

Apply to the levelling up fund round 2

Submission details

Submission reference	LUF20048
Created time	Wed, 10 Aug 2022 08:35
Signed-in user	b3c6eac0-4507-4d36-bb65-8a0a969f7625

What is the legal name of the lead applicant organisation?

London Borough of Waltham Forest

Where is your bid being delivered?

England

Select your local authority

Waltham Forest

Enter the name of your bid

Walthamstow Culture for All

Does your bid contain any projects previously submitted in round 1? No

Bid manager contact details

Full name	Will Teasdale
Position	Director: Area Regeneration Delivery
Telephone number	
Email address	will.teasdale@walthamforest.gov.uk
Postal address	Waltham Forest Town Hall Forest Road London E17 4JF

Senior Responsible Officer contact details

Full name	Ian Rae
Position	Corporate Director Regeneration, Planning & Delivery
Telephone number	[REDACTED]
Email address	ian.rae@walthamforest.gov.uk

Chief Finance Officer contact details

Full name	Ursula Gamble
Telephone number	[REDACTED]
Email address	ursula.gamble@walthamforest.gov.uk

Local Authority Leader contact details

Full name	CLr Grace Williams
Position	Leader
Telephone number	[REDACTED]
Email address	leader@walthamforest.gov.uk

Enter the name of any consultancy companies involved in the preparation of the bid

PRD Consulting Ltd

Enter the total grant requested from the Levelling Up Fund

£17244008

Investment themes

Regeneration and town centre	72%
Cultural	28%
Transport	0%

Which bid allowance are you using?

Full constituency allowance

How many component projects are there in your bid?

2

Are you submitting a joint bid?

No

Grant value declaration

I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value

Tick to confirm

Gateway criteria: costings, planning and defrayment

I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year

Tick to confirm

Costings and Planning Workbook

Provide bid name

Walthamstow Culture for All

Provide a short description of your bid

Levelling Up Funding will unlock Walthamstow's potential as an inclusive, safe, welcoming cultural destination, addressing local infrastructure gaps, stimulating participation in cultural activities, and creating pathways into creative sectors for its young and diverse population.

Investment will deliver:

- Cultural Hubs: stimulating creative enterprise and inclusive cultural participation through imaginative restoration and innovative reuse of underused Council heritage assets boosting Walthamstow's creative economy and opportunities for local people.
 - Cultural Spaces: transformational investment in Walthamstow's public realm, creating inclusive, safe, attractive and accessible spaces for all the community through the day and night, unlocking Walthamstow's potential as a cultural destination.
-

Provide a more detailed overview of your bid proposal

£17.2m Levelling Up Funding will significantly contribute to delivering a £19.1m

coordinated programme of investment in Walthamstow's 15-Minute Neighbourhood.

This is critical to unlocking its potential as an inclusive, safe and welcoming cultural destination. It will address gaps in local infrastructure to meet demand for cultural participation, creative entrepreneurial growth and resultant pathways into the creative sectors for the area's young and diverse population.

The investment programme will result in at least £44m of benefits realising a Benefit-Cost-Ratio of 2.2 : 1.

The investment will build on the Council's track record of delivering high-impact culture-led regeneration and contribute to our 15-minute cultural neighbourhood for Walthamstow resulting in:

- Increased visitor numbers to Walthamstow as a cultural destination.
- Increased value of Walthamstow's evening and cultural economy.
- Increased and diversified participation in cultural activity.
- Unlocking latent creative entrepreneurial demand.
- Creating pathways into the creative sectors for local people, particularly young and diverse communities.

Investment will unlock and deliver the interrelated Cultural Hubs and Cultural Spaces projects.

1. CULTURAL HUBS PROJECT, investing a total of c.£8.17m (£7.37m LUF) in the imaginative restoration and innovative reuse of iconic Council-owned heritage buildings:

- Chestnuts House – transformation of vacant (since 2008), Grade II* listed former Georgian Manor House on the heritage at risk register to create a centre for incubation, innovation and creative enterprise creating employment and training pathways for local people building on the Council's Creative Jobs Academy, helping establish Walthamstow as a centre for creative industries, stimulating further private sector investment.
- Hatherley Mews – comprehensive refurbishment to revitalise and better utilise the former tram depot as a centre for creative workspace and hospitality space, complementing the launch of adjacent Soho Theatre Walthamstow, which the Council is currently restoring as a 950-seat cultural destination venue.
- Vestry House Museum – transformation of constrained Grade II listed local heritage museum and archive into a flexible, visible, accessible, sustainable destination space that celebrates Waltham Forest's culture and community, widens cultural participation, boosts civic pride and drives visitor footfall to the museum and town centre.

2. CULTURAL SPACES PROJECT, transformational programme totalling c. £10.9m (£9.87m LUF) phased investment in Walthamstow's public spaces, integrating the Cultural Hubs by completing missing connections to key destinations through delivery of new lighting, improved surfacing, urban greening, coherent wayfinding, public art and cultural celebration as part of a comprehensive strategy for improving the town centre's attractiveness, accessibility, legibility, safety and environmental quality, boosting civic pride and community belonging.

Three phases of public realm investment are planned:

- Hoe Street: connecting Walthamstow Central interchange – the gateway to the town centre – with the Cultural Hubs and other destination spaces, including Soho Theatre Walthamstow, Fellowship Square, William Morris Gallery, Walthamstow Library, The Mall and planned University of Portsmouth campus, creating a positive welcome, areas of activation, addressing challenges of community safety and encouraging sustainable active travel.
- St James Quarter: integrating existing communities with areas of new development and the High Street addressing challenges with crime and ASB by creating new areas of activity around the railway arches with opportunities for local enterprise, training and employment.

- Walthamstow High Street: Enhancements to the mile-long home of Walthamstow's multicultural street market, increasing footfall, dwell-time and spend in the town centre, providing a confidence boost for businesses and paving the way for continued investment as a safe cultural and evening destination.

See APPENDIX 1 - DELIVERY PLAN for further detail on the investment plans for these projects.

Provide a short description of the area where the investment will take place

Walthamstow has grown as a major centre around its multicultural street market providing the civic, cultural and economic focus for the borough. Walthamstow's neighbourhoods are home to 113,000 people – around 40% of the borough's population - with 54% of residents from non-white backgrounds and 25% aged under 18. Walthamstow is a microcosm of London, containing pockets of affluence side-by-side with communities suffering from entrenched deprivation most impacted by the pandemic and cost of living crisis, as described in Section 6 - Strategic Case.

Walthamstow is a large and dispersed town centre, set around Walthamstow Market, the longest street market in Europe with a 180-year history establishing its place at the heart of the local community. However, the High Street lacks quality public spaces, impacting levels of footfall, trade and perceptions of safety.

Experian data from 2021 shows that Walthamstow's retail vacancy rate was 11% - above the local average - with dwell time dropping from an average of 160 minutes to 143 minutes and total numbers of visitors from 70m to 43m per annum between 2017 and 21 (Ellandi)

Walthamstow's shopping centre, 17&Central, is the focus for larger retailers and its owners are embarking on an ambitious regeneration programme to retain custom and address competition from online and Stratford's Westfield.

Walthamstow is characterised by small, independent businesses seeing growth in its creative industry base, but this is early stage, lacks space to expand, does not fully reflect local diversity and is vulnerable to wider economic impacts. Walthamstow has a nascent evening and hospitality offer which could develop and grow with support and investment. However, the town centre currently shuts down at 6pm creating conditions for ASB and associated safety perceptions.

Walthamstow Central Interchange is a terminus to the Victoria Line, Overground services and London's second busiest bus station. This creates an environment where high volumes of people pass through the town, but there are challenges in attracting visitors, increasing dwell time and spend.

The Council is based in recently refurbished Fellowship Square one of several locations where Council investment has directly enhanced cultural and community infrastructure, alongside the transformation of William Morris Gallery in 2012 and £40m restoration of a 1930s cinema to create 950-seat venue Soho Theatre Walthamstow, launching in 2023. However, Walthamstow's wider cultural infrastructure – including Vestry House Museum – lacks coherence and is vulnerable, with insufficient funding to maintain and enhance facilities, widen the offer and secure long-term sustainability.

Waltham Forest was London's first Borough of Culture in 2019, alongside a GLA-pilot Night-Time Enterprise Zone for Walthamstow, which delivered an innovative pilot programme of engagement with communities and businesses to establish the issues and opportunities for growing Walthamstow's cultural and evening economy.

The Council is developing a partnership with University of Portsmouth to establish a campus from 2023, targeting 10,000 students learning in the borough. Additional and sustained investment is critical to supporting the

Council's Creative Jobs Academy and its lead role sub-regionally bringing together education and skills providers maximising opportunities for getting local people into these sectors.

The Council wants to significantly build on its investment, continuing to work with stakeholders to deliver Walthamstow's Cultural Hubs and Cultural Spaces projects, unlocking latent business demand, pathways into growth sectors, complemented by a programme of safe, inclusive activities and spaces.

See APPENDIX 1 - DELIVERY PLAN for further area context as well as maps of the bid area and individual component projects.

Optional Map Upload

Does your bid include any transport projects?

No

Provide location information

Location 1

Enter location postcode	E17 4QP
Enter location grid reference	51.586155748684305, -0.020621983363030554
Percentage of bid invested at the location	11%
Optional GIS file upload for the location	Walthamstow-LevellingUpFund GIS Map.zip

Location 2

Enter location postcode	E17 9AA
Enter location grid reference	51.57756309390129, -0.016829598230034614
Percentage of bid invested at the location	8%
Optional GIS file upload for the location	Walthamstow-LevellingUpFund GIS Map.zip

Location 3

Enter location postcode	E17 9NH
Enter location grid reference	51.58412739420895, -0.012902583777391482
Percentage of bid invested at the location	24%
Optional GIS file upload for the location	Walthamstow-LevellingUpFund GIS Map.zip

Location 4

Enter location postcode	E17 4QH
Enter location grid reference	51.58598241986982, -0.019688541057138128

Percentage of bid invested at the location	22%
---	-----

Optional GIS file upload for the location	Walthamstow-LevellingUpFund GIS Map.zip
--	---

Location 5

Enter location postcode	E17 7BL
--------------------------------	---------

Enter location grid reference	51.581535352932306, -0.03170168944150263
--------------------------------------	--

Percentage of bid invested at the location	18%
---	-----

Optional GIS file upload for the location	Walthamstow-LevellingUpFund GIS Map.zip
--	---

Location 6

Enter location postcode	E17 6QA
--------------------------------	---------

Enter location grid reference	51.58293581830023, -0.027853221019822093
--------------------------------------	--

Percentage of bid invested at the location	17%
---	-----

Optional GIS file upload for the location	Walthamstow-LevellingUpFund GIS Map.zip
--	---

Select the constituencies covered in the bid

Constituency 1

Constituency name	Walthamstow
--------------------------	-------------

Estimate the percentage of the bid invested in this constituency	100%
---	------

Select the local authorities covered in the bid

Local Authority 1

Local authority name	Waltham Forest
-----------------------------	----------------

Estimate the percentage of the bid invested in this local authority	100%
--	------

Sub-categories that are relevant to your investment

Select one or more regeneration sub-categories that are relevant to your investment	Commercial Civic Other Regeneration
--	---

Describe other regeneration sub-category

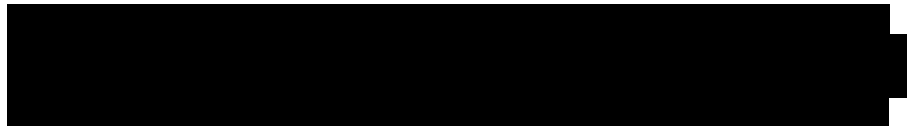
Creative workspace, Hospitality, Town Centre Public Realm

Select one or more cultural sub-categories that are relevant to your investment

Arts and Culture
Creative Industries
Visitor Economy
Heritage buildings and sites

Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

There are no currently pending applications for funding for the bid or component projects.



The Council is working with London Councils and GLA as it prepares its investment plan for the Shared Prosperity Fund, anticipating that funding from the Communities & Place theme will complement and help unlock social regeneration benefits from Levelling Up Fund investment in Walthamstow.

Provide VAT number if applicable to your organisation



Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community

The bid is based around the principles of widening access to and participation in cultural activities, making cultural spaces and events more inclusive, and opening up pathways into employment in the creative and cultural sectors for underrepresented groups, including from diverse backgrounds and young people.

The investment will transform Walthamstow's Cultural Hubs to create new spaces for enterprise, innovation and job creation and re-purpose Vestry House Museum to celebrate the borough's diverse community, while making it feel welcoming and accessible to all.

The investment in Walthamstow's Cultural Spaces will address significant concerns around community safety to ensure that Walthamstow, particularly in the evening and night feels and is safe and welcoming for all sections of the community. It will also support the growth of Walthamstow's evening and cultural offer, boosting the local economy and supporting a programme of accessible cultural activities.

Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?

No

Does the support measure confer an economic advantage on one or more economic actors?

No

Provide further information supporting your answer

N/A - investment in town centre public realm and Council-owned assets following appropriate procurement processes.

Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

No

Provide further information supporting your answer

N/A - investment in town centre public realm and Council-owned assets following appropriate procurement process.

Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

No

Provide further information supporting your answer

N/A - investment in town centre public realm and Council-owned assets following appropriate procurement processes.

Will you be disbursing the funds as a potential subsidy to third parties?

No

Has an MP given formal priority support for this bid?

Yes

Full name of MP

Stella Creasy

MP's constituency

Walthamstow

Upload pro forma 6

20220624_Stella_LUF Round 2 Pro formas V6.1 Proforma 6.pdf

Describe what engagement you have undertaken with local relevant stakeholders. How has this informed your bid and what support do you have from them?

