



Walthamstow Culture for All

Walthamstow (Waltham Forest) Levelling Up Fund 2022 – Delivery Plan

Our vision for Walthamstow

Vision & Key Drivers
15-minute neighbourhood
With residents, for residents

Strategic Context

Local Context
National Context
Programme Area
Neighbourhood Snapshot

The case for Transformation

Community Engagement
Walthamstow Town Centre Challenges
Theory of Change

Projects

Two mutually supportive projects

Project 1 – Cultural Hubs

Project 2 – Cultural Spaces

Wider programme of investment

Delivery Plan

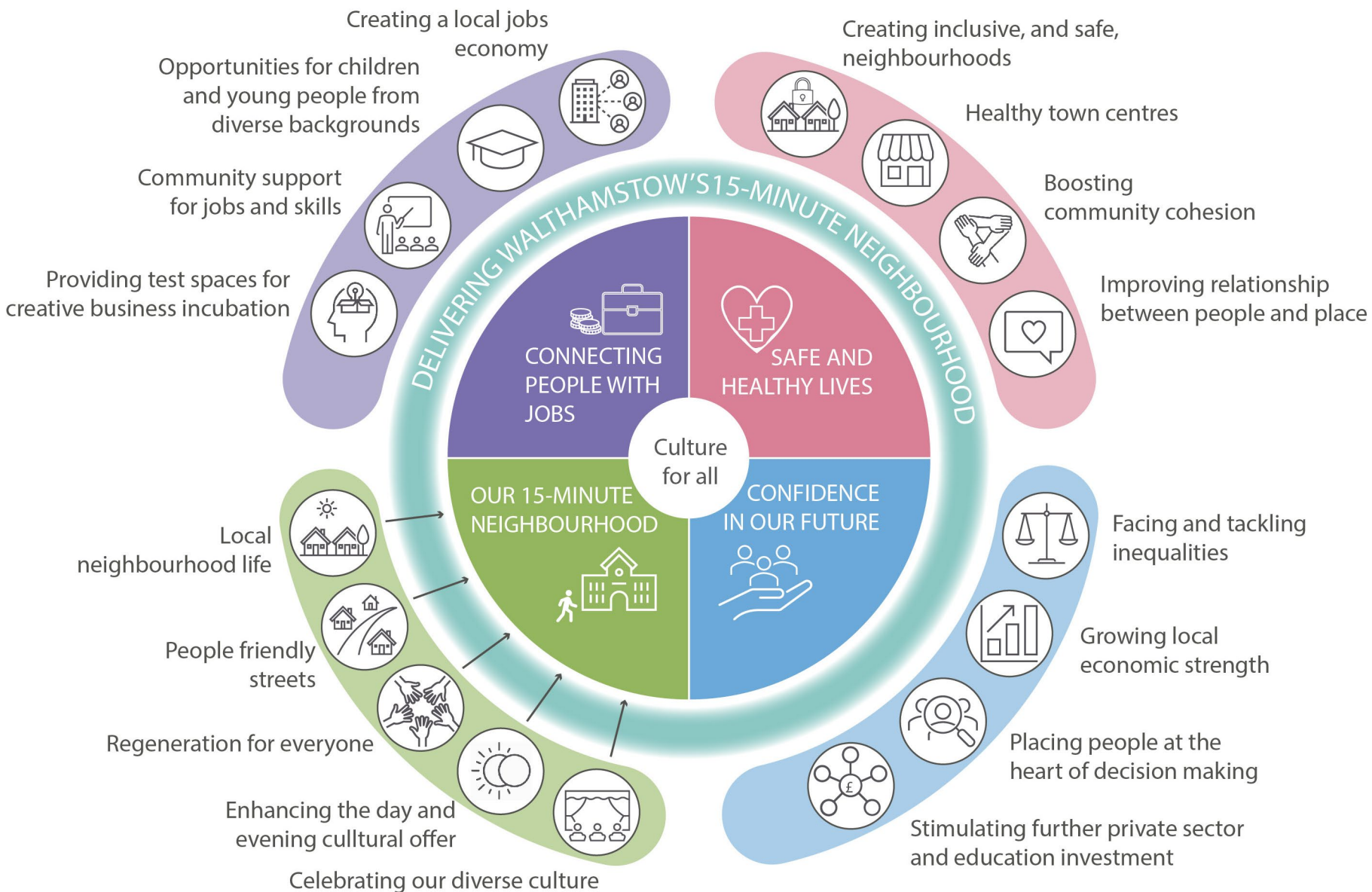
Governance
Capital Delivery Track Record
Risk Register
Monitoring and Evaluation



Our Vision for Walthamstow

Levelling Up Funding will deliver a programme of investment in Walthamstow's 15-Minute Neighbourhood, critical to unlocking its potential as an inclusive, safe and welcoming cultural destination, addressing 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 bid is driven by and supports the key objectives set out in **Waltham Forest's Public Service Strategy**, in particular:



- 1 **Connecting People with Jobs** by creating local economic opportunities for the area's young and diverse population. Increasing footfall in the town centre helping boost the independent high street businesses recovering from the pandemic. Providing test spaces for creative business incubation.
- 2 **Safe and Healthy Lives** by creating inclusive, safe, multi-generational public spaces for diverse communities to come together to access culture, leisure and improve well-being. Restoring iconic heritage assets for imaginative re-use as spaces for all the community.
- 3 **Our 15-minute Neighbourhood** by catalysing sustainable and inclusive investment in Walthamstow's 15-minute neighbourhood, maximising and securing benefits for existing residents and generating social cohesion and civic pride in place.
- 4 **Confidence in our Future** by establishing Walthamstow as a centre for the creative industries, stimulating further private sector and education investment.

Walthamstow's 15-minute cultural neighbourhood

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.

Cultural Hubs Project, investing in the imaginative restoration and innovative reuse of iconic Council-owned heritage buildings:

- Chestnuts House
- Hatherley Mews
- Vestry House Museum

Cultural Spaces Project, transformational programme of 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. Three phases of public realm investment are planned:

- Hoe Street
- St James Quarter
- Walthamstow High Street

CULTURAL HUBS



Hatherley Mews

Creation of cultural workspace independent local businesses



Vestry House Museum

Reimagining of local heritage museum for community benefit



Chestnuts House

Investment in a centre for innovation and creative enterprise

CULTURAL SPACES



Hoe Street

Opportunities for accessible culture and increased footfall



St James Quarter

Safe, welcoming public spaces for day and night



Walthamstow High Street

Investment in Walthamstow Market and High Street

Working With Residents

From conversations on doorsteps to surveys online, over the last 12 months we have had **over 2,600 interactions with residents** about life in their neighbourhoods. Their **priorities and ideas sit at the core of the interventions** proposed in this bid.

Throughout delivery, **we intend to continue these conversations with residents** – placing them at the heart of a collaborative process, from start to finish.



Borough-wide Engagement



15-Minute Neighbourhoods Survey

1,287 responses (Winter 2021)

Across 11 place-based themes, from identity and belonging to access to amenities, residents across the borough told us about the strengths cherished and challenges faced in their local areas.



Resident Insight Survey

1,550 responses (Autumn 2021 and Spring 2022)

Through doorstep interviews with a representative sample of over 750 residents each wave, our bi-annual Resident Insight Surveys allow us to hear how residents from all backgrounds feel about living in their local areas.

Engagement in Walthamstow

Consultation on the **community's priorities** for use of Neighbourhood Community Infrastructure Levy (NCIL, in 2021), using a combination of online and face-to-face surveys where covid restrictions permitted, received **850+ responses from Walthamstow residents**, with some significant priorities identified:

- **15%** Air Quality
- **13%** Environment
- **12%** Crime Prevention & Community Safety
- **12%** Sustainable Transport
- **10%** Streets & Public Spaces

This insight emphasises the local **community's support for investment in Walthamstow's town centre and high streets**, contributing to improved sustainable transport, safety, quality, social and environmental outcomes.



