outcomes.**

#### Context

The London Plan and emerging **Local Plan** combined with the borough's **Housing Strategy** set the context for housing growth as the major driver for regeneration in the Borough, with targets to secure 17,500 new homes by 2030, with a significant proportion (13,500) due to complete by 2027. We have 8,000 households on our housing register awaiting social housing, with a pressing need to reduce reliance on bed & breakfast accommodation and secure affordable homes across a range of sizes and tenures. Redbridge has begun to raise its profile as a place to invest and it will be important to build on this

profile, promoting the borough's lifestyle qualities and building positive working relationships with a range of developers and investors. Our Housing Zone status will underpin delivery of 6,000 homes in Ilford alone, and we will continue to work with the GLA family to find ways to unlock further development potential as we realise the ambitions set out within our Regenerating Ilford: Delivery Prospectus.

Building new homes for all is central to placemaking, ensuring new homes benefit from proximity to green spaces, access to community facilities including schools and health services and accessible transport links. Many of our new homes will be built within town centres, and will make a positive contribution to the vitality of our towns; generating footfall and additional spend through access to convenient local services and shops. We will champion sustainable development of the highest architectural quality to create truly liveable neighbourhoods for all, and explore innovative ways to accelerate the housebuilding process.

We are using the borough's property assets to drive forward housing led development, including establishing our own **Development Company** to directly develop mixed tenure homes including low cost home ownership options in partnership with the Community Land Trust, which generate a long term financial return to the Council.

A programme to deliver 150 affordable homes on the Council's **Housing Revenue Account** (HRA) land and a **purchase and repair scheme** (80 units) is underway, and is expected to complete in 2020. Looking forward we will review the Council's assets and explore potential for future HRA development opportunities. We will seek innovative ways to release surplus public sector land to create housing led development alongside essential services and facilities..

Given the scale of unmet housing need in the borough, we will work with developers and registered providers to ensure housebuilding makes a major contribution to regeneration and increases the number of affordable homes within mixed tenure development. Ahead of construction, we will work with developers to reduce the impact

of vacant sites awaiting construction through actively encouraging temporary and meanwhile uses which stimulate community engagement. We will maximise benefits secured through the planning system, to ensure **Community Infrastructure Levy** (CIL) payments are used to meet our identified infrastructure needs, and that construction activity benefits local residents through the creation of local jobs, apprenticeships and local supply chains.

#### Case Study

CIL contributions funded 2 sector training courses for local residents in the key growth sectors of hospitality and construction. 24 residents were offered a one week training programme to develop their skills in the given sector which also included accredited qualifications and relevant work experience. Each of the learners were offered 1:1 employability support through Work Redbridge and are now being supported into sustainable employment with local employers in the borough.

## Working in partnership, we will:

Action	Outcomes/benefits
1. Develop place branding which promotes the profile of Redbridge as a place to invest for developers and investors and establish a local Housebuilding Commission to explore ways to accelerate delivery of housing across the borough	<ul style="list-style-type: none"> <li>• inward investment</li> <li>• positive image of the borough</li> </ul>
2. Deliver our existing housebuilding programmes in partnership with the GLA, including Housing Zone (2,000 homes by 2021/2) HRA (150 homes by 2020)	<ul style="list-style-type: none"> <li>• 13,500 new homes, including 4,725 affordable homes</li> </ul>
3. Establish the Council's own development company; deliver the existing pipeline (350 homes by 2021) and establish a pipeline for future years	<ul style="list-style-type: none"> <li>• the first 350 Devco homes completed by 2021</li> </ul>
4. Complete the Strategic Property Review and HRA Estate Review to determine future development opportunities and establish a pipeline for delivery.	<ul style="list-style-type: none"> <li>• 150 newbuild Council homes by 2020</li> </ul>
5. Strengthen our relationship with developing Registered Providers encouraging further investment in the borough and generate a wider range of affordable homes to rent and purchase.	<ul style="list-style-type: none"> <li>• better places to live and work</li> <li>• new jobs and apprenticeships</li> </ul>
6. Promote Planning Performance Agreements for major development proposals, which include design reviews to secure high quality development	<ul style="list-style-type: none"> <li>• increased demand for local supply chains</li> <li>• increased Council Tax base</li> </ul>
7. Review the Council's Community Infrastructure Levy (CIL) regulation list and section 106 developer contributions policy to secure funding for infrastructure and social value including labour, apprenticeships and supply chain opportunities.	<ul style="list-style-type: none"> <li>• high quality development</li> <li>• better transport and community infrastructure linked to housebuilding</li> </ul>

## We will measure our success through:

- planning applications progressed/ Planning Performance Agreements entered into
- number of design reviews held
- increased ratio of pre-app to approvals
- number of new homes and percentage new affordable homes delivered
- £ Increased investment for infrastructure (CIL)
- number of apprenticeships created and local employment
- number of construction jobs created
- £ social value secured through s106



## iv) Ensuring everyone shares in our prosperity

### Aim

**We will ensure that local people have better access to employment, skills, and apprenticeship opportunities, contributing to improved financial, health and general well-being. Our residents will be well placed to secure opportunities generated through investment in regeneration and growth.**

### Context

We aim to increase local employment in the borough, but recognise that many of our opportunities will come from our relationship with the rest of London which will become more easily accessible with the arrival of Elizabeth Line in 2019. However, Redbridge is a borough of contrasts, with disparity between those who are able to travel for work and those who face barriers to employment through lack of qualifications, childcare commitments, English as a second language or disability.