The Council's State of the Borough report (2021) identified structural health, community and income inequalities to residents' lives, acting as a catalyst for addressing these.

The Council's resident survey and engagement on 15-minute neighbourhoods in 2021/22 engaged 2,800 residents, 850 in Walthamstow, with 33% identifying crime as a top concern, 43% not feeling they have access to quality streets, 41% not feeling services and amenities meet their needs.

The Council engaged on community priorities for Neighbourhood Community Infrastructure Levy (NCIL) using online and face-to-face surveys receiving 650

responses. Top five priorities for Walthamstow were air quality, environment, community safety, sustainable transport and public spaces.

London Borough of Culture was evaluated in 2019, showing 10,000s of visits were made to the borough, 5,000 direct participants in event co-production and 1,000 volunteer positions created. 65% of Walthamstow residents agreed culture should be a priority and 60% felt investment in culture made a positive difference to their area. The Council's Great Place scheme (2020) showed participants felt events increased pride (63%) and contributed to making Walthamstow special (64%).

In 2019 the Council piloted GLA's Night-Time Enterprise Zone engaging 500 residents (including younger, older and disabled people), businesses and night-time workers, through surveys, interviews, workshops and night-time walkabouts. This found appetite for a more vibrant night-time cultural destination, particularly after 6pm once the market closes, with barriers including lack of opportunities and amenities (78%), sense of unsafety (70%), unattractive public realm (67%).

Community safety concerns have also been raised by women and girls in Walthamstow, with 700 responding to the Council's survey as part of its action plan to address Violence Against Women and Girls in 2022. The survey found that 57% of respondents did not feel safe in the High Street, Hoe Street or around the station and 45% in the St James Street area of Walthamstow.

In 2017/18 the Council consulted on Chestnuts House, reaching 250 people through surveys, interviews and focus groups, including Young Advisors, Afro-Caribbean elders and businesses. 27% identified workspace as the priority for the building's reuse, 65% supported the Council running it/working with an operator, 90% wanted some public-facing activity, alongside recognition of the building's heritage and potential as a creative hub for young people.

The Council consulted on plans for Vestry House Museum in 2021/22 with interviews and workshops with politicians, community and heritage groups, Arts Council, NLHF, schools and target audiences. Further workshops are planned as part of a current commission

The Council has engaged on public realm proposals, including a High Street Strategy (2017) with traders positively feeding back on plans for improving the attractiveness and dwell time in the high street. The Council consulted on St James Quarter SPD public realm guidance (2019), demonstrating how the High Street and regeneration area connect, with current engagement on improvements at Hoe Street through ward forums and on-site. Residents consistently feedback concern about crime and investment in the public realm's appearance and usability.

Many residents find Walthamstow to be unsafe, unattractive, difficult to navigate and lacking in amenities, creating barriers to its success, while recognising the value of investment in cultural infrastructure and activities that increase participation, civic pride and belonging. There is a need for sustained investment that creates safe, accessible and attractive 24-hour environments for all, unlocking opportunities for participation and economic growth, endorsing the Council's strategy and plans in this bid.

Please see APPENDIX 1 - DELIVERY PLAN for further information on the engagement, feedback and priorities of residents, businesses and stakeholders and how this has shaped the bid.

Please see APPENDIX 2 - Letters of Support from local stakeholders and partners.

Has your proposal faced any opposition?

The Council is freeholder of the Cultural Hubs at Vestry House Museum, Chestnuts House and Hatherley Mews and will develop proposals for these buildings engaging with key stakeholders including statutory consultees such

as Historic England, as well as visitors to the museum, businesses within Hatherley Mews and the wider public. Engagement to-date has shown support for revitalising these assets and developing proposals that secure their long-term sustainable future.

The Council has developed its public realm programme of investment – most notably Enjoy Waltham Forest – over several years. There was some initial resident opposition to this programme; however, the Council has worked with residents, businesses and stakeholders to address this and demonstrate the value of enhanced public realm for active travel, urban greening and the boost it can provide local business. The Cultural Spaces proposals form part of a comprehensive response to issues raised by residents and businesses over several years and the Council continues to work closely with communities and agencies to address persistent crime and ASB issues, with strong support for enhancing the area's public realm to help achieve this. There will be continued engagement with residents and stakeholders as each proposal is developed, including residents already engaged, young people and cultural providers as the project progresses.

Walthamstow residents will continue shaping the proposed interventions through a range of approaches. This includes in Autumn 2022 when residents will be invited to a combination of in-person workshops and digital tasks to co-design the Cultural Quarter for Walthamstow through the DLUHC-funded PropTech initiative.

Do you have statutory responsibility for the delivery of all aspects of the bid?

Yes

Provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to

Waltham Forest is one of the most deprived parts of the country, ranked 82nd most deprived authority and 72nd on income deprivation (IMD 2019). 20% of children live in absolute poverty. 22.5% of 16+ year olds have common mental disorders, significantly higher than the rate for England (16.9%). For under-19-year-olds the borough has the 5th highest hospital admissions for asthma in England, with air pollution a contributory factor.

Walthamstow residents face several challenges:

- Long-standing economic issues: 50% of LSOAs are in 30% most deprived in the country and five Walthamstow wards are within 175 most deprived in London. Higham Hill ward is 80th most deprived in London and High Street ward is in bottom 50% for income deprivation.
- Accessing economic opportunities: identified skills and qualifications gaps are exacerbated by challenges with aspiration and equality of access to opportunities in growth sectors such as the creative industries, particularly for underrepresented BAME and most deprived communities.
- Child poverty: 50% of children were living in poverty in Walthamstow in 2020, compared to the UK average of 31%, a trend that has increased since 2015.
- Health inequalities: with higher mortality rates in the more deprived wards, including Walthamstow's Hoe Street
- Community cohesion: 45% of Walthamstow's population live in rented accommodation, contributing to social transience and lack of sense of belonging for parts of the community.
- Pockets of high crime: High Street ward has recorded the highest number of offences in the borough over two years with 4,400 crimes, including concentrations of violent crime, theft and drug incidents contributing to a crime

rate of 228/1,000 people, well above London's average of 179/1,000.

- Challenges of air quality: especially along Hoe Street, one of the highest footfall but most trafficked areas of the borough.

- Community investment: Walthamstow is undergoing regeneration, realising new investment; however, residents need to fully feel the benefits of this investment, including creating meeting space for communities in a linear town centre.

- Constrained business growth: creative and cultural sectors grew by 85% from 2015-20, with 17% of businesses in these sectors and an increase of 64% employment. However, wider economic impacts on early-stage businesses combined with insufficient flexible space, constrains business growth and creation of career pathways for the area's young and diverse communities.

- Inclusive cultural infrastructure: Council investment has transformed assets like William Morris Gallery; however, much of Walthamstow's cultural infrastructure lacks purpose and visibility contributing to lack of diversity, learning and opportunity in cultural sectors. Appendix 3 outlines how Vestry House Museum will be transformed to become an inclusive, accessible celebration of local culture, widening participation and creating sustained income generation.

LUF investment will directly address these challenges, investing in:

- Cultural Hubs increasing and diversifying participation in cultural activity, creating space to meet latent business demand and resultant career pathways for all local communities

- Cultural Spaces enhancing Walthamstow's public realm, creating safe, accessible, attractive spaces that stimulate additional cultural participation addressing issues of health, wellbeing, crime, air quality, community belonging and pride.

PLEASE SEE APPENDIX 1 - DELIVERY PLAN, as well as the Appended Theory of Change for further background on the challenges facing Walthamstow's communities and how the proposed investment plans look to directly address these.

Explain why Government investment is needed (what is the market failure)

The Council is embarking on an ambitious programme of investment in Walthamstow's cultural infrastructure but needs government funding to maintain momentum and take forward the next more challenging, but ultimately deliverable, phase. The success of investment in cultural infrastructure over the last decade has shown the value that public investment can achieve in Walthamstow, particularly where the private sector is unable to deliver improvements directly.

Heritage assets like Vestry House Museum and Grade II*-listed Chestnuts House (on the at-risk register) require continual maintenance with intrinsic constraints on their use meaning transformational adaptation and re-use can only be delivered with public investment.

With limited investment over 20 years, transformation of Walthamstow's public realm cannot be delivered without the scale promoted through this submission. Residents and businesses consistently highlight concern with Walthamstow's public realm with investment required to remove barriers to using the town centre, helping support the growth of cultural activity and enterprise.

With a lack of private investment and a strong impact, there is a clear public good case for the proposals. Public goods occur when goods (e.g. improved public realm and connectivity) are consumed by significant numbers of people, but their cost does not increase with the number of users. Public goods are non-rivalrous as well as non-excludable. This means that interventions are provided efficiently to the whole population if provided at zero cost (non-

rivalrous) and cannot exclude non-payers from benefitting from improved facilities (non-excludable).

These factors are not typically priced by the market when considering investment decisions – representing a market failure and necessitating public investment. Specifically, the project will address the following market failures:

- **Positive externalities:** There are important social and environmental benefits that arise from the creation of improved and accessible cultural facilities. Evidence suggests that well-planned public realm can boost commercial trade and values by 40% (DfT, 2020); which is fundamental to our approach to economic impact. There are inherent health benefits from encouraging modal shift to active transport alternatives, contributing to reducing congestion and improving air quality. The potential economic and social benefits of the programme will be greater than the benefits that can be captured by the private sector acting in isolation. Formally, this represents a positive externality.
- **Coordination Failures:** Coordination failure occurs when desirable activities do not take place because of multiple actors failing or being unable to coordinate plans. Public goods are also associated with the free rider problem which can lead to coordination failures, this occurring when those who benefit (such as proposed through the Cultural Hubs), do not pay for them. This leads to under provision, overuse, or degradation of certain types of goods, disincentivising coordinated action. As an existing museum Vestry House Museum is a good example, whilst repeated attempts to secure private investment into Chestnuts House, clearly demonstrates coordination failures.

Walthamstow is dominated by micro businesses and galvanising sufficient private investment to deliver the scale of change and impact required either voluntarily or entirely through planning contributions is impossible. Local delivery and governance structures are in place, but there are insufficient resources to accelerate this process. LUF investment can deliver holistic, coordinated investment spreading footfall across the town, linking Council assets, including Hatherley Mews, achieving wider benefits such as increased supply to meet latent business demand and resultant employment opportunities.

LUF provides a unique opportunity to unlock investments with significant benefits currently prevented by market failure. The Council is committed to taking forward these projects which would not be delivered by the private sector alone, further stimulating longer-term investment.

PLEASE SEE APPENDIX 1 - DELIVERY PLAN for further context on why government investment is needed in Walthamstow

Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers

£17.2m Levelling Up Funding as part of a £19.1m programme will transform Walthamstow's public realm, cultural infrastructure, economy and employment opportunities over the coming years with the Economic Case demonstrating that at least £43.7m benefits can be secured from this investment.

The projects are at a critical point but the scale and significance cannot be realised by the Council and private sector alone. Levelling Up Funding will ensure the programme can be delivered and benefits fully realised. The preferred option for each project has been tested to ensure it delivers the greatest impact, building on the Council's initial programme of culture-led regeneration, unlocking Walthamstow's untapped potential as a cultural destination, maximising opportunities for enterprise, career pathways and cultural participation.

PROJECT 1: CULTURAL HUBS

Levelling Up Funding will deliver the restoration of:

- Grade II* Chestnuts House addressing dereliction, environmental

performance and accessibility, creating a centre for creative enterprise, innovation and incubation.

- Grade II Vestry House Museum addressing accessibility, environmental performance and visibility, transforming a local museum and archive into a heritage-led cultural destination.

- Hatherley Mews returning poorly converted residential units to commercial use, addressing 25% vacancy, enhancing environmental and utility performance, increasing attractiveness for creative and hospitality businesses.

Investment will address the following challenges:

- Creates space for enterprise incubation and growth unlocking latent demand.

- Enables career, training and learning pathways for young and diverse population.

- Increases cultural activity and participation with free high-quality offer, improving inclusivity, social cohesion and mental wellbeing.

- Drives footfall, supporting local businesses and employment, increasing activity and public safety.

- Restores iconic at-risk heritage assets, improving environmental performance, accessibility, maintenance costs, and operational sustainability.

- Integrates with Cultural Spaces to create a more coherent, accessible, welcoming public realm.

The Council has undertaken rigorous options testing including:

- Two marketing exercises for Chestnuts House, testing direct delivery, freehold sale, use for residential or hotel, consulting Historic England on appropriate uses. Current marketing has focused on identifying a workspace partner. The Council is undertaking due diligence and will select an operator in Autumn with LUF enabling delivery in 2023.

- Stakeholder engagement on alternative uses, including freehold sale and procuring a partner to operate the space. The focus for current options appraisal and delivery plan is that the Council operates the space following a programme of investment and enhancements, building on its successful transformation of William Morris Gallery from local to regional/national destination, while increasing local free access and participation. LUF will enable the transformation of VHM over the next three years as further described in Appendix 1

- The Council's purchase of Hatherley Mews in 2018 was supported by an options appraisal and business case. Initial investment has addressed urgent issues and secured residential leases to return to commercial use. LUF will transform the space more quickly enabling this to coincide with Soho Theatre Walthamstow's launch next year, delivering a new location for creative and hospitality enterprise at the heart of the town centre.

PROJECT 2: CULTURAL SPACES

LUF investment will deliver a phased programme of public realm improvements to lighting, wayfinding, surfacing, planting, public art, cycling, CCTV:

- Phase 1 – creating an enhanced gateway around the public transport interchange, connecting Cultural Hubs and key destination spaces

- Phase 2 – centred on St James Quarter, enhancing connectivity and safety with the High Street, including opportunities for opening and activating disused arches.

- Phase 3 – focused on the High Street/Market enhancing the town centre's core commercial area, enabling opportunities for greater activity in the evening.