Strategic Context



The programme of investment set out in this bid aligns with and supports the delivery of several Government **Levelling Up White Paper** missions, specifically:

- Increasing pay, employment and productivity
- Raising skills levels
- Improving healthy life expectancy and well-being
- Increasing pride in place, engagement in the local community and culture
- Reducing neighbourhood crime and ASB

The programme also addresses the **Communities and Place priorities** within the **Shared Prosperity Fund**, more specifically:

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

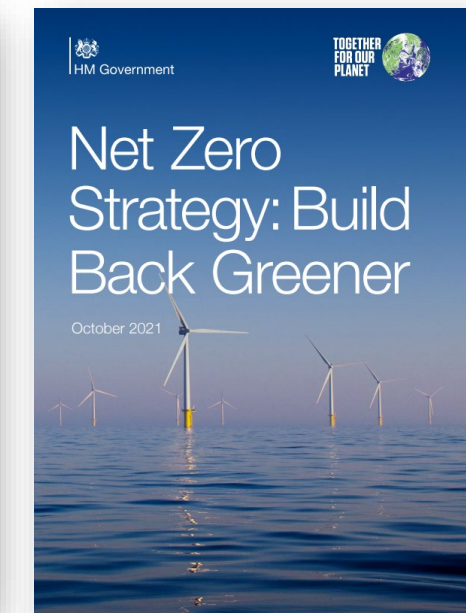
Key national and regional policy and strategic priorities that the bid proposal aligns with and addresses



Levelling Up White Paper



The Clean Growth Strategy



Net Zero Strategy



Mayor of London's Plan



London Recovery Programme



Mayor of London's Culture Strategy

Local Context – Waltham Forest and Walthamstow

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

- **Public Service Strategy** – corporate strategy providing a direction for the Council in tackling the challenges faced by our residents and businesses, prioritising jobs, tackling inequalities, creating safer 15-minute neighbourhoods.
- **Climate Emergency Action Plan** – prioritising greener buildings, tackling air quality, sustainable transport and active travel, building on the successful delivery of **Enjoy Waltham Forest** cycling and walking investment programme
- **Local Plan** – sets out the strategic policy context and site allocations for the borough's growth over the next 15-years.
- **Infrastructure Delivery Plan** – sets out the full range of social and physical infrastructure improvements needed to support growth and wider benefits for existing communities.
- **Area Frameworks** - the Council is preparing a series of area frameworks to guide investment and development in the context of local 15-minute neighbourhoods.
- **Capital Strategy** – the Council's capital strategy sets out the £643m programme of investment planned across the borough to 26/27.
- **Economic Recovery Strategy and High Streets Action Plan** – directly responding to the challenges and impacts of the pandemic, focusing on longer-term recovery, including in Walthamstow.
- **Cultural Strategy** – to establish a framework for cultural investment and programming between 2023-27, building on legacy from Waltham Forest's successful programme as the first London Borough of Culture in 2019.

Key local policy and strategic guidance that underpin the bid proposal



WALTHAMSTOW TOWN CENTRE

Bid Area

Walthamstow Town Centre - Bid Area

Other Strategic Areas

Blackhorse Lane CEZ

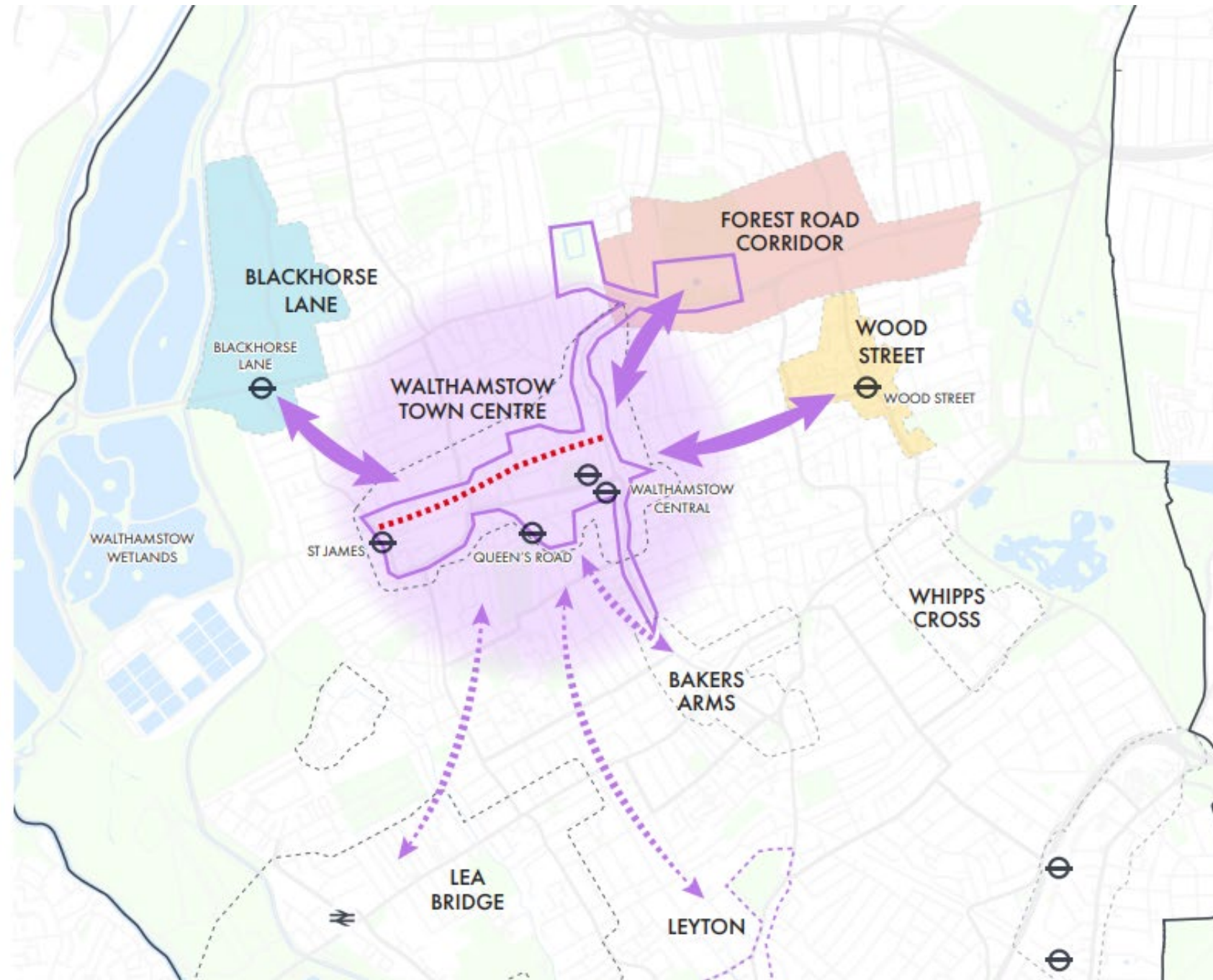
Forest Road Corridor

Wood Street

Local Plan:
Strategic Locations

Borough boundary

High Street Market



Challenges:

- Community safety, with pockets of high crime
- Inequality in access to employment and education opportunities, particularly for underrepresented people from ethnic minority backgrounds and most deprived communities
- Significantly reduced footfall and dwell time over last five years
- Poor quality and inaccessible public space
- Entrenched inequalities and deprivation from long-standing economic issues
- Cost-of-living crisis emerging as a barrier to cultural engagement and inclusivity

Opportunities:

- Active and diverse local community
- Existing investment in cultural infrastructure and growing creative sector
- High number of local independent businesses