At the local level we continue to work with employers to ensure our residents have the skills and experience to access job opportunities. We will reduce the impact of in-work poverty by supporting our residents to access training and skills that lead to career progression and work towards securing **London Living Wage** through our contracted services. For local residents, the ability to secure sustainable and meaningful employment opens up more choices in accessing local housing and support services and has a positive impact on physical and emotional well-being. It is therefore vital that regeneration activity creates pathways into training and employment for those residents who are furthest from the job market and who would otherwise continue to be reliant on public services. Opportunities to secure apprenticeships and local labour throughout the development process will generate additional jobs in construction and associated industries as well as opening up vocational routes to employment.

**Work Redbridge** sits at the heart of our employment support services; with a lead role in co-ordinating local and sub-regional skills and employment support. Following a recent review of the service, our refreshed offer will focus on improving long term sustainable job outcomes for our most vulnerable residents, and reducing the impact of long term unemployment. We will establish an apprenticeship hub, brokering opportunities and working with schools and colleges to promote vocational routes and help a greater number of young people and adults access jobs and training. Introduction of the Apprenticeship Levy in April 2017 provides a new opportunity to engage with schools, colleges and local employers; promoting the benefits of apprenticeships as part of the wider workforce and creating new pathways into work for young people as an alternative to university.

Our partnerships are essential to making this happen, at both the local and sub-regional level. The emerging **Local London Skills Strategy** will provide a sub-regional focus and support the development of a skilled workforce through the devolution process. Our strategic partnership **Enterprise Redbridge** will lead a multi-agency approach to delivering our strategy, and link to the Local London Employment and Skills Board.

### Case Study

CI was referred to Work Redbridge from Housing as she is affected by the benefit cap, and paying £100 towards her rent each week. As a single mum with 4 children she was struggling to pay the rent, using child benefit money and tax credits to make ends meet. Her Work Redbridge advisor helped CI to update her CV and apply for jobs in health and social care as her long term goal is to enter nursing. She now hopes to start her English and Maths progress into Higher Education course and has been supported to secure work of 16 hours per week in the meantime. She is now claiming working tax credits and is no longer affected by the benefit cap.



## Working in Partnership, we will:

Action	Outcomes/benefits
1. Provide a holistic approach to employability support through our Work Redbridge service to develop clear pathways into sustained employment for residents in most need.	<ul style="list-style-type: none"> <li>• reduction in % of residents with no qualifications in line with London average (6.6%)</li> </ul>
2. Tackle in-work poverty, promoting London Living Wage and career progression opportunities through in-work mentoring and support.	<ul style="list-style-type: none"> <li>• a skilled and qualified local workforce</li> </ul>
3. Develop an apprenticeship hub to broker arrangements between schools, employers and training providers and increase the number of apprenticeship opportunities for residents	<ul style="list-style-type: none"> <li>• increased vocational opportunities available as routes into employment</li> </ul>
4. Maximise social value through regeneration, development and Council-led procurement contracts to create local labour and apprenticeship opportunities for residents.	<ul style="list-style-type: none"> <li>• employment rate increased in line with London average (73.7%)</li> <li>• increased local spending</li> <li>• 18,000 new jobs and 1,000 apprenticeships</li> </ul>
5. Strengthen the Enterprise Redbridge Partnership, and other partnership fora to ensure co-ordination, monitoring and better joined up employment & training support.	<ul style="list-style-type: none"> <li>• 1,000 long term unemployed residents supported into sustainable employment opportunities by 2027</li> <li>• reduced proportion of local employees paid below LLW to 10%</li> <li>• increased housing and lifestyle choices</li> </ul>
6. Support development of the Local London Skills Strategy and delivery of the Local London commissioned Work and Health Programme to assist residents with health issues and disabilities into training and employment.	<ul style="list-style-type: none"> <li>• improved wellbeing</li> </ul>



## We will measure our success through:

- number of long term unemployed/ vulnerable residents supported into work
- number of residents supported to sustain work beyond 12 months
- number and percentage residents claiming JSA
- increased employment rate
- number of apprentice starts/completions
- percentage of residents with no qualifications
- proportion of local employees paid below London Living Wage

## v) Enabling high quality spaces and places



### Aim:

We will ensure that regeneration secures the delivery of essential physical, social and community infrastructure needed for our growing population. Our communities will have access to high quality spaces and places that promote civic pride, healthy lifestyles and a sense of well-being.

### Context

Redbridge's spaces and places are central to our residents' quality of life and sense of well-being. With aspirations to become a **Borough of Culture**, enhancing the borough's cultural offer will form a driver for regeneration, ensuring that growth in our town centres encompasses high quality public realm which comes to life through community activities and events that showcase arts, music and performance alongside an enhanced leisure offer which includes swimming pool facilities at Mayfield school and Wanstead. The **Hainault Ancient Forest** heritage lottery regeneration project will restore and enhance one of the borough's most treasured green spaces, creating new opportunities for learning, volunteering and fostering a sense of community ownership.