Investment will address the following challenges:

- Enhances attractiveness and quality of Walthamstow's public realm, encouraging footfall, dwell time and spend, boosting local businesses and employment.
- Creates coherent network of spaces connecting gateway points with the town centre's Cultural Hubs.
- Creates spaces for additional free and inclusive cultural activity widening participation, improving community wellbeing
- Addresses issues with crime and ASB, particularly in the evening, encouraging growth of the town centre's evening offer.
- Enhances civic pride and sense of belonging in Walthamstow.
- Encourages active travel improving air quality and health outcomes.

The Council has tested a range of options through the development of a comprehensive vision for phased public realm improvements across Walthamstow's 15-minute neighbourhood, linking key gateways, Cultural Spaces and the Cultural Hubs. Incremental improvements have been delivered in recent years; however, much of the public realm is ageing with concerns clearly articulated by residents and businesses, stifling the town centre's performance and investment potential.

There is limited public or private sector funding available locally to deliver the scale or pace of change required. Levelling Up Funding will provide the significant funding injection needed to realise the transformational impacts of this programme.

PLEASE SEE APPENDIX 1 - DELIVERY PLAN for further details of the investment plans and how they address the challenges and barriers set out in this bid.

Upload Option Assessment report (optional)

How will you deliver the outputs and confirm how results are likely to flow from the interventions?

The investment programme addresses the challenges faced by Walthamstow and its communities and priorities established through consultation described earlier in the Strategic Case maximising the impact of benefits. As set out in the following questions the investment programme also aligns with Government Levelling Up Missions and Shared Prosperity Fund objectives. The full Theory of Change is appended to the Strategic Case with the following summary outlining delivery of outputs, resultant outcomes and impact of the investment.

Investment will deliver:

- Project 1: Cultural Hubs - £7.37m LUF will enable restoration and creative reuse of underused Council-owned heritage assets (Chestnuts House, Hatherley Mews and Vestry House Museum) in partnership with operators, commercial tenants and cultural organisations
- Project 2: Cultural Spaces - £9.87m LUF will transform public realm in Walthamstow through improved lighting, surfacing, urban greening, CCTV, cycle infrastructure, sustainable drainage and public art.

Resulting in combined economic outputs/outcomes including:

- 3,400 sqm New/refurbished space for enterprise unlocking latent business

demand (KPI: occupancy rate)

- Creation of cultural destination space at 641 sq m refurbished Vestry House Museum and 1320 sq m Garden

- Resultant increase in visitor numbers to VHM from 20k to 80k pa, forecast x4 increased spend per visitor and x3 income from hires improving operational sustainability (KPI: visitor surveys, income generation)

- Resultant increase in career pathways through additional learning, apprenticeship, training, skills, employment opportunities, targeted at young and diverse population (KPI: increase in career opportunities, monitored for target demographics)

- Increased footfall, dwell time and spend in Walthamstow, improving business performance and perceptions (KPI: business surveys)

- Contribution to wider land value uplift (KPI land value data).

Combined social/cultural outputs and outcomes including:

- Increased programme of free/low cost cultural and community activities from c.45 to 150+ events pa, (KPI: increased cultural programme).

- Improved community cohesion and wellbeing outcomes through increased cultural participation (KPI: participant surveys).

- Increased engagement with school children on cultural and heritage learning, including early understanding of creative careers (KPI: school bookings/surveys)

- Reduced crime and ASB through increased footfall, surveillance (KPI: crime reduction data)

- Positive change in perceptions on Walthamstow improving civic pride and sense of belonging (KPI: perception surveys)

Combined environmental outputs and outcomes including:

- Restoration and reuse of 4,000 sq m vacant/underused heritage assets, including on at risk register

- Improved environmental performance of heritage buildings reducing maintenance costs (KPI: EPC report; maintenance costs)

- Delivery of 14,100 sq m of enhanced public realm with increased urban greening resulting in improved air quality (KPI: public realm created/tree planting and air quality monitoring).

- Increased active travel, improved modal share and carbon reduction (KPI: travel surveys).

With LUF complementing the Council's wider programme, maximising benefits for Walthamstow and its communities including:

- 15-minute neighbourhoods' strategy

- Climate Action Plan

- Creative Jobs Academy

- Implementation of Cultural, Making a Living and Health Inequality action plans

- Delivery of Cultural Destination spaces including Soho Theatre Walthamstow

- Delivery of wider regeneration plans, including University of Portsmouth

Additional external influences include:

- London and UK economic context

- Cost of living impacts

- Private sector investment

- High street trends

- Strategic planning policy

- Local government funding

- Culture and arts funding
- Socio-economic demographic changes

Please see the appended Theory of Change, the Economic Case and APPENDIX 1 - DELIVERY PLAN

Theory of change upload (optional)

Theory of Change - Walthamstow.pdf

Explain how the component projects in your package bid are aligned with each other and represent a coherent set of interventions

The component projects form part of a coherent package of proposals set within, and designed to improve, Walthamstow's 15-minute cultural neighbourhood transforming the lives of its residents. Walthamstow is experiencing complex, interrelated social, economic and environmental challenges and its residents have clearly identified priorities for investment and enhancements to help address these.

The bid brings together a programme of investment in cultural infrastructure, public space and workspaces, enhancing wider Council-led investment in the town centre, recognising that the Council and private sector cannot deliver this programme without a significant injection of additional public funding.

The impact will be significant, providing new, and widened access to, economic opportunities, improvements to social cohesion, community activity, cultural participation and community safety, enhancing the perceptions of Walthamstow as a place to live, work, visit and invest in, providing an economic boost for the town centre, its businesses and cultural organisations, as well as helping address local environmental issues.

APPENDIX 1 - DELIVERY PLAN illustrates how this vision and programme come together as a coherent set of interventions and the added value from the investment of Levelling Up Funding in this transformational programme.

Set out how other public and private funding will be leveraged as part of the intervention

Waltham Forest Council is the freehold owner of the Cultural Hub buildings and responsible for managing and maintaining the Cultural Spaces public realm.

The Council has made recent investment in Chestnuts House to undertake urgent works and upgrade the building's environmental performance through the Public Sector Decarbonisation Scheme. The Council has a current £125k commission developing the proposals and delivery plan for Vestry House Museum.

It is anticipated that the selected operator for Chestnuts House will make a financial contribution to the fit out of the building, with final quantification to be confirmed on the conclusion of the marketing and due diligence process in the Autumn as the project moves into delivery.



The Council has secured c.£300k developer contributions to invest in the

Cultural Spaces programme enhancing Walthamstow's public realm, with a further c.£750k forecast over the programme period.

The Council has secured £17,000 DLUHC PropTech funding to develop a digital engagement platform for consultation on the Cultural Quarter in the Autumn and is investing £200k OPE funding into the development of Development Framework for future sites in Walthamstow over the next 15 years.

More widely, as described in the next question, the Council is leading a wider programme of public and private investment in Walthamstow town centre, not least with the delivery of £40m Soho Theatre Walthamstow which will launch in 2023, its establishment of the multi-partner Creative Jobs Academy (and the Council's wider sub-regional partnership lead in these sectors) and partnerships to regenerate Walthamstow's shopping centre 17&Central (2022-28) and establish a London campus for University of Portsmouth from 2023.

SEE APPENDIX 1 - DELIVERY PLAN for how the LUF investment aligns with the Council's wider programme of investment in Walthamstow

Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up

The bid strongly aligns with the Council's strategies including:

- Public Service Strategy – the Council's corporate strategy prioritises connecting people with jobs, tackling inequalities, set in a programme of 15-minute neighbourhood enhancements. The Council has developed its approach to 15-minute neighbourhoods with extensive borough-wide engagement directly informing this bid and its Equalities, Diversity and Inclusion strategy focused on making a living and health inequality challenges.
- Climate Emergency Action Plan – establishes five strategic pledges to deliver net zero carbon by 2030, including greener, adaptable buildings; sustainable active travel and air quality improvements, building on the Council's successful delivery of Enjoy Waltham Forest cycling and walking investment.
- Local Plan – the new Local Plan sets the strategic policy and site allocations for development over the next 15-years, focusing on an area-based approach to 15-minute neighbourhoods, with Walthamstow identified as a Strategic Location, with c.4,000 homes planned.
- Infrastructure Delivery Plan – identifies the social and physical infrastructure improvements needed to support growth and secure community benefits, including investment in Walthamstow's public realm and heritage assets, establishing locations for creative enterprise and cultural engagement. Engagement on NCIL has directly informed this bid.
- Area Frameworks – the Council is preparing area frameworks to guide investment and development. The Council adopted an AAP for Walthamstow in 2014 and SPD for St James Quarter in 2017. The Council was recently awarded One Public Estate funding to produce a Walthamstow Development Framework for five key sites in public ownership.
- Capital Strategy – the Council's five-year capital strategy sets the borough-wide £643m programme of investment to 26/27, establishing the regeneration programme in Walthamstow, reiterating commitments to projects in this bid and wider funding to secure delivery and maximise local benefits.
- Economic Recovery Strategy and High Streets Action Plan – Council strategies responding to the challenges and impacts of the pandemic including longer-term recovery and investment required to support and transform the economy and town centres.
- Cultural Strategy – the Council is commissioning a cultural strategy to establish a framework for cultural investment, infrastructure and programming between 2023-27, building a sustainable inclusive legacy from the successful

programme as first London Borough of Culture in 2019 establishing the borough as a significant cultural destination.

- GLA-funded Night-time Enterprise Zone pilot, in Walthamstow in 2019, researched barriers to using the High Street after dark for young, older and disabled people and key issues for night-time workers. GLA Creative Enterprise Zone in Blackhorse Lane part of Walthamstow, supporting a programme for creative enterprise and investment.

Walthamstow is identified as a major town centre in the Mayor of London's Plan, which establishes strategic policy for enhancing high streets, delivering new homes, promoting active and sustainable travel, improving access to green space and investment in community and physical infrastructure, all further developed in Waltham Forest's Local Planning Framework.

SEE APPENDIX 1 - DELIVERY PLAN for the alignment of strategies with the investment programme

Explain how the bid aligns to and supports the UK Government policy objectives

The bid programme aligns with and supports the delivery of several Government Levelling Up White Paper missions, as well as the Communities and Place priorities developing through the Shared Prosperity Fund, particularly:

LEVELLING UP MISSIONS:

- Increasing pay, employment and productivity and raising skills levels
- Digital connectivity
- Improving healthy life expectancy and well-being
- Increasing pride in place, engagement in the local community and culture
- Reducing neighbourhood crime and ASB
- Unlocking housing and economic growth

SHARED PROSPERITY COMMUNITIES & PLACE OBJECTIVES:

- Town centres and high streets
- Active travel enhancements
- Improvements to local green space
- Community engagement and capacity building
- Volunteering initiatives
- Promotional and destination campaigns
- Local arts, culture and heritage
- New and existing community infrastructure
- Designing out crime

The bid investment programme aligns with these priorities through:

- Creation of new pathways into employment, new space for local enterprise, boosting high street businesses particularly nascent evening and cultural economy
- Increasing access to open space, participation in culture and active travel across all communities and age groups, improving health outcomes
- Investing in cultural facilities and an inclusive cultural programme, enhancing community cohesion, sense of belonging, boosting perceptions and confidence in Walthamstow
- Increasing activity, footfall, creating safe, welcoming, inclusive spaces addressing community safety and cohesion, particularly in the evening

Investment will contribute to the Council achieving net zero by 2030, through enhancing the environmental performance of heritage buildings, supporting investment public realm greening and promoting the Council's established active travel programme through Enjoy Waltham Forest.

Aligning with the Government's Net Zero Strategy (2021) and Clean Growth Strategy (2017) the Council declared a Climate Emergency (2019) targeting

net zero by 2030 (in advance of the UK's legally binding target of net zero by 2050). Projects in this bid will reduce emissions from transportation and buildings to as close to zero as possible and include additional greening to aid carbon sequestration, increase climate change resilience and promote biodiversity, aligning with the aims of both strategies.

The retrofit of the Cultural Hubs (including part funded through the Public Sector Decarbonisation Scheme for Chestnuts House) will result in significant reduction in emissions (c. 70-80%). Energy efficiency measures will support commercial occupiers to reduce energy bills, ensure spaces will meet EPC C as a minimum by 2035, and increase standards for commercially let buildings. Electrification of heating through conversion from gas to a heat pump will remove polluting fossil fuels. Maximisation of renewables (solar PV), energy storage and flexibility technologies will help meet UK targets to decarbonise the power system by 2035.

Opportunities to reduce embodied carbon and ensure longevity of materials will be prioritised in construction. Public realm greening will increase connections to green space and biodiversity, provide health and wellbeing benefits, improve air quality and resilience to climate impacts such as flooding and overheating. Waste minimisation strategies will form part of the projects, including links to a proposed Library of Things in Leytonstone to encourage the circular economy. These proposals will encourage sustainable supply chains and provide training opportunities within sustainable construction and retrofit linking with the Council-established London Academy of Sustainable Construction in Leytonstone.

SEE APPENDIX 1 - DELIVERY PLAN for the alignment with UK Government policy objectives

Alignment and support for existing investments

Where applicable explain how the bid complements or aligns to and supports existing and/or planned investments in the same locality

The Council's vision for an inclusive cultural 15-minute neighbourhood in Walthamstow builds a legacy from the programme of London Borough of Culture 2019, rolling out the recommendations from the Night-time Enterprise Zone pilot, the successful Enjoy Waltham Forest active travel programme and builds on the High Streets and Economic Recovery Action Plans as catalysts for transformation of the town centre in partnership with local businesses. The wider programme of investment includes:

- The Council's acquisition and £40m restoration of the former EMD Cinema to create Soho Theatre Walthamstow, a 950-seat cultural destination venue launching in 2023 and a key partner in the Council's Creative Jobs Academy which complements the Council's lead role for the wider sub-regional partnership of local authorities, education and training providers in these sectors.