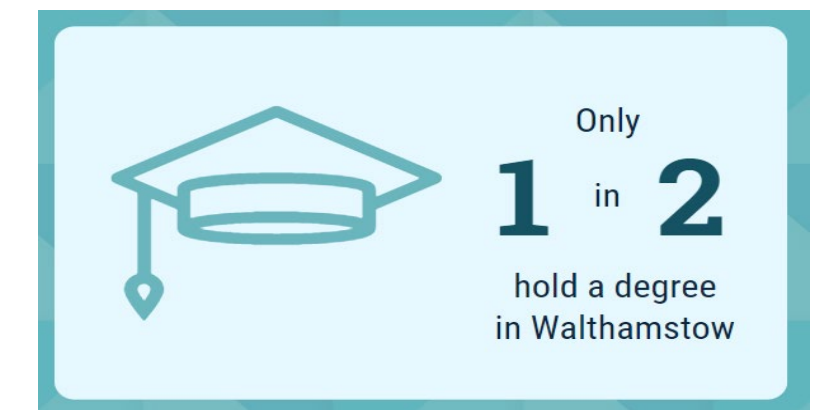
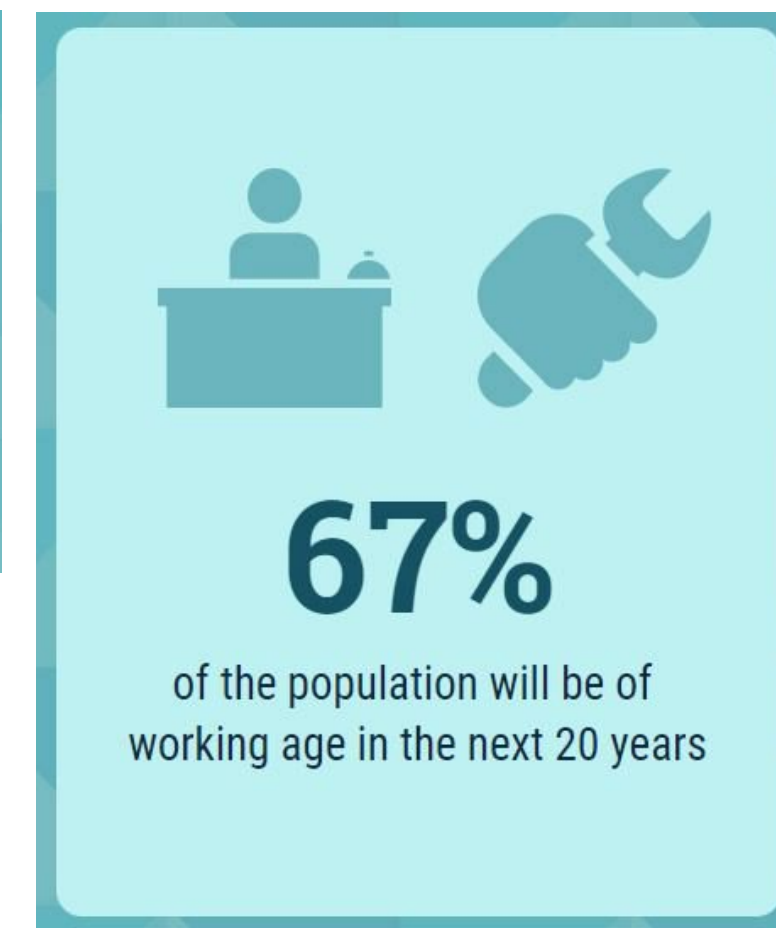
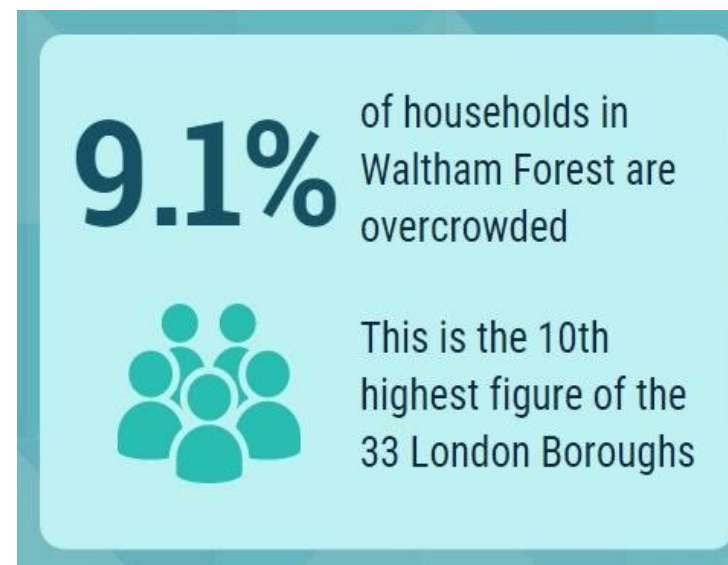
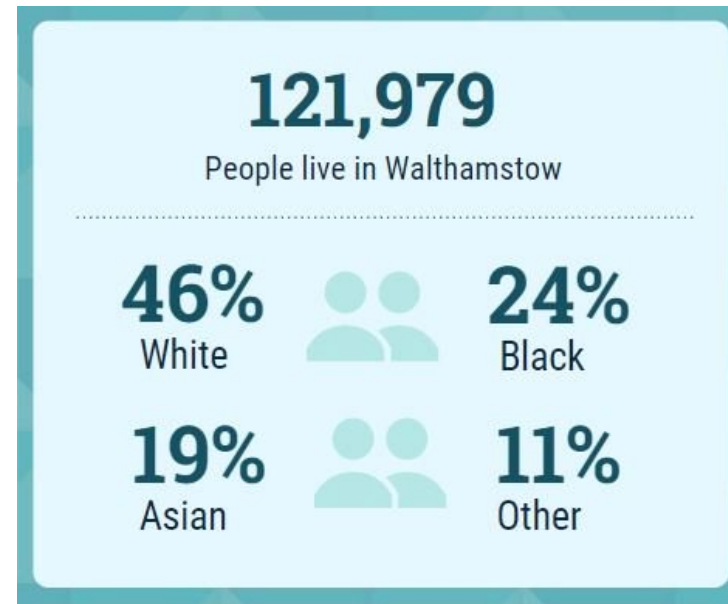
Investment will:

- Drive footfall, support local businesses and employment. Create economic opportunities for community, including young people from diverse backgrounds
- Restore iconic at-risk heritage assets
- Enhance civic pride and sense of belonging in Walthamstow
- Address issues with crime/ ASB, particularly in the evening, encouraging growth of the town centre's evening offer
- Increase cultural activity and participation with free high-quality offer

Neighbourhood Snapshot: Challenges & Barriers

Walthamstow faces several interrelated challenges and barriers:

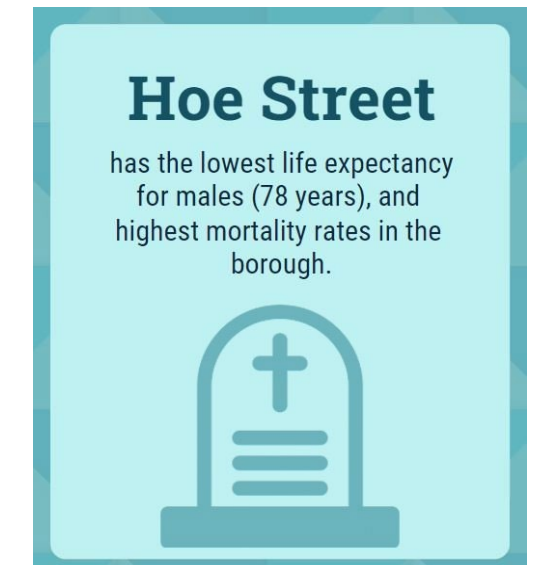
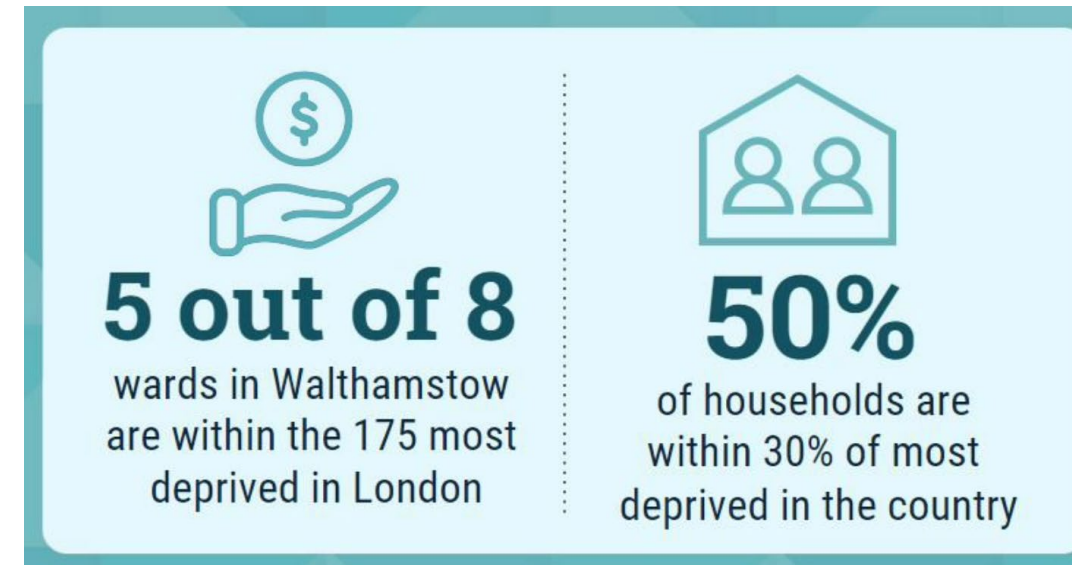
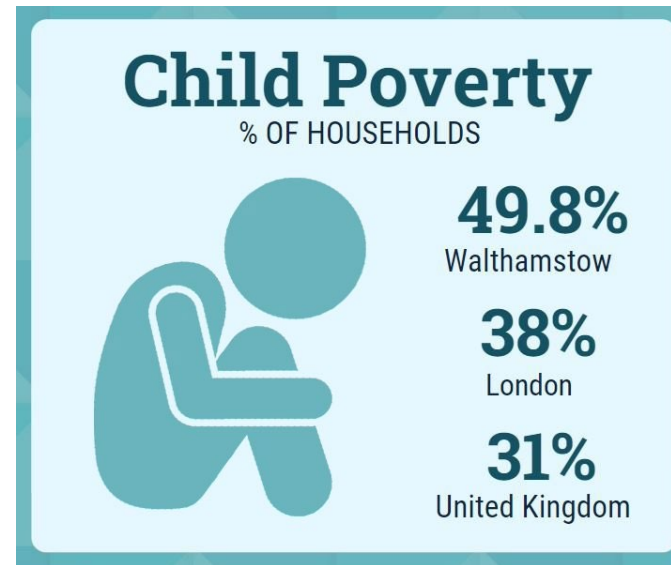
- **Long-standing economic issues:** 50% of LSOAs are in 30% most deprived in the country and five Walthamstow wards are within 175 most deprived in London. Higham Hill ward is 80th most deprived in London and High Street ward is in bottom 50% for income deprivation.
- **Accessing economic opportunities:** 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 people from ethnic minority backgrounds 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.