Good infrastructure planning is an essential part of securing regeneration and sustainable growth in the borough and is reflected in the borough's **Infrastructure Delivery Plan**, ensuring that education, transport, health, leisure, energy and community facilities are developed alongside new homes and take account of our growing population. Our new **Elizabeth Line Station** facilities in Ilford, station improvements and complementary public realm improvements along the Crossrail corridor will ensure our stations provide a welcoming, attractive and accessible environment for passengers and commuters.

The borough's **Local Implementation Plan** will be refreshed in 2018; supporting delivery of the Mayor's Transport strategy for London by implementing sustainable public transport solutions, improving road safety and reducing traffic congestion and carbon emissions. Using a **Healthy Streets** approach, the Plan will promote a shift away from the private car, encouraging more opportunities for residents to walk and cycle. Through initiatives such as **Liveable Neighbourhoods**, we are redesigning our networks to promote safe, improved access to our community facilities that are less car dependent, improve air quality to meet our emissions targets, and promote healthy lifestyles.

High speed **digital infrastructure** and wi-fi technology forms an essential part of today's life for residents and businesses alike. It is essential that the borough responds to requirements for full fibre and wireless technology to ensure our homes and workplaces are fit for purpose and able to attract a growing IT and digital economy. With pressure to reduce our overall carbon footprint, the introduction of modern co-working space within mixed use developments will further promote flexibility to work and do business from home and within the local community, saving unnecessary journey times to work places and stimulating local economic growth.



## Working in Partnership we will:

Action	Outcomes/benefits
1. Develop the borough's cultural offer, including heritage arts and culture and through delivery of the Hainault Ancient Forest lottery funded project.	<ul style="list-style-type: none"> <li>• better places to live and work</li> </ul>
2. Implement the Infrastructure Delivery Plan, ensuring schools, health, leisure, energy and transport infrastructure is developed in line with housing delivery.	<ul style="list-style-type: none"> <li>• better access to leisure/ sports facilities</li> </ul>
3. Improve access to leisure uses, including the delivery of additional swimming facilities at Mayfield School and Wanstead.	<ul style="list-style-type: none"> <li>• improved health and wellbeing</li> </ul>
4. Refresh the borough's Local Implementation Plan, improving the bus and cycle networks, pedestrian amenity and development of the Liveable Neighbourhoods programme including sustainable travel at Church End Triangle	<ul style="list-style-type: none"> <li>• better use of public transport networks</li> </ul>
5. Secure delivery of the Crossrail programme, including a new station and southern entrance at Ilford, station improvements to Seven Kings, Goodmayes and Chadwell Heath and complementary public realm improvements outside stations.	<ul style="list-style-type: none"> <li>• NO<sub>2</sub> emissions reduced to an annual average of 40 ug/m<sup>3</sup> (micrograms)</li> <li>• improved physical accessibility for people with disabilities</li> </ul>
6. Develop an infrastructure plan for Ilford Town Centre, to include changes to the two gyratories, bus standing and interchange arrangements, and future phases of the Ilford public realm transformation scheme in conjunction with regeneration and development activities	<ul style="list-style-type: none"> <li>• sustainable community infrastructure</li> <li>• clean and well-maintained streets and public spaces</li> </ul>
7. Enhance the borough's digital infrastructure offer; supporting residents and businesses to access high speed full fibre networks, Wi-Fi and smart technology	<ul style="list-style-type: none"> <li>• digital connectivity for homes and businesses</li> <li>• safer communities</li> </ul>

## We will measure our success through:

- access to pre-school and school places
- access to GP appointment
- number of residents accessing swimming/ leisure facilities
- trips made by public transport/bicycle
- reduction in NO<sub>2</sub> concentrations
- broadband speed/ wi-fi coverage
- number/type of community/ cultural events
- perceptions of crime and antisocial behaviour
- increased percentage resident satisfaction



## Delivery

# 5

Achieving successful regeneration will require collaboration across a wide range of stakeholders including existing and new residents, businesses, landowners, developers, investors and local partnerships, with a shared ambition to secure a better quality of life for all.

The Council will be a proactive partner and provide leadership in its role as Local Planning Authority, Highways Authority, Licensing Authority, landowner and investor to facilitate transformation and regeneration. Through partnerships and joint working we will use the local community's assets, inspiration, and potential to create a sustainable high quality borough that contributes to our residents' health, happiness, and well-being and inspires others to do the same.





## To achieve our ambitions we will:

- consult and engage with our stakeholders to co-ordinate, facilitate and monitor delivery to maximise regeneration outcomes
- work closely with the GLA family and through sub regional and regional governance arrangements to ensure the borough's interests are reflected more widely
- empower residents to adopt a community led approach
- champion quality and equality throughout delivery, to ensure all our residents benefit from regeneration and growth
- ensure flexibility to enable our plans to adapt as required to meet the changing needs of our community