- The completion of the Council-led first phase of investment in Fellowship Square, the civic campus for the borough, with the refurbishment of the town hall, creation of the new civic square with its free-to-access all-year-round cultural programme and iconic playable fountains and re-opening of Walthamstow Assembly Hall in 2024.

- Delivery of the TfL-funded Enjoy Waltham Forest programme creating a package of active travel, walking, cycling and public realm improvements including around Walthamstow town centre, providing the basis for further investment to complete the network of spaces as part of this bid.

- The multi-phased redevelopment of 17&Central shopping centre to bring forward 538 new homes, an extension to the commercial space, new destination food court and investment in the Town Square which complements the wider programme of investment planned in this bid.

- The arrival of the University of Portsmouth creating a new London campus [REDACTED] in Walthamstow town centre, [REDACTED]

████████████████████ The university's arrival will eventually bring 10,000 students into the borough, creating a range of opportunities for local learning partnerships.

SEE APPENDIX 1 - DELIVERY PLAN

SEE APPENDIX 2 - for Letters of Support from associated partners/stakeholders.

Confirm which Levelling Up White Paper Missions your project contributes to

Select Levelling Up White Paper Missions (p.120-21)

Living Standards
Digital Connectivity
Education
Skills
Health
Wellbeing
Pride in Place
Housing
Crime

Write a short sentence to demonstrate how your bid contributes to the Mission(s)

The programme of investment in the bid contributes to the delivery of the following Levelling Up White Paper missions as summarised below:

Living standards – creating direct opportunities and pathways into employment for Walthamstow's residents

Digital connectivity – opportunity to enhance digital infrastructure and access through the Cultural Hubs and digital screens in the Cultural Spaces

Education – opportunities for additional training and learning within the Cultural Hubs, particularly Vestry House Museum's cultural participation programme

Skills – creating routes to develop skills directly through the Cultural Hubs and establishment of wider partnerships with the Council's Creative Jobs Academy

Health – encouraging active travel around the town centre

Wellbeing – increasing access to and participation in cultural and recreational activity

Pride in Place – enhancing the perceptions of Walthamstow as a safe, welcoming and inclusive place to live, work and visit

Housing – helping unlock longer-term housing delivery in the town centre, including significant affordable homes and a range of tenures to meet local needs, reducing social transience and increasing social cohesion.

Crime – contributing to the reduction of crime and ASB through greater activation, use and surveillance of public space.

Provide up to date evidence to demonstrate the scale and significance of local problems and issues

The bid sets out an extensive programme of improvements which will help respond to intrinsic challenges which impact upon not only our town centre, but the borough as a whole:

1. Deprivation and crime: Half of Walthamstow's neighbourhoods are within the top 30% most deprived in the country. LUF interventions are in some of LBWF's areas of highest deprivation. Public realm enhancements around St James Street station are in the top 20% most deprived LSOAs nationally. Our

proposed investments will not only increase local pride, but provide more accessible and relevant culture as well as access to employment at new workspaces

2. Town centre vitality: Data for Walthamstow town centre shows that town centre footfall dropped significantly during the pandemic and has not increased since COVID-19 restrictions have been lifted. Infrastructure represents a key barrier to accessing town centres. 43% of residents do not feel that they have good access to quality transport routes and street space. This alongside the lack of investment in elements of the public realm forms a strong case for a stronger civic heart to our town centre.

3. Crime: Crime is a major contributor to overall deprivation and Walthamstow High Street recorded the highest number of offences in the borough in the last 2 years (4,426). The crime rate of 288 per 1,000 people is above the average for London (179) and Waltham Forest (161). 1 in 5 residents tell us that their fear of crime strongly impacts their lives, with a third also telling us that crime and violence is one of their top 3 concerns about their local area. New public spaces will support the designing out of crime and reduction in fear of crime through improved user numbers.

4. Economic opportunity, growth and productivity: Employment in Walthamstow town centre has shrunk significantly over the last five years. The area between Hoe Street and St James Street Station (where the LUF interventions are focused) has lost 1,000 jobs (-17%) since 2015. The proportion of residents claiming benefits is higher than the England average (7% compared to 5% nationally). We need new spaces like those we are promoting at Hatherley Mews and Chestnuts House, these will address a gap in the offer and help our local economy to grow again.

5. Culture and 24-Hour Economy: As 2019 London Borough of Culture, LB Waltham Forest has sought to position the diversity of, and participation in culture at the heart of the borough's identity. Still however, the borough and town centre only have a limited night-time economy with 78% of residents identifying lack of amenity as the reason for this. This investment will provide this amenity alongside new safe and accessible routes to it.

6. Lack of Investment and Missing Links: Much of Walthamstow High Street has not seen public realm investment in the last 15-20 years contributing to its tired appearance and relationship with the quality and range of town centre businesses. The environment around St James Street includes several areas of very poor public realm, with this becoming more acute as new development comes forward and further residents move into the area. There are several missing connections and spaces which have not seen recent investment and the Council is looking to address the appearance, wayfinding and safety of these spaces.

7. Publicly Owned Assets: The buildings which form the heart of this investment are publicly owned. Other priorities for investment have meant that there has not been the focused investment which will enable us to extract the economic, social and commercial value which can have a genuine impact and contribution to public service delivery

Please see Strategic Case and APPENDIX 1 - DELIVERY PLAN for further background

Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues

The Walthamstow LUF bid is underpinned by multiple data sources to capture the range of issues facing Walthamstow. This includes:

ONS data: Official national statistics provide robust, high-quality, and timely intelligence at a local level across a broad range of socio-economic indicators. To comply with the Code of Practice for Official Statistics, these are subject to a thorough quality assurance process. We have utilised the latest data to underpin our submission which includes:

- Indices of Multiple Deprivation 2019 – provides a holistic view of the factors contributing to deprivation at a local level. This has provided a comprehensive understanding of deprivation across the borough, and due to the granularity of data across a range of indicators, has enabled LBWF to target interventions where there is greatest deprivation/regeneration need.

- ONS BRES – ONS employment survey data provides robust estimates of the employment based in Walthamstow. Data available at Lower Super Output Area (LSOA) has shown that there are less jobs in the town centre than there were in 2015.

Wider data on town centre vitality and safety: latest data on town centre vitality is accessed via the new GLA High Street Data Service, which provides real time information on a range of high street performance indicators for 600 town centres across London. Data is comprehensive and includes latest vacancy rates and high street uses (data from Local Data Company), footfall (based on Telephonica mobile phone data) and spend (based on Mastercard data). Crime data has been accessed through the national Police crime database. This provides intelligence on crime at a hyper local level over the last two years and has been accessed at local authority, ward, and street level to target interventions where they can have greatest impact.

Data on local resident needs: Quantitative data alone cannot capture all of Walthamstow's challenges. Obtaining robust qualitative data is important to understand the factors shaping key Levelling Up objectives such as 'restoring a sense of community, local pride, and belonging' which are more difficult to evidence through socio-economic statistics. To address this we have had 2,600+ interactions with residents about life in their neighbourhoods over the last 12 months. Their priorities and suggestions sit at the core of the interventions proposed in this bid. This has included over 850 responses from Walthamstow residents.

Please see Strategic Case and APPENDIX 1 - DELIVERY PLAN for further background

Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions

Analysis has been undertaken at three geographies:

Local authority level: LBWF's Local Plan outlines that: "Walthamstow Town Centre is the Borough's principal and economic hub. It will be the focus for investment in major comparison retailing activities, leisure, cultural and tourist and other main town centre uses including offices and complementary evening and night-time uses." This means that enhancing the economy and vitality of Walthamstow town centre will benefit residents from across Waltham Forest. Local authority-level evidence has been used to establish district-wide challenges to be addressed through LUF investment and provide intelligence where more granular evidence does not exist.

Town level: 'Best-fit' Lower Super Output Areas and Major Super Output Areas were selected to conduct town-level analysis: specifically to access employment data and intelligence from the High Streets Data Service. The projects will drive significant benefits for residents across the town – most notably through enhanced and diversified employment opportunities and a more vibrant town centre. LSOAs which fall between the two key intervention areas between Hoe Street and St James Street Station are:

- o Waltham Forest 016D
- o Waltham Forest 016E
- o Waltham Forest 017A
- o Waltham Forest 017C
- o Waltham Forest 017D
- o Waltham Forest 017C

Impact area level: Evidence collection has also been undertaken within a

100m buffer of the proposed LUF programme. This has been used for deprivation data to ensure projects are in areas of greatest need and for commercial and residential data to inform the Value for Money assessment in this Economic Case

Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems

Our proposal's approach to tackling these challenges is summarised through the appended Theory of Change, Strategic Case and in APPENDIX 1 - DELIVERY PLAN.

The two projects will deliver a holistic package of interventions that provide long-term remedies to the challenges facing Walthamstow. Key challenges include concentrated deprivation and crime, town centre vitality, and a lack of economic opportunity.

PROJECT 1: Walthamstow's Cultural Hubs: Complementary change of use projects across three key council assets will address challenges of town centre vitality and a lack of economic opportunity. Research highlights that improvements in one property can have spill-over effects which can in-turn support the long-term vitality and diversification of Walthamstow town centre. The following evidence supports how our LUF bid will contribute to addressing these challenges:

- Extensive research shows that the diversity of London's high streets has helped to underpin their economic resilience. The change of use projects at Chestnuts House and Hatherley Mews will bring underutilised, and (in the case of Chestnuts House) vacant properties back into productive use.
- Evidence also showed that town centres with a varied high street offer and unique attractions have fared better than those defined mostly by retail. Chestnuts House and Hatherley Mews will support economic diversification and job creation in Walthamstow. Investment into Vestry House Museum will help also to diversify reasons for visiting Walthamstow whilst also advancing Levelling Up local pride objectives.
- The impact of the benefits associated with Project 1 has been modelled using direct land value uplift, labour supply benefits, and the latest guidance from the Arts Council on valuing cultural and heritage assets.

PROJECT 2: Walthamstow Cultural Spaces: A coordinated package of public realm interventions that will address specific challenges of deprivation and crime, whilst also increasing footfall and supporting Walthamstow's long-term economic vitality.

- There is robust evidence to suggest that well-planned public realm interventions can contribute towards high street vitality. LUF interventions will increase town centre footfall and spend, which in turn can lead to increased interest and momentum into Walthamstow. This will support high street vitality, reduce retail vacancy, and support post-pandemic recovery.
- Interventions have been spatially targeted to improve public realm in high-crime areas (specifically on Hoe Street). Crime is a major determinant of deprivation locally, and modelling shows a crime reduction benefit of £0.36m associated with LUF proposals.

For example:

https://www.london.gov.uk/sites/default/files/ggbd_high_streets_adaptive_strategies_web_compressed_0.pdf

2 See: <https://www.highstreettaskforce.org.uk/media/opcelyp1/footfall-report-2021-final-for-publication.pdf>

Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs

The key assumptions underpinning the modelling are proportionate to the value of the interventions. The main assumptions behind each benefit reported are as follows:

1. WALTHAMSTOW LUF PROGRAMME

Monetised Benefits:

- a. Wider Commercial Land Value Uplift
- b. Wider Residential Land Value Uplift

Underpinning assumptions/methodology to calculate benefits:

Our approach is informed by DLUHC's approach to Wider Land Value Uplift as developed through the Future High Streets Fund clarification process.

There is robust evidence linking perceptions and the quality of public spaces to footfall and local expenditure, and hence land value. This has been captured through our assessment of wider commercial and residential land value uplift and is underpinned by the following evidence:

- Public space improvements increase property prices and values. A review of case studies suggests that well planned public spaces can boost commercial trade by up to 40%.
- Increase in footfall can influence land values. A review of literature suggests that retail and commercial values can rise between 10-30%.
- CABE's Better Designed Streets identifies a direct link between increases in footfall, dwell time and attractiveness of an area with enhancing residential real estate values. While not a direct measure of land values, it is reasonable to assume that an increase in sales values would be reflected in the land value given there is no variation in build costs.

Both the Cultural Spaces and Cultural Hub projects will contribute to enhancing town centre footfall and vitality. To reflect this and the co-dependency of both projects, the economic benefits have been considered at a programme-level and have been proportionately attributed projects based on the overall LUF funding envelope. This is the best way of ensuring the benefits assessment reflects the scale of proposed interventions whilst avoiding spurious accuracy.

2. CULTURAL HUBS PROJECT

Monetised benefits and underpinning assumptions/methodology to calculate benefits:

- c. Direct land value uplift

Standard approach for the change of use project proposed at Chestnuts House has drawn upon the following guidance:

- HM Treasury Green Book
- MHCLG Appraisal Guide
- MHCLG Land Value Estimates for Policy Appraisal, 2019

- d. Labour supply impacts

Our core approach has been informed by DLUHC Appraisal Guide and DLUHC's preferred approach of monetising benefits associated with entrants/re-entrants to the labour market. This has been underpinned by the following robust methodology.

- HCA Employment Density Guidance to calculate potential number of workers from floorspace of proposed change of use projects
- Benefits are focused on people returning to/joining to the workforce. There is significant potential in Walthamstow to support re-entry to the labour market. As of May 2022, 7% of Waltham Forest's economically active residents were

claiming benefits compared to the England average of 5%.

e. Heritage/culture impacts

Our approach is informed by the latest guidance from Arts Council England: Local Museums Benefit Transfer Report.