Neighbourhood Snapshot: Challenges & Barriers

Walthamstow faces several interrelated challenges and barriers:

- **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.



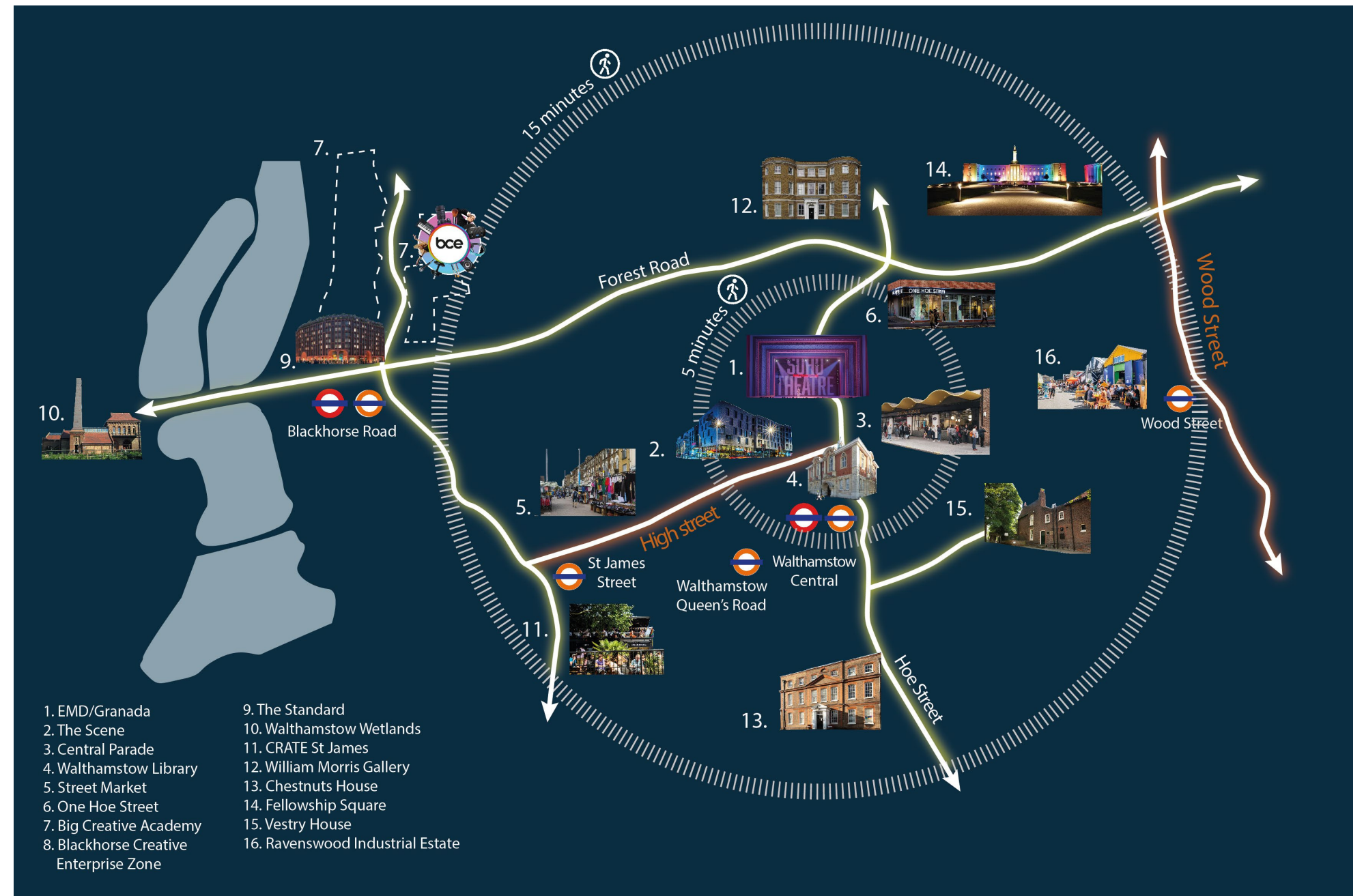
Neighbourhood Snapshot: Current Wider Cultural Offer

Walthamstow presents the highest concentration of arts and cultural consumption infrastructure in Waltham Forest ¹.

Key locations in and around the Town Centre include:

- **Soho Theatre Walthamstow**, Grade II* listed former EMD Granada, currently under major restoration to re-open as a 950-seater performance venue operated by Soho Theatre
- **Creative Industries Jobs Academy**, Waltham Forest's employment and skills programme across the creative sector
- **Walthamstow High Street and Market** is the bustling heart of the town centre
- **Crate St James** creative enterprise hub on a former car park site, due to expand with a new food court in The Mall development in 2023
- **The Scene**, a complex with Empire cinema, bars and restaurants
- **Central Parade** with Today Bread café, on-site bakery and business start-up incubator units
- **Big Creative Academy** providing training and employment opportunities from the creative sector
- **Fellowship Square** is a new neighbourhood and cultural centre in the heart of the borough

This project will help maximise the benefits of existing cultural activity in Walthamstow, ensuring access to culture for all, improving inclusivity, social cohesion and mental wellbeing.



Waltham Forest was 2019 London Borough of Culture and has positioned culture-led regeneration at the heart of the borough's identity. However, challenges persist in maintaining cultural/heritage assets and the town centre faces significant physical constraints and social and economic challenges, with a limited night-time economy negatively impacted by concerns about crime and ASB.