- The GLA's High Streets for All research emphasised the important economic and social role of high streets, promoting community and cultural exchange.
- Around 45% of surveyed users' primary high street use was non-retail related – evidence that Londoners value the social exchanges that high streets support, and the importance of accessible and affordable spaces where communities can come together.
- Arts Council research provides monetary estimates of the benefits that local museums provide to visitors and the local population in England.
- The approach used is consistent with HM Treasury Green Book Social Cost Benefit Analysis (SCBA).
- Investment in Vestry House Museum will enable increased visitor numbers through delivery of a more coherent, accessible layout with defined spaces for the exhibitions, archive, commercial activity and hires, and learning.

3. CULTURAL SPACES PROJECT

Monetised benefits and underpinning assumptions/methodology to calculate benefits:

f. Crime reduction

Our approach has been informed by DLUHC's preferred approach to monetising the impacts of crime reduction.

There is extensive evidence showing how well-planned public spaces can reduce crime and fear of crime. For example, research has shown that well-designed and clearly defined public space can increase natural surveillance and reduce anonymity (<https://www.bre.co.uk/filelibrary/Briefing%20papers/102417-Crime-Hotspots-Briefing-Paper-v4.pdf>)


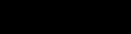
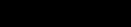
Explain how the economic costs of the bid have been calculated, including the whole life costs

Costs for the Walthamstow LUF programme have been estimated based on information provided by the Council's highways framework contractor for the Cultural Spaces project, including direct supplier quotes, and by the professional cost consultant teams working on the Cultural Hubs project, including using similar benchmarking projects and industry standard techniques. Further detail is provided in the Financial Deliverability section.


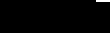
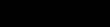
Overall LUF costs as presented within the Financial Case (total for both interventions)

These are nominal, undiscounted costs


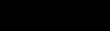
LUF Grant

22/23: 
23/24: 
24/25: 

Other Public Sector Match Funding

22/23: 
23/24: 
24/25: 

Third Party Match Funding

24/25: 
25/26: 

The following assumptions have been applied to convert financial costs into

economic costs:

- Discount rate: Costs were discounted to 2021 Present Values using the Treasury approved Social Time Preference Rate (3.5%).
- Inflation: The Green Book advises that for long time horizons, economic modelling should use the GDP deflator forecasts published in the Office for Budget Responsibility's (OBR) Fiscal Sustainability Report (FSR). However, the most recent FSR was published in July 2020, meaning that it does not reflect recent global inflationary pressures exacerbated by Russia's invasion of Ukraine. The Bank of England's latest central projection for CPI inflation is to reach 9.1% in Q2 of 2020, before falling back to 1.3% in Q2 of 2025. As a result, the GDP deflator presented within the OBR's FSR central scenario has been deemed to be too optimistic to reflect current and medium-term inflationary pressures.

The assessment has therefore used the OBR's most recent March 2022 forecast as the basis for converting nominal into real prices. As per the Green Book's guidance on inflation, costs and benefits in Year 1 (2022/23) have been estimated in 'real' base year prices meaning that the effects of general inflation have been removed. Years 2-4 use the GDP deflators from the OBR's March 2022 forecast. For years 2026 onwards, the GDP deflator has been extrapolated using the growth rate in the final year of the OBR's projection – as advised by the Green Book.

- Optimism bias: 15% optimism bias was then applied to all costs which was within the limits for Standard Civil Engineering as per the Supplementary Green Book Guidance on Optimism Bias.

Present value costs £, 2022 PV (discounted and including Optimism bias and inflation) used for economic modelling – total across both interventions:

These are economic costs in base-year, real discounted prices (£, PVC)

LUF Grant

22/23: [REDACTED]
23/24: [REDACTED]
24/25: [REDACTED]

Other Public Sector Match Funding

22/23: [REDACTED]
23/24: [REDACTED]
24/25: [REDACTED]

Third Party Match Funding

24/25: [REDACTED]
25/26: [REDACTED]

The Present Value of Walthamstow LUF total project costs, accounting for Optimism Bias and inflation, is £20.34m.

Describe how the economic benefits have been estimated

PROGRAMME LEVEL BENEFITS

Both projects will contribute to enhancing town centre footfall and vitality. Reflecting this, wider Land Value Uplift (LVU) has been attributed to each project proportionately based on total LUF cost:

- Cultural Hubs: 42% of wider LVU benefits
- Cultural Spaces: 58% of wider LVU benefits

a. Wider Commercial LVU

There is evidence linking perceptions and the quality of public spaces to footfall and expenditure, and hence land value. DLUHC Guidance states that land values are gross development value minus development costs. Given that this uplift is applied to the values of existing premises that are not being redeveloped (i.e. no development costs), any uplift in values would be directly reflected by an equivalent increase in commercial land values. Assumptions are:

- The assessment has only applied an uplift to properties within a 100m buffer of the proposed LUF interventions. This includes 603 A1 and B1 commercial units (VOA).
- An average price per unit has been assumed at £94,212. This capital value is taken from DLUHC's benchmark land values for CBD office for London - Harrow - (£627 per sqm). Benchmark land values were multiplied by an average floorspace for A1 and B1a properties to obtain a per unit figure.
- GDP Deflators have been applied to express values in 2022 prices.
- Research highlights that improvements in one property can have spill-over effects. A compound growth rate of 2% LVU for 5 years has been assumed.
- Displacement has been included at 25%.

b. Wider residential LVU

LUF investments can also improve residential land values. CABE's Better Designed Streets identifies a direct link between increases in footfall, dwell time and attractiveness of an area with enhancing real estate values. Therefore, indirect residential land value uplift represents a proxy for the wider benefits delivered by the LUF project. Increased values are a reflection of a thriving town centre, with an enhanced pedestrian environment and improved amenities.

Assumptions are:

- Using the VOA's Council Tax: Stock of Properties database, it was estimated that 1,442 properties fall within a 150m impact buffer.
- Average property price of £562,344. This is based on an average of LSOAs within the intervention area based on the ONS' HPPSA dataset 47.
- An annualised compound growth rate of 1.5% attributed to the intervention over 5 years has been assumed.
- Displacement is 25%.

LSOA boundaries relative to 100m buffer of LUF interventions used to calculate wider residential LVU.

Crime hotspots relative to LUF interventions
- See map in accompanying technical note

Project 1: Walthamstow Cultural Hubs

c. Direct LVU

The intervention at Chestnuts House will bring an vacant, prominent town centre property into productive use meaning direct land value uplift has also been considered. Assumptions are:

- The change in land value is profiled to occur in Year 3.
- Existing land use is overwhelmingly vacant and derelict (valued at £4,500,000 per ha). This is the benchmarked value of industrial land for Waltham Forest
- 1,444sqm of office workspace is the new commercial use (valued at £627 per sqm).

- GDP Deflators have been applied to express values in 2022 prices.
- Displacement is 25%.

d. Labour supply impact:

Benefits associated with additional new workspace delivered at Chestnuts House have been monetised. Assumptions are:

- 36.1 jobs created as a result of commercial space development. Job numbers derived from the HCA Employment Density Guide.
- 10% jobs (3.6) will be taken up by new/re-entrants to the labour market
- GVA per filled job is from the 2019 Subregional Productivity dataset for Waltham Forest. GDP deflators have been used to calculate 2022 prices (£55,464 GVA per filled job).
- 40% welfare impact of labour market entrants/re-entrants has been applied as per WebTAG guidance.
- A 10-year appraisal period has been used.

e. Culture/heritage impact

LUF investment will also support the restoration of Vestry House Museum. The project will seek to widen access and visitor numbers to celebrate local identity and build pride in place. This research provides monetary estimates of the benefits that local museums provide to visitors and the local population in England.

- Forecast uplift in visitor numbers to 80,000 per annum from 20,000 (deadweight).
- WTP for local museums was found to be £4.44 per person per visit.
- 10% leakage based on focus on local heritage. This is in-line with the ready reckoners for a low level of leakage as per the Additionality Guide 3rd Edition.
- 10-year appraisal period

Project 2: Walthamstow Cultural Spaces

f. Crime Reduction

There were 2,343 crimes between 2020-21 in High Street Ward. Assumptions are:

- The average economic cost per crime is £1,117 in 2016 prices.
- The intervention will reduce crimes by 5% resulting in 117.5 incidents (gross)
- Displacement is at 75%, resulting in a net reduction of incidents of 29.3 per annum (£36,534)

Provide a summary of the overall Value for Money of the proposal

The Walthamstow LUF bid generates an initial BCR of 2.2:1, which represents Good Value for Money using standard DLUHC benchmarks. The full package of interventions incurs an economic cost of £20.3m and produces economic benefits of £43.7m. The benefits are as follows:

Benefit Category & £ Benefit NPV
 Wider Commercial Land Value Uplift: £3.54m
 Wider Residential Land Value Uplift: £37.55m
 Crime Reduction Impact: £0.25m
 Direct Land Value Uplift: £0.18m

Labour Supply Impacts: £1.12m
Heritage/culture impact: £1.06m

All benefits have been included within our initial BCR calculation. Wider, non-monetised benefits delivered through this scheme have been considered qualitatively in the next question.

Key overarching assumptions include:

- Figures have been estimated by creating a discounted impact model over a 10-year appraisal period (selected based on guidance provided by DLUHC).
- As previously highlighted under Economic Costs, optimism bias of 15% has been applied to total capital costs.

Upload explanatory note (optional)

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR	2.20
Adjusted BCR	2.20

Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

The programme will deliver a range of wider benefits which have not been monetised; these have been established via the programme Theory of Change and will form a key area of focus for monitoring and evaluation.

The headline long-term outcome of the programme is that Walthamstow residents have access to more and more inclusive culture. Over the medium-term this will be seen through diversifying and improving how residents (and visitors) experience the area, growing a sense of place, belonging and identity, diversifying uses, improving accessibility and safety, strengthening the local economy, enhanced environmental performance and the improved health of local communities.

We have taken a deliberately conservative approach to economic impact to avoid double counting and over aggregation of benefits. There are two specific areas where we believe we can identify additional benefits which could be tracked and monetised in future evaluation:

- **Environmental benefits:** The LUF bid can contribute to a reduction in Co2 emissions through modal shift to active travel alternatives. Academic studies have shown that those who walked or cycled more for transport had lower carbon emissions overall. Improvements in public realm and routes between cultural assets will help us demonstrate this
- **Health and wellbeing benefits:** The Green Book allows stated preference to be used to value health outcomes using Quality Adjusted Life Years (QALYs). Increased active travel (walking or cycling) uptake due to better infrastructure can deliver significant health benefits for people living in and around

Walthamstow. This can help to address health issues locally. Increased active travel offers huge reductions in the risk of coronary heart disease and stroke, many forms of cancer, type 2 diabetes and mental ill health, something the borough has already successfully tracked as part of Enjoy Waltham Forest investments

More specifically we would expect to be able to monitor and reflect upon the following non-monetised benefits:

- Increase in the amount and quality of creative and cultural spaces enabling the creation of new businesses (Waltham Forest has high start-up rate, but low survival) and employment growth. Based on standard assessments of employment density this could create 72 jobs
- Increased volunteering at culture (particularly at Vestry House Museum) offering improved outcomes for all ages. We would expect a doubling in the amount of volunteering opportunities in culture at Vestry House Museum
- Improved safety from new public realm and enhanced space at Hatherley Mews
- Increased visitors from outside of the borough with enhanced visitor spending
- Increased night-time opportunities with enhanced spending captured and monitored through learning from the Night-time Enterprise Zone Project
- New accessible community spaces enabling greater cohesion
- Further enhancement of the facilities and identity of Walthamstow, contributing to civic pride and overall life satisfaction

See Appendix 1 - Delivery Plan

Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid

Sensitivity analysis shows that costs would have to rise by 45% for the overall BCR to fall to 1.5:1. Costs would have to rise by 115% for the overall BCR to fall to 1:1

The main risks which may influence costs are inaccurate estimates, delays in undertaking property conversions and market risks associated with securing the onward use of buildings.

All prices have been subject to layered analysis and multiple inputs based on local, national, and international market conditions – these have been assessed independently. Price sensitivity is programmed within the overall cost envelope to account for reasonable fluctuations and required adjustments. Optimism bias has also been included in the VFM analysis.

Sensitivity analysis shows that economic benefits would have to fall by 31% for the overall BCR to fall to below 1.5:1. Benefits would have to fall by 54% for the overall BCR to fall to 1:1.

The main risk which could affect economic benefits are if the wider residential land value uplift modelled is lower than anticipated. However, even if the annual percentage uplift for residential and commercial properties halved to 0.75% per annum over the appraisal period, the project would still return a BCR of 1.46:1.

Upload an Appraisal Summary Table to enable a full range of impacts to be considered

Appraisal Summary Table 1

Upload appraisal summary table

Additional evidence for economic case

None selected

Confirm the total value of your bid

Total value of bid £19111008

Confirm the value of the capital grant you are requesting from LUF

Value of capital grant £17244008

Confirm the value of match funding secured

£1867000

Evidence of match funding (optional)

Where match funding is still to be secured please set out details below

A total of £1.867m match-funding has been identified, representing 10% of the total value of the bid, and comprising:

[REDACTED]

The Council is additionally funding a £125k commission to complete the options appraisal and delivery plan for the project in 22/23.

- c.£300k secured s106 developer contributions towards phased public realm works in Walthamstow.

- c.£750k forecast future s106 developer contributions towards phased public realm works linked to delivery of key sites in Walthamstow town centre already in the planning pipeline.

Furthermore, it is anticipated that the selected workspace provider will make a financial contribution towards fitting out Chestnuts House; however, the Council is currently completing due diligence prior to entering a contract with the selected provider and agreeing the scope of works [REDACTED]. Therefore, the potential for this additional match-funding has not been included at this stage.

Land contribution

If you are intending to make a land contribution (via the use of existing owned land), provide further details below

N/A

Upload letter from an independent valuer

Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below

N/A

Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget

The costs set out in this bid have been established through the preparation of condition surveys, design work and cost consultant engagement.