Culture engagement

The dominant audience segment across Waltham Forest is defined as ‘Kaleidoscope Creative’ – which is defined as ‘mixed age urban low engagers preferring free, local, culturally specific arts and festivals’¹



Key characteristics of this group are:

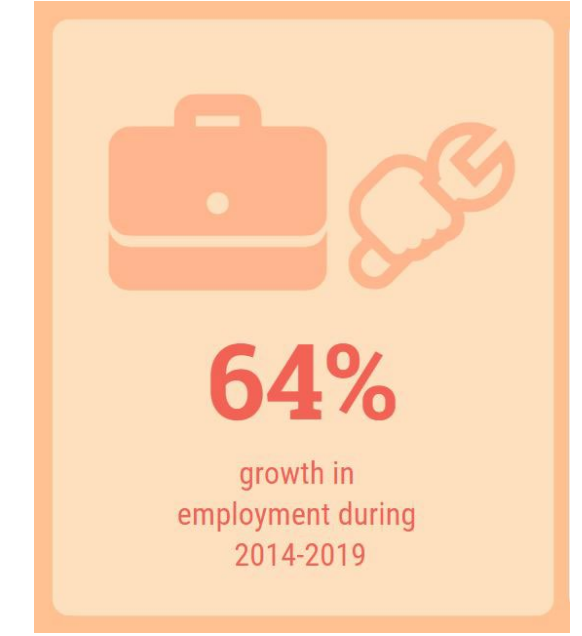
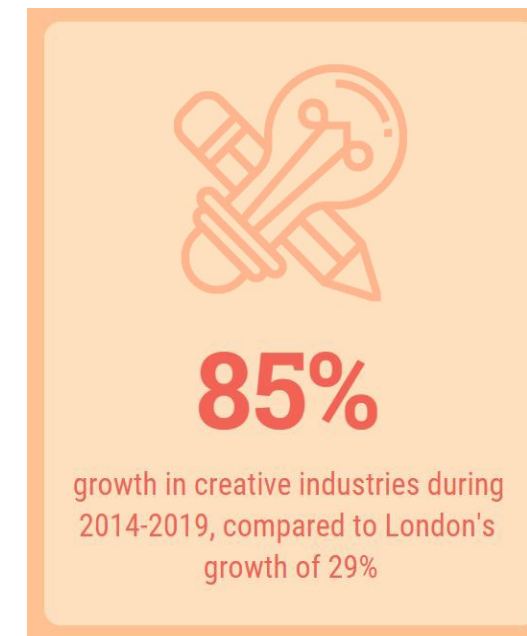
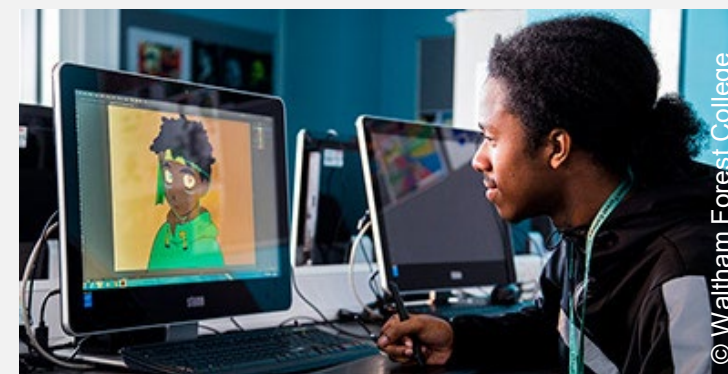
- Highly ethnically diverse
- More likely to be council housed
- Income restricting leisure opportunities
- Lack of cultural engagement
- More attracted to culturally specific festivals, street arts and live music
- Income and transport limitations means that they’re more likely to look for ‘local’ cultural experiences
- Social media engagement with cultural content is low

Creative jobs and businesses²

2,500 creative sector jobs based in Waltham Forest, which makes up 4% of total employment.

1,965 creative businesses operating in Waltham Forest. This represents 17% of the total business base in the Borough, falling slightly below the London average (19%) however exceeding the Outer London average (15%).

85% growth in creative businesses and 64% growth in employment in the sector over the last years. By comparison, there has been a 29% increase in London’s creative businesses over the same period which is in line with the total industry average (30%).



“ We have been overwhelmed by the response from our local creative community ... in creating events which encourage people to explore the full length of the street and celebrate the many cultures which make Walthamstow the vibrant and exciting place it is.”

— High Street ADVENTures 2020
Laura Kerry, Co-director of Artillery

The case for transforming Walthamstow



Walthamstow: Challenges for our Residents

Many people in Walthamstow feel their area isn't living up to its potential.

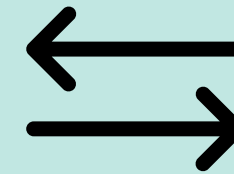
Walthamstow lies at the heart of the borough with the buzz of a nascent cultural and night-time destination – but many residents still find the area to be unsafe, difficult to get around, and to be lacking in key services and amenities that meet their needs.

There is a need for investment that enables the area to sport safe, welcome, accessible, and attractive daytime and night-time spaces for all – further unlocking opportunities for local growth and employment in the creative sector.



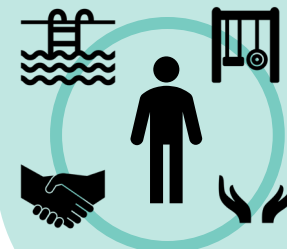
Feeling unsafe

20% of residents tell us that their **fear of crime** strongly impacts their lives. **33%** of residents also tell us that **crime and violence** is one of their top 3 concerns about their local area.¹



Lack of mobility

43% of residents do not feel that they have good access to quality transport routes and street space.³



Local amenities

41% of residents tell us that the facilities, services, and amenities in their local area **do not** meet their needs well.³



And the conversation isn't over...

Walthamstow residents will continue shaping the proposed interventions through a range of mediums at the neighbourhood level. Engagement continues with residents in the area invited to a combination of in-person workshops and digital tasks to co-design a Cultural Quarter for Walthamstow.

Safe and attractive cultural spaces for our Residents

Aligning with the challenges they have highlighted, residents have told us about the need for safer and more attractive public spaces... and unlocking the potential of the cultural and night-time economy.

Night Time Enterprise Zone engagement

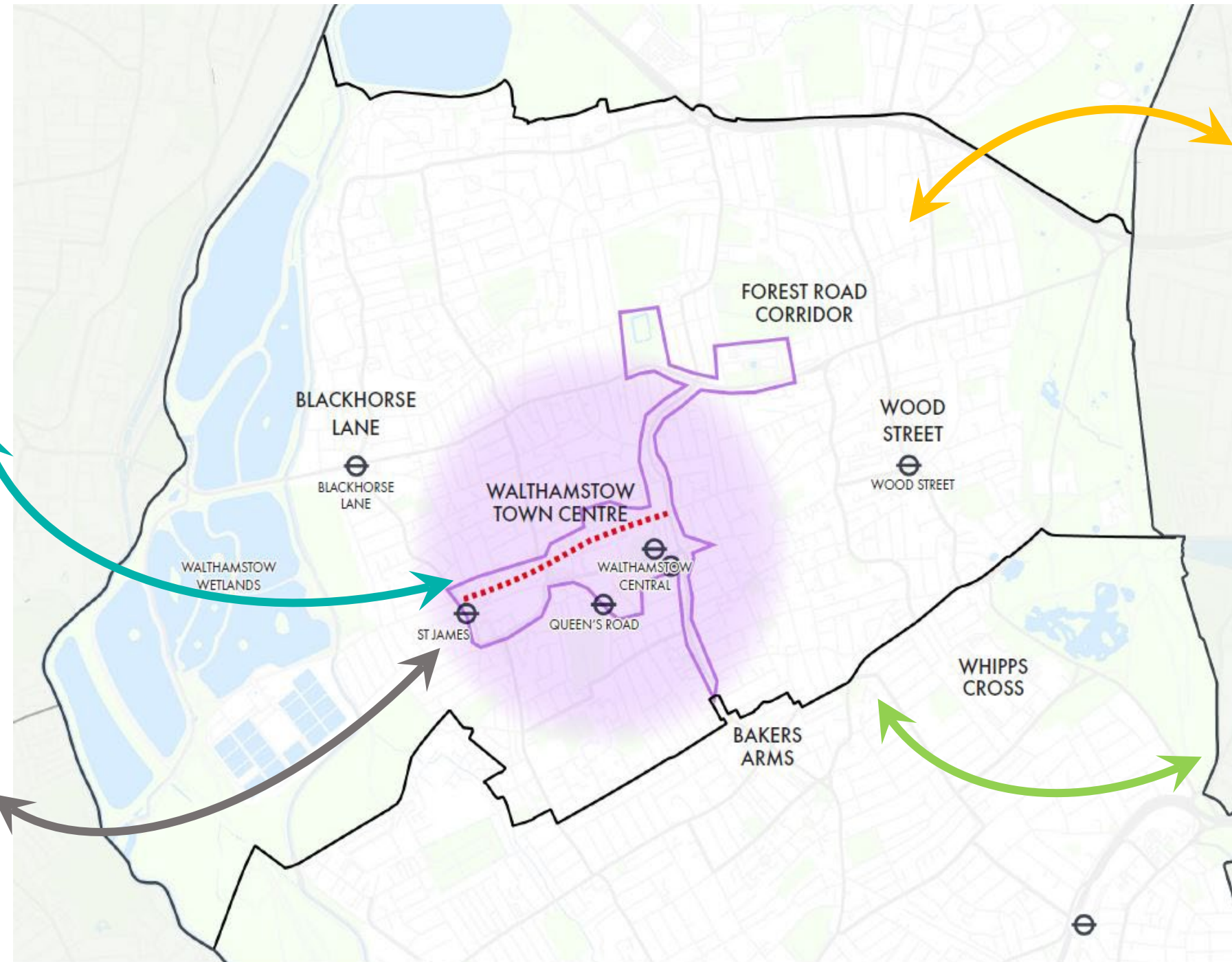
Engagement surrounding the night time enterprise zone pilot with **over 100** residents, night workers, and businesses, found an overwhelming appetite for a more vibrant night-time and cultural destination in the heart of Walthamstow, but the vast majority of participants reported the high street is underused at night due to:

- ❖ A lack of opportunities and amenities (**78%** of residents)
- ❖ A sense of unsafety (**70%** of residents)
- ❖ An unattractive public realm (**67%** of residents)

VAWG Survey

A survey with over 700 local women asking about their experiences of street harassment in the borough, highlighted that:

- ❖ **57.2%** of respondents do not feel safe in Walthamstow around the high street, the train station and Hoe street
- ❖ **45.4%** do not feel safe in the St James street area



Walthamstow's Great Place Creative Connections Scheme³

The Borough's Great Place scheme initiative drew on wider insight from the cultural programme to show that participants and audiences in cultural events in Walthamstow felt that **events increased their pride in Walthamstow as an area (63%)** and saw **cultural events as part of what makes Walthamstow special as an area (64%)**.

London Borough of Culture evaluation⁴

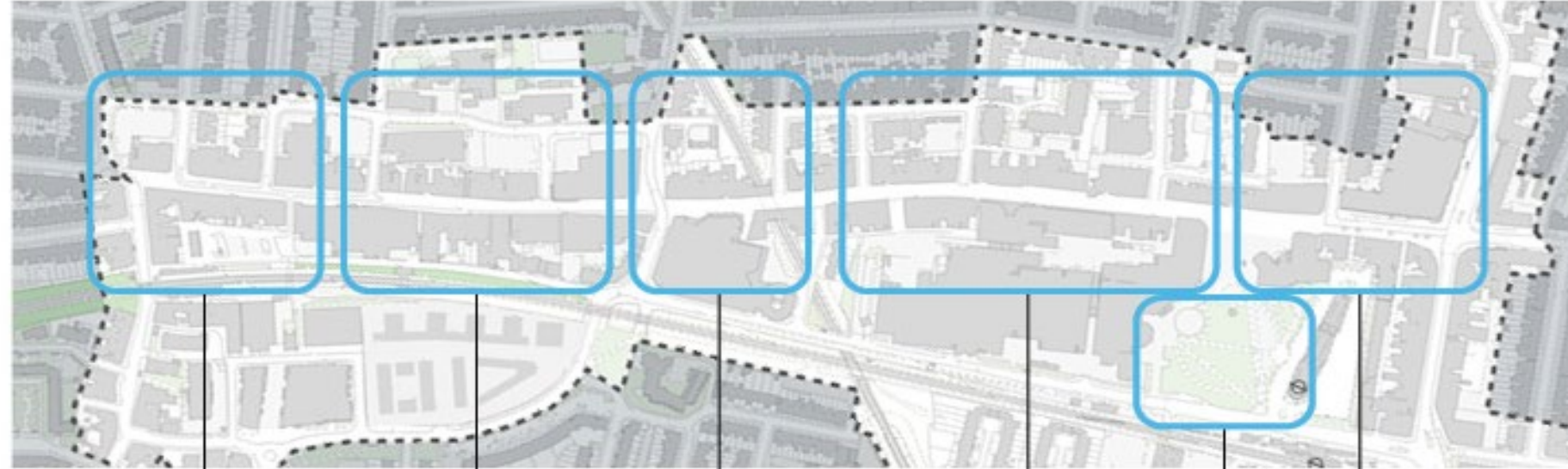
Towards the end of our year as London Borough of Culture, **66%** of Walthamstow residents agreed that culture should be a priority for the future, and **60%** felt the investment in culture made a positive difference to their local area.

Walthamstow Town Centre Challenges: High Street

A mile-long High Street presenting multiple challenges:



Backs of stalls straight onto shops, creating narrow spaces



1 St James Street
2 Lower Area
3 Central & Crossing
4 Upper Area
5 Town Square
6 The Scene



Lack of clear definition of pedestrian and vehicular movement



Additions of signage/traffic measures create street clutter



'Pauses' not utilised as good public space for resting and lack of greening



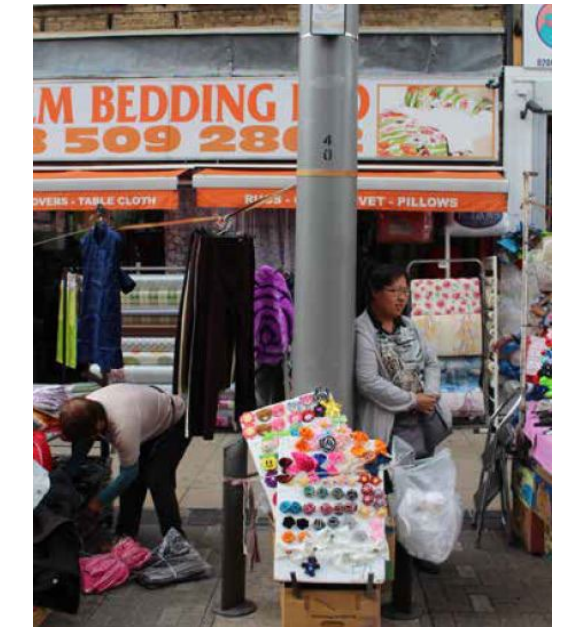
Patchwork of various floor finishes and street clutter



Over-crowding and funneled customers when the market is busy



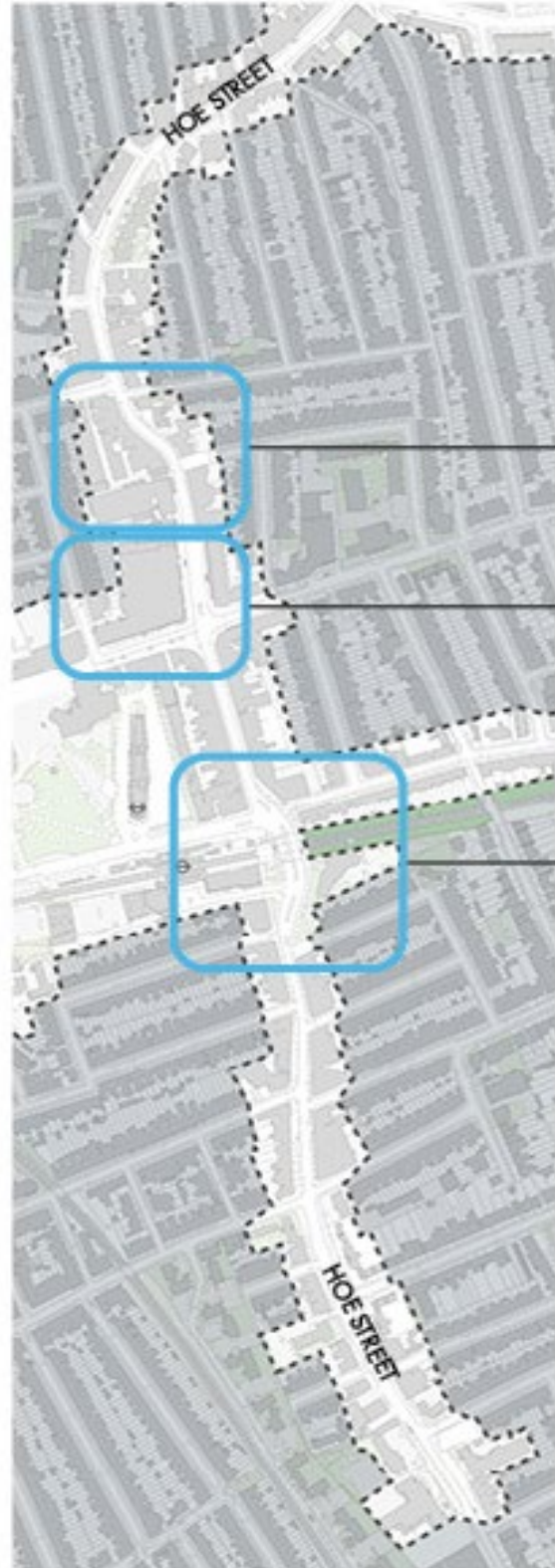
Rubbish and fly tipping in alleyways off the High Street