CULTURAL HUBS

- Chestnuts House: The Council has undertaken condition surveys in 2021 and 2022, alongside initial design work and preparation of cost consultant reports, which have been reviewed prior to submitting this bid to ensure figures are up to date.

- Hatherley Mews: The Council prepared condition surveys and cost consultant reports for the proposed works through its framework contractor in January 2022 to inform its Cabinet decision recommending the investment set out in this bid.

- Vestry House Museum: The Council has a current multi-disciplinary team preparing detailed options, feasibility and full business case for the project's development, generating the project budget within this bid.

There has been further internal benchmarking against comparable live projects, including the refurbishment of Grade II* listed Soho Theatre Walthamstow and Fellowship Square, to ensure assumptions reflect latest market conditions, inflation and supply chain challenges.

CULTURAL SPACES

The Council has an appointed design team developing the Phase 1 and 2 project designs to RIBA Stage 4 and the designs are being developed to prepare for delivery and construction stages by the Council's Highways Delivery Team working with the Council's Highways Framework Term Contractor who will deliver the phased improvements. Assumptions within the project budget are based on up-to-date supplier provided prices for materials and labour, based on the specifications being prepared by the design teams.

Provide information on margins and contingencies that have been allowed for and the rationale behind them

The programme of projects includes the following margins and contingencies as further explained below:

Building Cost Indices (BCIS) have advised that an increase of 8.5% has

occurred between Q1 2021 and Q2 2022. Costs for the Cultural Hub buildings have all been reviewed by cost consultants following condition surveys undertaken this year and reflect this increase in BCIS. There has also been benchmarking against current projects in the Council's capital delivery programme and the Council will use framework contractors and established prices for standardised items where possible during the projects' delivery. The Cultural Spaces project is being developed with the collaboration between the appointed design team and the Council's framework term contractor for highway and public realm improvements, ensuring there are up-to-date supplier provided prices informing the assumptions within this bid.

Inflation – inflation rates of 3.1%, 5.1% and 7.1% have been applied for 2023/24, 2024/25, 2025/26 financial years respectively, reflecting the continued upward trajectory of inflation and uncertainty about its impact over the programme delivery period.

Tender inflation – All in Tender Price Index (TPI) figures show that tender prices in Q4 2021 rose by 4.9% to the previous year with material price index rising by 24.5% in March 22 compared to a year earlier. Market conditions mean contractors are making significant losses on fixed price contracts, with increase in expected Extension of Time Claims and risk of increased costs for the Council. On recently tendered projects we are seeing increased instances of higher tender returns compared to pre-tender estimates. Additional contingency (as described in the next question) has therefore been built into assumptions as this trend is expected to continue for the foreseeable future.

Contingency on construction works – contingencies have been applied on a project specific basis, reflecting the progress with developing the scope, timeline for delivery and procurement route. For the Cultural Hubs project at Chestnuts House and Vestry House Museum, which are both listed buildings, c.25% contingency on main works cost estimates has been applied reflecting the early stage in defining the scope of works, procuring contractors and undertaking intrusive surveys. For Hatherley Mews contingency is below 15% reflecting the focus on targeted refurbishment and existing level of survey work undertaken. For the Cultural Spaces phased public realm works project, contingency has been set at 15% reflecting the level of design detail and contractor engagement through the Council's existing highways framework term contractor with its direct access to up-to-date supply chain sourced costs.

Describe the main financial risks and how they will be mitigated

The Council is programme manager with responsibility for cost overruns once LUF is secured and delivery contracts are in place; however, it will regularly manage the financial risks summarised below (and contained with the attached Risk Register) with consultants, contractors and delivery partners and look to transfer responsibility where reasonable, alongside regular review of scope and phasing where this mitigates financial risk without significantly comprising quality and outcomes.

As set out in the next question prudent contingencies have been applied recognising the challenges with inflation and supply chains currently affecting capital project delivery. These contingencies reflect the complexity and stage of each project and resultant certainty around costs. Chestnuts House and some Hatherley Mews properties are currently vacant, minimising the impact on wider users. Where engagement is required – including at Vestry House Museum and the public realm - works will be phased and, in the case of commercial tenants, form part of contractual agreements and any compensation mechanisms.

RIO-01 – Funding issues – risk that LUF and match-funding is not secured. If LUF is not secured, then there is significant risk to project realisation. Preferred options are unlikely to be deliverable, at best delaying projects while alternative funding strategies are developed, but more likely impacting the realisation of the full outcomes and benefits in this programme. If reduced grant is received, then prioritisation of interventions and impacts would be required, compromising delivery and benefit realisation. In terms of match-funding contributions, the Council is investing £1.07m into the Cultural Spaces

project and has identified potential match of £800k for the Cultural Hubs project to increase delivery prospects.

RIO-02 – Market issues – risk that economic conditions deteriorate, impacting project delivery. The outcomes for Chestnuts House and Hatherley Mews are contingent on securing long-term operators and tenants. To mitigate this the Council has undertaken marketing on both locations, establishing credible interest from commercial and creative operators. Due diligence is underway at Chestnuts House based on a 25-year lease with an operator. Strong interest has been established for commercial space at Hatherley Mews once the restoration/refurbishment works and adjacent Soho Theatre Walthamstow project is complete. The Council intends to manage Vestry House Museum directly, working in partnership with stakeholders and building on its ten year successful track record at William Morris Gallery (See Appendix 1 for further details).

RIO-03 – Interest rate and inflation increases – risk that interest rates adversely affect borrowing and inflation continues to affect materials and supply chains. As described elsewhere in this Financial Section reasonable contingency has been built into each project to mitigate continued rises in interest rates and high inflation. The Council negotiates fixed-price contracts wherever possible, with pre-market testing using established frameworks and regular benchmarking with consultant support, including against current projects in the programme. The Council is introducing two-stage tender processes to ensure sufficient market interest, capacity and viable tender prices and can introduce earlier design freeze to mitigate later scope changes. Effective scrutiny of business cases at the outset and regular senior officer-led governance ensures robustness of projects.

RIO-04 – Project delivery issues – risk that additional delivery challenges are identified impacting cost and programme. The Cultural Hubs project has been informed by preparation of condition surveys, reviews of scope and cost involving multi-disciplinary professional teams. Initial works have been undertaken to all buildings under the supervision of the Council's conservation officer and referring to Historic England as required. The Cultural Spaces project will be delivered through the Council's framework term contractor who has engaged in design development and sourcing up-to-date supplier prices and delivery timescales.

RIO-05 – Contractor issues – risk of not being able to appoint a contractor or contractor becomes insolvent impacting delivery. As outlined in the Commercial Section of this bid, the Council has a robust approach to testing the market for contractors, establishing capacity, capability, financial due diligence and exposure, including through existing frameworks and building on extensive track record of procurement, delivery and project governance. Once appointed, there is a robust process for monitoring, reviewing and assessing risks, including the risk of contractor failure, throughout project delivery, alongside payment structures that align with KPI and milestone realisation of outputs. With the Cultural Spaces project the Council is directly engaging its framework term contractor to deliver the programme of works.

RIO-07 - Sustainable operating model - risk of not generating the visitor numbers and income from Vestry House Museum. The Council has an established track record of successfully transforming the operational plans for cultural and community spaces. The plans for VHM are ambitious, but realistic, with LUF key to unlocking the current constraints with the site to maximise its potential for community and commercial use. Further detail is provided in Appendix 1 - Delivery Plan

RIO-11 - General materials shortage - this is a significant risk affecting all construction projects. The Council is mitigating this risk through early contractor and supply chain engagement, use of UK-based companies where possible, advanced ordering and stockpiling materials and pricing into tender processes. The Council maintains capital programme wide oversight to provide regular assessment of its overall exposure to this and other headline risks.

If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below

N/A

What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?

The Council will remain the freehold owner of all the Cultural Hub buildings and, following ongoing processes of marketing and thorough due diligence - including financial - enter into standard landlord-tenant lease agreements with operators and tenants for Chestnuts House and Hatherley Mews as the project progresses.

Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted

The Council has an established procurement processes and structures which are embedded within its Delivery Assurance Framework within the Council's Capital Programme.

Contracts to be procured:

The Council will directly procure contractors to complete the Cultural Hubs project including restoration of Chestnuts House and refurbishment of Vestry House Museum and Hatherley Mews all of which require contractors who have capability, expertise and track record of delivering sensitive, high-quality restoration projects to listed heritage buildings. The Council will use its Framework Term Contractor for highways and public realm works to deliver the phased programme of works to deliver the Cultural Spaces.

Pre-market engagement:

Prior to determining a procurement approach the Council will undertake a thorough investigation into the marketplace. This will as minimum consider officer knowledge, networking with other Councils, desktop research, engagement with known suppliers. For more bespoke/higher value contracts it may be beneficial to hire expert professional knowledge to advise the Council and hold a bespoke supplier event or individual sessions that allow the marketplace to respond directly to the requirement ahead of designing tender documents. If capability gaps are identified, we will explore more unique procurement approaches reflecting the bespoke nature of the project. Stakeholder engagement will also take place to ensure that the needs of key stakeholders, such as Historic England, local businesses and users of Vestry House Museum are reflected in the requirements.

The Council has an established track record of procuring and delivering high-quality and high-profile heritage restoration projects (for instance Soho Theatre Walthamstow, Fellowship Square) as well as fit out of existing and new-build projects within its wider commercial property portfolio, alongside a comprehensive track record of delivering high-quality public realm improvements (including the Enjoy Waltham Forest programme) through its highways term contractor.

Procurement approaches:

The Council will consider all available compliant procurement options. Waltham Forest has its own DPS for professional services which can quickly and economically procure any advice or guidance needed. The Council has access to a range of public frameworks which can often offer the best and fastest route to market for "off the shelf" products and services. In addition to

this, full consideration will be given to Open, Restricted, Competitive Procedure with Negotiation and Competitive Dialogue. Before approaching the market all procurements above the FTS threshold will be subject to a full business case reviewed by the Council's Strategic Commissioning Board (SCB) featuring Procurement, Legal, Social Value, Finance, and other support services. All procurements below FTS will explore similar and appropriate routes which conform to the Council's Contract Procedure Rules.

Proposed route to market and appropriateness:

The value of each of these contracts sits between £1m and £4.5m which provides the Council with different routes to procurement. The most bespoke project is the Cultural Hub restoration and refurbishment projects which will require contractors with sufficient expertise and capability on working on listed and historic buildings. The Council will consider an openly advertised tender approach for these contracts, as well as options via established frameworks, with pre-market testing to secure the best quality and priced contractor for this sensitive, high-profile project. The procurement approach will be supported by a full business case and taken to the Council's SCB for final approval from all internal business partners before going to market.

The Council is engaging its Framework Term Contractor to deliver the phased public realm improvements which form the Cultural Spaces project, again taking business cases through the Council's SCB prior to progressing each phase of works to ensure continued VfM.

Effective contract management:

The Council has a corporate approach to Contract Management. All contracts must have a named Contract Manager allocated at the point of decision at Strategic Commissioning Board. At the point of award, the Council's Contract Management Framework (CMF) is implemented by the identified Contract Manager. This is a document which clearly sets out the responsibilities of the Contract Manager and guidance on regularity and content for each interaction from mobilisation to delivery to exit and transition. The CMF is used for all contracts regardless of value but can be tailored for appropriateness. The areas covered include, but are not limited to, maintaining insurance levels, escalation policy, contract management meetings, KPIs, supplier relationship management, performance improvement, social value, sustainability, continual improvement, exit and transition. Training is given to all contract managers and support is available throughout the duration of a contract from a dedicated procurement officer, including assisting with contractual difficulties. A review is carried out of business critical and key contracts to ensure that the principals of the CMF are being suitably applied.

Alignment with Net Zero ambitions:

The Council is committed to Net Zero and reaching carbon neutral by 2030 with an established Climate Emergency Strategy and Action Plan. This commitment is passed onto our suppliers and contractors by using appropriate method statements and weighting during the procurement process ensuring this fit for purpose at business case review (by SCB) and then careful contract management and review throughout the duration of the delivery phase. A focus is placed on use of local supply chains, green technology as well as maintaining a healthy environment for residents during and after delivery, particularly building on the Council's wider programme of cleaner, greener and healthier initiatives, such as through Enjoy Waltham Forest. Main contractors are held responsible for the same principles within their supply chain with appropriate weighting allocated to this part of the tender to ensure consideration and compliance.

Procurement best practice and regulations:

Contracts will be procured in compliance with the PCR and the Council's own Contract Procedure Rules. The Council is mindful that new procurement regulations are likely to come into force during the tendering period for these projects, with the in-house procurement team continually keeping abreast of changes to ensure compliance, while also looking to maximise opportunities the new regulations may provide. As a minimum the Council requires all relevant commercial organisations (as defined by section 54 "Transparency in

Supply Chains" of the Modern Slavery Act 2015) are compliant with the annual reporting requirements.

Best practice is always a consideration when deciding up on the appropriate procurement strategy. Encapsulating the learning from the Government playbooks that have been collaboratively built across the public and private sectors into the Council's strategy is an efficient way to meet corporate priorities while working cohesively with suppliers. A minimum weighting of 10% is allocated to all procurements for Social Value as standard. The Council has an in-house team dedicated to the capture and delivery of Social Value impacts and outcomes and it is aligned to the nationally recognised Themes, Outcomes and Measures (TOMs) using the Social Value Portal to track and measure delivery during contract duration. Additionally training on Social Value is provided to all officers responsible for procurement or contract management. The attached delivery plan sets out further detail on the Council's approach to Social Value and summary of outcomes achieved.