Minimal seating and stopping places for uses of all ages

Hoe Street Challenges: Cultural Quarter

Hoe Street's multiple challenges:



1 Soho Theatre
Hatherley Mews
Cairo Place

2 The Scene
Central Parade

3 Walthamstow Gyratory
Juniper House



Not easily navigable streets and public spaces (especially key routes to cultural venues)



ASB and fly-tipping issues



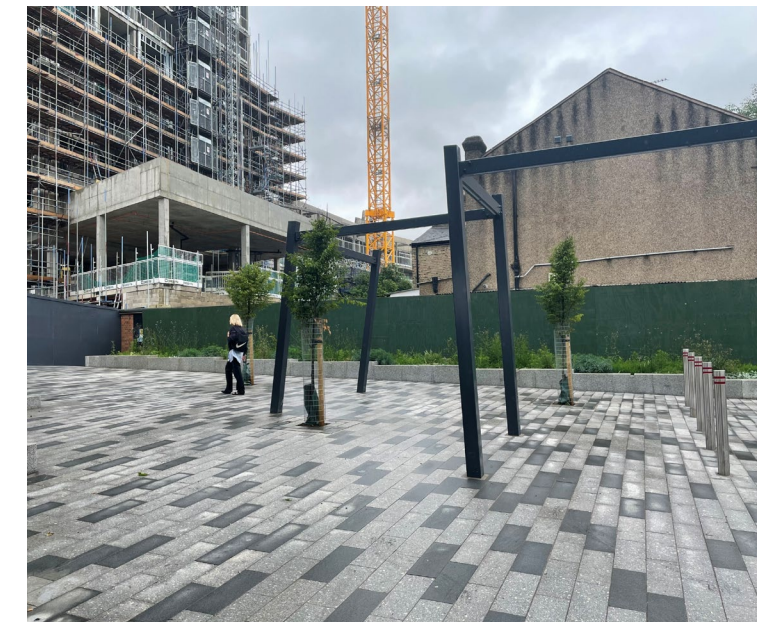
Congested and high concentration of pollutants and higher levels of human exposure (*GLA Air quality focus area*)



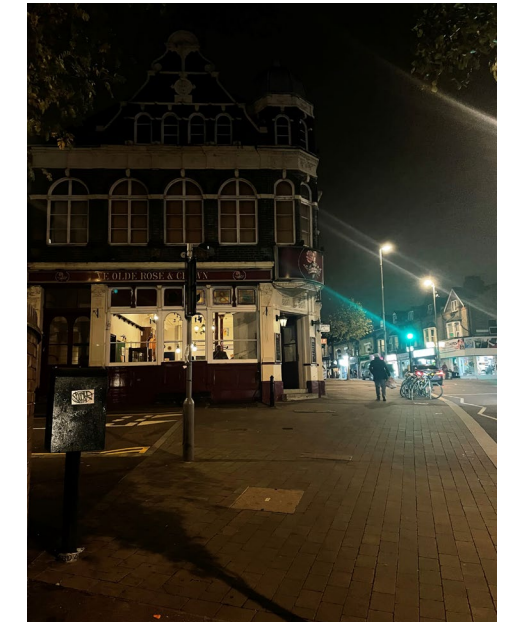
Accessibility and safety issues



Lack of greening



Inconsistent language and approach and disconnected public spaces



Poor lighting in secondary residential streets

LOCAL STRATEGIC PRIORITIES

Our 15-minute Neighbourhoods
Tackling the Climate Emergency

ADDRESSING GOVERNMENT LEVELLING UP MISSIONS

Increasing pay, employment and productivity - Raising skills levels - Improving healthy life expectancy - Improving well-being
Increasing pride in place, engagement in local community and culture



CHALLENGES

ECONOMIC

50% of households are within the 30% most deprived in the country

COMMUNITY

Despite significant improvement, **Walthamstow is still a disadvantaged community**, with pockets of deprivation

CULTURAL

Underused heritage assets and lack of access to training and jobs, particularly amongst young people

ENVIRONMENTAL

Walthamstow suffers from high air pollution, particularly along Hoe Street



RESIDENT PRIORITIES

- Pockets of deprivation
- Cost of living crisis impacting access to culture
- Concerns about ASB, crime and fear of crime
- Access to safe public spaces and amenities
- Culture as a priority to feel pride in place
- Widening access to culture and employment opportunities in cultural industries
- Air quality and the environment important to physical and mental wellbeing



PROJECT INTERVENTIONS

Cultural Hubs
Creative restoration and reuse of underused **heritage assets** as innovative spaces to generate enterprise and jobs, celebrate culture and community, widen access and participation in cultural activities and spaces, boost the evening economy, increase footfall and dwell-time and contribute to community safety.

Cultural Spaces:
Transformative programme of investment in Walthamstow's public realm, creating welcoming, safe, attractive and accessible spaces for all the community through the day and night, supporting increased footfall, activity and pride in Walthamstow and supporting the launch of cultural destination space **Soho Theatre Walthamstow**



INVESTMENT IN DELIVERY

Total programme capital investment of £19.1m [including match]

Delivered between **October 2022/23 and March 2025**

Restoration and reuse of **cultural and heritage assets**

Public realm and landscaping investment to tackle physical and social constraints to the success of the town centre

In the **context** of a wider programme of cultural investment in the area as a legacy of London Borough of Culture 2019

Significant residential and commercial development



DELIVERY OUTPUTS

Creation of job, apprenticeships, training & volunteering opportunities, particularly for young people

Generation of cultural enterprises in new cultural hubs

Contribution to land value uplift

Increased footfall, dwell-time and spend, supporting local businesses

Restoration and imaginative reuse of vacant/underused listed heritage assets

Expanded programme of free-to-access cultural activity

Improved environmental performance of heritage buildings

Increased urban greening and contribution to improving air quality



DELIVERY OUTCOMES

Positive change in perception of Walthamstow as a safe, welcoming and accessible space

Wider benefits of increased footfall and spend and improvements in business performance

Improved wellbeing outcomes through increased cultural participation

Increased activation and use of public space, bringing together diverse communities and age groups.