Clear processes and escalation routes for resolving any conflicts or serious contract issues are embedded in tender documents and contracts, ensuring these are recognised and agreed from pre-contract through the lifetime of all projects.

Appendix 1 - Delivery Plan and the Programme Management Section of this Bid provide further detail on the programme and resourcing for procuring and delivering the bid projects.

Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature?

The Council has an experienced in-house procurement team who provide specialist advice and input on all contracts with an established approach to procurement management as detailed earlier in this Commercial Section.

The Council has a current capital programme of £643m projects over five years and in the most recent financial year delivered approximately £143m of capital projects ranging in value from below £1m to over £50m.

As set out earlier in this Commercial Section, the Council's procurement team will support the appointed Contract Manager to determine the best procurement route for each contract in the Cultural Hubs Project, as well as engagement with the Council's Framework Term Contractor on the Cultural Spaces project, including assessment and approval at the Council's Strategic Commissioning Board.

The management of the contract will be in line with the Council's best practice Contract Management Framework which establishes responsibilities and requirements throughout the lifetime of the project. The Contract Manager for each project will directly report to the Senior Responsible Officer and provide regular updates on the procurement and delivery stages of the project through the established Project Board structure further outlined in the Management and Governance Section of this bid and set out in Appendix 1 - Delivery Plan

Are you intending to outsource or sub-contract any other work on this bid to third parties?

The Council will directly manage the procurement of contractors and establishment of KPIs for the projects, as further described in the Commercial Section. The Council will undertake pre-market engagement and determine the most appropriate route to procure contractors based on the size and complexity of the individual contracts.

The Cultural Hub restoration projects are envisaged to require specialist

contractors with sufficient expertise and track record to ensure sensitive, high-quality and cost-effective project delivery on heritage buildings.

The Council's Framework Term Contractor is engaged in the development of the Cultural Spaces project and will take forward the phased delivery subject to sign-off business cases for each phase by the Council's Strategic Commissioning Board.

How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes

Effective contract management through project lifecycle:

Effective contract management, particularly contractor and supplier risks, is a key consideration for the Council. Before approaching the market, the project team engage with Legal, Finance, Insurance and Social Value colleagues ensure that relevant risks (and opportunities) are identified and wherever possible mitigated. Risks and mitigations are included within the project business case and taken to Strategic Commissioning Board for review and approval before proceeding.

Alongside advice and recommendation from internal business partners, the dedicated procurement manager will ensure that the approach remains compliant with PCRs (or the Council's Procurement Rules for below threshold procurements).

The Suppliers Selection Questionnaire is used at pre-qualification stage and clear indicators are given to the marketplace on pass/fail criteria as well as technical questions. Colleagues with specific procurement and finance expertise will carry out the pre-qualification checks, including financial and economic due diligence, while the project team – with the assistance of external consultants, where appropriate – will evaluate technical questions and method statements. Sufficient time is always built into every procurement process to ensure that thorough due diligence is carried out by people who have the authority, experience and knowledge to do so.

Key Performance Indicators will be identified within each contract with the supplier held to account on delivery through the regular Project Board meetings and reporting structures. Payment structures will be designed to ensure that payment is linked to the achievement of key milestones and continual assessment of project delivery and performance. The Contract Management Framework document (detailed in the earlier question) with all supporting tools will be used to manage delivery with dedicated support from the Supplier Improvement Management team if required.

Set out how you plan to deliver the bid

The Delivery Plan for this transformational programme of investment is appended at Appendix 1 and the programme is established in the Appended Workbook. The Delivery Plan establishes the key milestones, dependencies, interfaces, resource requirements, contingencies, roles and responsibilities, capacity and capability, engagement strategy, contract management approach, approvals and permissions, monitoring approach, which are further summarised below:

PROJECT 1: CULTURAL HUBS

The Council has overall responsibility for and will lead the delivery of the project, overseeing the process for developing the designs and planning submission, procuring contractors and will be the client for the construction works to the point of handover to the appointed operator for Chestnuts House or tenants for Hatherley Mews to fit out. The Council will continue to manage Vestry House Museum and oversee the design and construction works for that project.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

There are key dependencies related to securing the Levelling Up Funding, agreeing terms with the preferred operator for Chestnuts House, achieving vacant possession of residential units at Hatherley Mews, as well as coordination of utility works, development of the designs and plans in consultation with key stakeholders and the wider community, particularly for Vestry House Museum, alignment of works programmes between Hatherley Mews and the adjacent Soho Theatre Walthamstow project, and the process to procure a contractor with the capacity and expertise for working on sensitive, high-profile heritage buildings to deliver the project within the timeframe and budget.

[REDACTED]

The project will require planning permission and, in the case of Chestnuts House and Vestry House Museum, listed building consent to be secured with engagement with the Council's conservation officer and Historic England key to successfully progressing this workstream, building on established relationships and engagement as the project scope has developed over recent years. Building control permissions will also be secured where necessary.

At each stage of the programme, time contingencies have been built in and there are potential opportunities to undertake phases of work in parallel, creating efficiencies with the programme once the initial milestones and decision points have been realised. However, the programme presented represents a realistic overview of the process to complete the project at this stage in its development.

As described in the Commercial Section and elsewhere in this Delivery Section, the Council has established governance and project delivery structures, with an extensive track record of delivering comparable heritage-led projects delivering high-quality outcomes to time and budget. The Council will draw on cross-departmental skills to develop the scope of works, prepare the planning applications, test the market and procure contractors and then oversee and manage the construction process.

The Delivery Plan demonstrates that all Levelling Up Funding can be expended by March 2025 with the Council's match funded contribution primarily used to deliver the fit out of Vestry House Museum's exhibition space by Q1 25/26.

PROJECT 2: CULTURAL SPACES

The Council has overall responsibility for and will lead the delivery of the project, overseeing the process for developing the designs working with its Highways Framework Term Contractor who will deliver the works in phases.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

There are key dependencies related to securing the Levelling Up Funding, development of the designs in consultation with key stakeholders, including local businesses, market traders and the wider community, alignment of works programmes with adjoining developments, including Soho Theatre Walthamstow, The 17&Central Mall development and operation of Walthamstow Market for Phase 3.

The project will require permissions to be in place with the Council as highway authority and, where relevant, statutory providers and utilities companies. The Council is engaging directly with Network Rail on the potential for enhancements to railway arches at St James Quarter, including securing all necessary permissions to undertake approved works under licence.

At each stage of the programme, time contingencies have been built in and there are potential opportunities to undertake phases of work in parallel, creating efficiencies with the programme once the initial milestones and decision points have been realised. However, the programme presented represents a realistic overview of the process to complete the project at this stage in its development.

As described in the Commercial Section and elsewhere in this Delivery Section, the Council has established governance and project delivery structures, with an extensive track record of delivering comparable public realm projects with its Framework Term Contractor delivering high-quality outcomes to time and budget. The Council will draw on cross-departmental skills to develop the scope of works, prepare designs, engage stakeholders and then oversee and manage the construction process.

The Delivery Plan (Appendix 1) demonstrates that all Levelling Up Funding can be expended by March 2025 with the Council's match funded contributions utilised throughout the phases of work.

Demonstrate that some bid activity can be delivered in 2022-23

The following elements of the bid programme will be progressed during 22/23, aligning with the overall Delivery Plan in Appendix 1

- Project Management for all projects
- Engagement costs with key stakeholders, the public, visitors to Vestry House Museum and businesses in Hatherley Mews
- Planning, Design Fees for all projects
- Legal Fees for the Cultural Hub projects at Chestnuts House and Hatherley Mews
- Enabling works – for Cultural Hubs projects at Chestnuts House, Hatherley Mews
- Main works – Phase 1 of the Cultural Space public realm programme and Cultural Hubs project at Hatherley Mews

Risk Management: Set out your detailed risk assessment

The Council plans £643m investment between 2021/22 – 2026/27 in its Capital Strategy. In 2021/22 the Council delivered £143m expenditure successfully

managing macro construction, labour, supply chain, inflation impacts. Construction is under pressure from global factors creating difficulties predicting costs, materials shortages, supply chain disruptions, exacerbated by rising energy costs affecting manufacturing of key materials, resulting in trends affecting all UK capital projects including risk of delays, higher contractor cost estimates and claims, and relationship shift from partnership to contractual. The Council mitigates this through:

- All budgets contain risk allowance for cost inflation based on industry forecasts, with regular review to ensure increases are accommodated within existing allowances.

- Provision for price increases in line with CPI, with the Council transferring contractual risk to partners.

- Re-programming works to minimise impact particularly supply of materials and labour.

- Using a mix of delivery approaches to minimise exposure to market conditions.

- Proactive project management working in partnership with contractors to monitor and manage risks.

- Standard practice gateway reviews before approving progression and payment.

The appended Risk Register sets out programme/project risks which will be further developed and reviewed. The register highlights potential impacts, mitigation timelines and responsibilities. All categories have been considered in developing the register, through the project lifecycle including Financial, Legal, Commercial, Planning & Design, Stakeholder Engagement, Governance, Delivery, Reputational. The Project Manager will own the register reporting directly to the SRO and Project Board. Headline risks include:

- RIO-01 – Funding issues – risk that funding is not secured. The programme is supported by match-funding enabling delivery; however, if LUF is not secured elements will not be deliverable or will be delayed while alternative funding is sourced, impacting outcomes and benefits.

- RIO-02 – Market issues – risk that economic conditions deteriorate affecting market interest, mitigated through marketing undertaken by the Council to-date.

- RIO-03 – Interest rate and inflation rises – mitigated through reasonable contingencies, the Council's robust procurement, governance and scrutiny approach throughout the contract lifecycle.

- RIO-04 – Delivery issues – project risks are identified in the register including working on heritage assets (Risk RIO-15), mitigated by survey and cost assessment work undertaken and engagement with stakeholders including Historic England.

- RIO-05 – Contractor issues – The Council has a robust approach to procuring and managing capital contracts (see Commercial Section) mitigating risk of contractor failure/poor performance.

- RIO-06 – Operator issues – The Council has undertaken extensive marketing and has robust due diligence to mitigate risks around finding operators or operator failure.

- RIO-07 – Sustainable business plan – The Council will continue to manage Vestry House Museum, taking maintenance and income risk, mitigated by its track record of managing and improving performance of similar spaces e.g. William Morris Gallery.

- RIO-08 – Stakeholder engagement and management – The Council will continue to build key stakeholder relationships including Historic England, commercial tenants, market traders, adjoining landowners, utility companies, Museum visitors, and the wider public (as referenced across Risks RIO-7, 21)

- RIO-11 - General materials shortage - The Council will continue to undertake early contractor engagement and seek assurance on source of materials, advanced ordering, stockpiling and tender pricing to minimise this sector-wide risk

Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature

Capital Investment Strategy

The Council has a £643m Capital Strategy (2021/22 - 2026/27), delivering £143m in 2021/22 – the Council's largest capital outturn to-date – and an approved £178m programme in 2022/23. Throughout 2021 the Council embedded the Public Service Strategy across the capital programme to maximise outcomes for communities recovering from the pandemic, addressing challenges of cost of living, driving local economic recovery and long-term resilience.

Capital Delivery Governance and Assurance Framework

The Council has an established Capital Delivery Governance structure and assurance framework bringing together client sponsors within the Place Directorate who define time, cost and quality requirements for projects and approve changes to performance requirements, with the delivery unit of programme and project experts who deliver the requirements and commission additional technical expertise when needed, as well as the portfolio management office that provides a single view of the Council's capital portfolio and enabling expertise from finance, legal and procurement teams that facilitate, monitor and assess delivery of the investment programme and individual projects.

The Council's capital projects have established governance structures with – at minimum – monthly project boards and, for more complex projects, further executive groups and working groups to supplement and steer progress and reporting. All project boards report to the Council's programme-wide Capital Strategy and Asset Management Group (CSAMG), chaired by the CFO and bringing together SROs from across the delivery programme, including capital, property, finance, regeneration and highways directors, with responsibility for overseeing and scrutinising all capital projects and asset decisions.

CSAMG directly reports to the Council's Strategic Leadership Team and Cabinet, with dedicated briefings for individual Cabinet Members at monthly Portfolio Lead Member meetings, ensuring there is strong and regular executive and political oversight, scrutiny and leadership over the Council's capital programme.

Capital Delivery Resource

The Council has a fully integrated Place Directorate bringing together multi-disciplinary skills in planning, design, construction, property, regeneration, housing, highways, parks and contract management fully supported by finance, legal and procurement services. The Council's capital programme is managed by dedicated project managers in the capital delivery team, each with expertise in project and construction management from initial project conception through planning and design, procurement of contractors to delivery, post-completion, handover and operation.

The team has experience of delivering a full range of projects, scales and scopes including major multi-year mixed-use developments with GDV of £200-500m, a comprehensive programme of school build and refurbishment programmes, several high-profile and sensitive heritage restoration projects with values of up to £40m and smaller-scale contract management with values between £200k-£10m to construct and fit out new infrastructure.

The Council additionally has an established highways team which have responsibility for the management and maintenance of the borough's highways

network and delivery of one of the country's most extensive and recognised programmes of investment in walking and cycling with the multi award-winning £40m Enjoy Waltham Forest programme. EWF has transformed many of the borough's town centres and residential areas, encouraging significant increases in walking, cycling and active travel. The highways team is supported by its framework term contractor providing specialist engineering expertise and delivery experience in bringing forward individual projects up to £20m in value.

Relevant Council Delivery Experience:

- Soho Theatre, Walthamstow – £40m restoration of Grade II* listed 1930s theatre purchased by the Council in 2019 and re-opening as a 950-seat cultural venue in 2023 delivered in partnership with Soho Theatre.

- Fellowship Square – £50m restoration of 1930s Waltham Forest Town Hall and civic square to create a multi-functional work, cultural and community space set around stunning interactive fountains enjoyed by thousands of residents and visitors since launching in summer 2021, and representing the first phase of mixed-use development delivering new Council offices, nursery and community spaces and 430 homes including 50% affordable

- William Morris Gallery – award winning HLF-funded restoration of Grade II* building in 2012 turning a local museum into a regionally-significant gallery, arts and community space increasing annual footfall fivefold as a result.

- Walthamstow Wetlands - £12m part HLF-funded restoration of former pumping station as a café, community and education space and opening of 450-ha of Thames Water-owned reservoirs to the public for the first-time creating Europe's largest urban wetlands, delivered in partnership with TW and London Wildlife Trust since 2017 with over 1m visitors to-date and winner of multiple awards.

- Enjoy Waltham Forest – multi award-winning programme of walking and cycling enhancements across Waltham Forest, delivering £40m of physical upgrades between 2016-20 alongside extensive community active travel programmes, business and resident pilots to achieve net zero outcomes.

The Council's Governance, Assurance and Track Record is set out in Appendix 1 - Delivery Plan

Set out what governance procedures will be put in place to manage the grant and project

The Council's Delivery Assurance Framework ensures organisational priorities, robust financial and delivery management arrangements form the foundations of programmes ensuring politicians and senior officers are part of investment decisions and oversight. Placing resident priorities and strategic goals established in the Public Service Strategy at the heart of decision-making ensures we maximise the impact of our capital investment portfolio. By managing project delivery, risk and finance on a portfolio basis, we allow flexibility to consider alternative delivery models, interdependencies and maximisation of outcomes.

Reporting to the Capital Strategy and Asset Management Group (CSAMG), SROs, finance and delivery experts and the PMO continue to enhance the Council's Delivery Assurance Framework. The Council has established a robust management strategy to mitigate significant risks relating to Brexit and Covid-19 including labour and supply shortages, increased materials costs, programme delays, management of sub-contractors and site closures. These risks are consistently managed at project, programme and strategic level, with learning critical to the portfolio's management during the current period of uncertainty due to global events and impacts.

The Council's delivery assurance framework brings together client sponsors in the Place Directorate who define project time, cost and quality requirements and approve changes to performance, with the delivery unit of programme and

project experts delivering these requirements commissioning additional technical expertise when needed, the PMO that provides a single view of the Council's capital portfolio and enabling expertise from finance, legal and procurement that facilitate, monitor and assess the delivery of the investment programme and projects.

The Council's capital projects have established governance structures with monthly project boards and, for more complex projects, further executive groups and working groups to supplement and steer project progress and reporting. All project boards report to CSAMG bringing together SROs from across the programme, including capital, property, finance, regeneration and highways directors, with responsibility for overseeing and scrutinising all capital and asset decisions.

CSAMG directly reports to the Council's Strategic Leadership Team and Cabinet, with dedicated briefings for Cabinet Members at monthly meetings, ensuring there is strong, regular executive and political oversight and scrutiny over the capital programme.

During 2021/22 additional enhancements were made to the delivery assurance framework, including:

- Embedding additional impact monitoring and reporting processes to demonstrate value for money, return on investment and maximise investment benefits for communities.
- Additional financial monitoring to strength and integrate budget reporting and monitoring to Cabinet.
- Quarterly risk management reporting to demonstrate performance against time, quality and cost measures across the portfolio.
- Additional assurance to manage Brexit and pandemic risks, which will further develop as inflation, energy and supply chain issues are addressed.
- Implementing controls and enhanced processes ensuring additions and revisions to the capital portfolio are agreed through corporate finance and governance.
- Ensuring compliance with revisions to the CIPFA Prudential Code are incorporated a year ahead of their adoption.

The Council has extensive experience of managing large capital grants from central and regional government, including:

- One Public Estate funding with the Council receiving government support over the last four rounds.
- £50m+ GLA affordable housing grant to invest directly into its delivery programme of mixed-use and estate regeneration programmes.
- £40m Blackhorse Lane GLA Housing Zone programme, delivering public realm, station and workspace enhancements.
- £40m TfL-funded Enjoy Waltham Forest programme in walking, cycling and public realm infrastructure.
- c.£20m National Lottery Heritage Fund, including to deliver William Morris Gallery, Walthamstow Wetlands, townscape improvements at St James.

Each of these external grant funded projects has been managed through the Council's Capital Delivery Governance and, if successful, the Council will manage its LUF grant through this established reporting structure.

Assurance procedures

The Council has comprehensive assurance procedures in place with a requirement for all staff to undertake annual training to refresh knowledge and understand their responsibilities. The programme of assurance is led by internal teams with external support as required. The Council has an internal

audit team supported by consultants at PwC with an established forward programme of thematic and project-based audits including across the capital programme. The Council has policies and procedures in place for counter fraud, corruption and anti-bribery with all staff trained annually. The Council has an established conflicts of interest policy and process, with additional requirements for senior officers. The Council has comprehensive cyber security and data management policies and processes embedded in project management processes with all staff trained annually. The Council's code of conduct is established in all staff contracts with clear expectations and standards for ethical and professional behaviour.

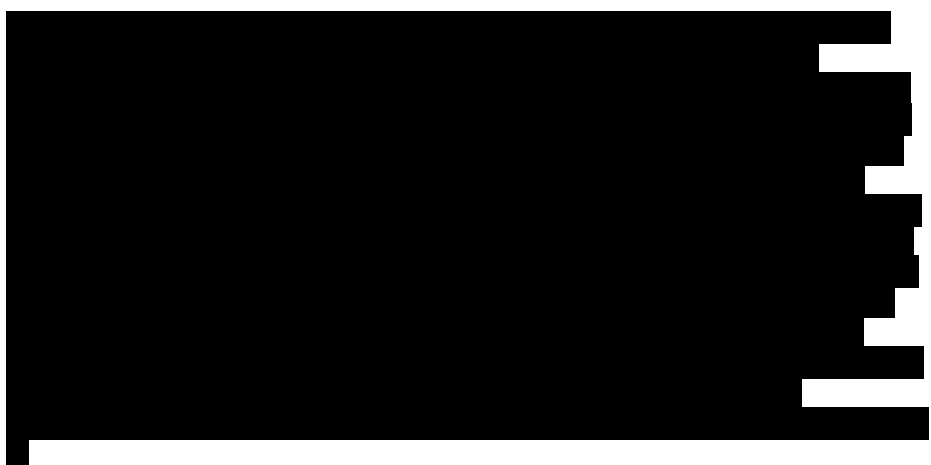
The Council's Governance approach and track record is set out in Appendix 1 - Delivery Plan

If applicable, explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised

The Council will maintain the freehold ownership of all the Cultural Hub buildings with the following arrangements proposed for their day-to-day management and operational sustainability to ensure project benefits are fully realised:

- Hatherley Mews: once the refurbishment works are complete, the Council will let the commercial units on standard lease terms targeting businesses in the creative and hospitality sectors that contribute to the wider creative and cultural quarter. The Council has already undertaken marketing with strong interest from these sectors. The lease agreements will establish the respective landlord and tenant maintenance responsibilities, rent and service charges covering the longer-term management and maintenance of the wider mews.

- Chestnuts House: the Council has run a marketing process to secure a workspace operator to take forward the reimagination of the building as a centre for creative enterprise and innovation. The Council is currently undertaking due diligence on the financial and economic standing of potential partners. The intention is to let the building to an operator on a 25-year lease that establishes the respective landlord and tenant maintenance responsibilities, rent and service charges to cover the long-term maintenance and repair of the asset.



The Council will retain responsibility for the enhanced public realm delivered under the Cultural Spaces project and will continue to manage and maintain these spaces through its maintenance framework contractor, establishing day-to-day maintenance routines and a programme of medium to longer-term upgrades and replacements through the cyclical review, pricing and procurement of the contract.

The Council will agree any standalone maintenance agreements with third parties e.g. for public art installations or works agreed through the Basic Asset Protection Assurance procedure with Network Rail to the arches at St James

Street.

See Appendix 1 - Delivery Plan

See Appendix 2 - Letters of Support from Network Rail regarding our proposals at St James Street.

Upload further information (optional)

Set out proportionate plans for monitoring and evaluation

The Council is committed to robust monitoring and evaluation across its service areas, programmes and projects; the principles for this are established within its Delivery Assurance Framework which sets out a long-term approach to collecting robust and granular evidence on residents' experiences and on delivery of the outcomes targeted. We have a history of strong evaluation and local research, having successfully assessed the impact of London Borough of Culture 2019 and a range of other programmes. Because of our ability to gather strong information impact, we have been selected for several London-wide pilot studies including Mini Holland, Night-Time Enterprise Zone and Creative Enterprise Zone.

This commitment and ethos will be ingrained within the LUF programme, governance and resourcing from the outset drawing on the Council's research and insight teams and identifying appropriate external/additional sources of information throughout the programme lifecycle. The programme forms an integral part of our response to the challenges facing residents in Walthamstow, and we recognise that good evidence has a crucial role to play in driving successful delivery and informing future approaches.

The monitoring and evaluation process will be multi-dimensional in its purpose and will look to go far beyond 'a box ticking exercise' to deliver useful and meaningful insights for a range of audiences. These audiences will comprise strategic partners (government and local policy makers) and local partners (residents, businesses and interest groups). While specific research questions will be defined as part of a formal evaluation framework, the work will look to broadly cover four interlinked research dimensions:

- **Impact:** Has the programme been effective in terms of impact achieved versus outcomes targeted?
- **Process:** Has the programme been delivered efficiently from a process, management and governance perspective?
- **Value for money:** Considering the breadth of evidence on delivery effectiveness and efficiency, has the programme delivered clear value for money?
- **Learning:** What lessons are relevant for strategy development and delivery (both locally in Waltham Forest, but also for policy makers and professionals more broadly)?

The specific approach to monitoring and evaluation will be guided by:

- Formal national evaluation and appraisal guidance as set out within the Magenta and Green Books including the ROAMEF principles.
- Programme wide monitoring and evaluation guidance for the LUF
- LBWF's Delivery Assurance Framework, which sets the local strategic context
- The Theory of Change for the Walthamstow LUF programme, which confirms the change being targeted, why the bid is likely to produce the expected outcomes and impacts and how success is defined.

Our proposed approach to monitoring and evaluation activity is summarised

below:

- Phase 1: Evaluation framework. Once the final delivery scope is confirmed, a detailed evaluation framework will be developed, providing clear parameters for evaluation including: the final versions of the theory of change for the programme, research questions for the evaluation, set of outputs, outcomes and impacts, and the research approach / methodology. Importantly, this will establish the approach to reporting progress and impacts to different programme funders, as applicable e.g. NLHF for Vestry House Museum; ideally a single evaluation approach will be established which meets the needs of these different partners.
- Phase 2: Baseline. Once output and outcome measures are finalised, work will be undertaken to establish the agreed baseline position. While this is largely in place, there may be areas where further research is required to fill gaps (continued resident engagement will provide more granular evidence on the lived experience of residents and visitor engagement at Vestry House Museum will be critical to developing those proposals)
- Phase 3: Ongoing monitoring. Once delivery is underway, evidence will be collected on an ongoing basis where possible. While many of the impacts will not crystallise until after completion, there will be short-term changes which are worth tracking (e.g. to footfall flows or spend patterns). This 'formative' evaluation approach will allow the team to learn and act whilst projects are in the delivery phase. An 'interim evaluation' report will be produced at the mid-point in delivery to collate findings to date and set foundations for the final evaluation.
- Phase 4: Summative evaluation. The final evaluation will take place once delivery is complete; ideally this will be 6-12 months after completion (to allow the interventions time to 'bed in'); however, timing will ultimately be guided by DLUHC expectations. While the format and content of the report will follow any expectations set by programme funders, we would expect it to contain: all final data on impact, narrative on the delivery process, examination of the strategic added value of delivery (considering partnership working, leveraging of funding, examples of leadership and influence), key achievements and lessons learnt, overall value for money, recommendations and forward planning.

The outputs, outcomes are set out in the Appended Workbook, Table E, indicating data sources and responsibilities. Given the breadth of projects within the programme, the KPIs identified are relatively diverse. They also aim to capture both quantitative and qualitative impacts of the interventions, recognising many of the ultimate outcomes targeted relate to more intangible factors on the lived experiences of programme beneficiaries. Evidence collection will draw on a range of sources and the most relevant local and bespoke data available using internal Council resource and external commissioning/partner data where it will add clear value, embedding this in project scope, management and budgeting.

Cutting across all data collection will be a focus on understanding the additionality of impacts recorded / achieved. Monitoring information will be reported to Project Board at each meeting, updating frequency relevant to the source of information. CSAMG will receive quarterly reports which will form part of the Council's wider programme economic and social value monitoring.

The evaluation will be undertaken by external consultants who will be commissioned to undertake the evaluation framework at programme commencement and to work with the LUF Project Manager throughout the delivery programme. The budget for this has been costed into the project delivery strands and will be finalised through engagement with DLUHC.

See Appendix 1 - Delivery Plan

Upload pro forma 7 - Senior Responsible Owner Declaration

LUF Round 2 Pro formas V6.1 Proforma 7 - Walthamstow Culture for All.pdf

Chief Finance Officer Declaration

Upload pro forma 8 - Chief Finance Officer Declaration

LUF Round 2 Pro formas V6.1 Proforma 8 - Walthamstow Culture for All.pdf

Publishing

URL of website where this bid will be published

www.walthamforest.gov.uk

Additional attachments

Additional file attachment 1

Upload attachment

APPENDIX 1 - Walthamstow LUF Bid Delivery Plan.pdf

Additional file attachment 2

Upload attachment

APPENDIX 2 - Walthamstow LUF Letters of Support.pdf

Additional file attachment 3

Upload attachment