Improved perceptions of safety and civic pride in Walthamstow

Enabling active and sustainable travel, improving air quality

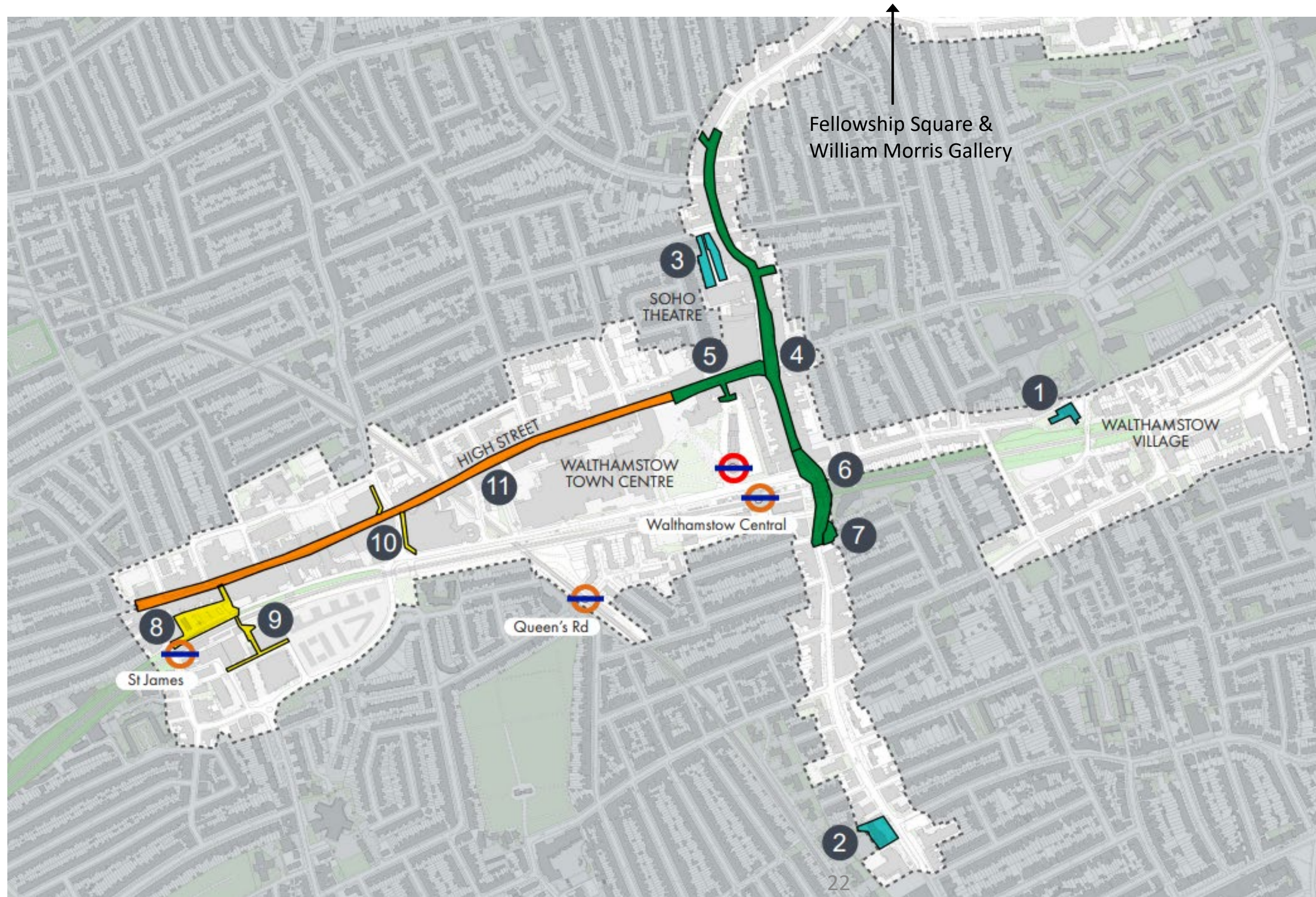


The Projects

Cultural Hubs

Cultural Spaces

Phased Delivery of 2 Interconnected Projects in Walthamstow



KEY

-  **CULTURAL HUBS**
 - 1 Vestry House Museum
 - 2 Chestnuts House
 - 3 Hatherley Mews
-  **CULTURAL SPACES - PHASE 1**
 - 4 Hoe Street Public Realm Improvements
 - 5 The Scene / Rosebank Villas
 - 6 Walthamstow Gyratory
 - 7 Juniper House Pocket Park
-  **CULTURAL SPACES - PHASE 2**
 - 8 Courtenay Place
 - 9 St James Quarter Public Realm
 - 10 Town Centre Artwork Project
-  **CULTURAL SPACES - PHASE 3**
 - 11 High Street Strategy
-  **STRATEGIC AREAS**

Phase 01: Hatherley Mews

- Comprehensive refurbishment to revitalise former team 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.
- 21,009 sq ft (NIA) of refurbished space



Phase 02: 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.
- 15,544 sq ft (NIA) of refurbished space



Phase 03: Vestry House Museum

- Transformation of constrained Grade II listed local heritage museum and archive into a flexible, visible, accessible, sustainable destination that celebrates Waltham Forest's culture and community, widening cultural participation and driving visitor footfall to Vestry House and town centre.
- 7,890 sq ft (GIA) of both new and refurbished space



Project 1: Cultural Hubs - Phase 01 and Phase 02

Phase 01 Hatherley Mews



Existing buildings at **Hatherley Mews** in need of refurbishment. Units are closed off to the street, and there are problems with internal condition and layouts.

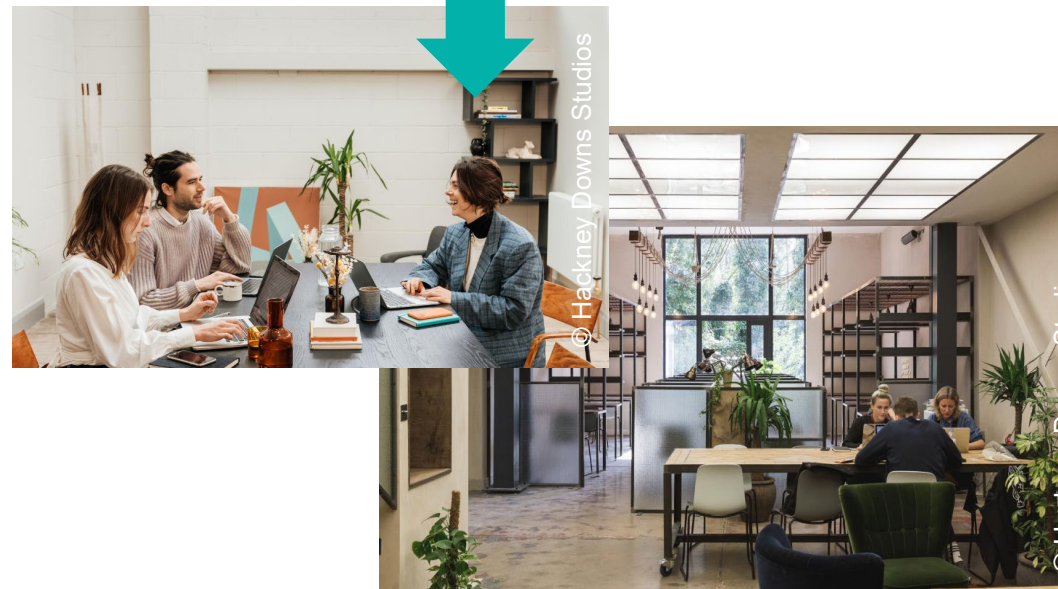


Transformation will create new shopfronts and refurbished units to attract creative businesses to the area. The street will be activated by the new businesses.

Phase 02 Chestnuts House



Chestnuts House has fallen into disrepair and needs refurbishment. The existing building has issues with dampness and needs urgent repairs, rewiring and modernisation.



Refurbishment will create much needed spaces for creative enterprise in Walthamstow, unlocking latent creative entrepreneurial demand.²⁴

Direct benefits of the investment

Hatherley Mews:

- Investment in the Business Centre at Tramworks is expected to increase occupancy to 95%.
- Conversion of the residential units to commercial space increases the overall commercial (employment) space by circa 2,936 sqft (272.76 sqm), creating additional space to attract creative and craft businesses to the area to complement the theatre and surrounding area.

Chestnuts House:

- Chestnuts House has been vacant since 2008 and is on the heritage at-risk register. This investment will restore this at-risk heritage asset, improving environmental performance, accessibility, maintenance costs, and operational sustainability.
- Creates 15,544 sq ft of space for enterprise incubation and growth. This will space will enable career, training and learning pathways a young and diverse population.

Project 1: Cultural Hubs – Phase 03 Vestry House Museum

Phase 03 - Vestry House Museum

Vestry House is a local museum and the only historic archive in the borough occupying a **significantly constrained Grade II listed site** which:

...doesn't maximise commercial income...

...has a dated cultural offer, in particular the museum collection...

...makes poor use of a challenging space....

...appeals to a narrow demographic in our diverse communities



The Council's objective is to redefine VHM as an asset which has benefits for the whole community, reflecting the rich diversity of the borough's population more closely through its collection and programme of activities, with the development of a relevant and free programme that ensures it is a welcoming destination, integrated with Walthamstow's wider cultural offer.



Direct benefits of the investment

A more significant injection of capital funding is required to:

- Refurbish the existing building
- Review and modernise existing archive
- Deliver **full accessibility**
- **Enhance environmental performance**
- **Improve outreach and collaboration with schools**
- **Reduce annual maintenance costs**
- **Facilitate long-term sustainable income generation**

This will, enable:

- **free access to high-quality heritage and cultural offer, particularly for residents on lower income**
- **alongside a comprehensive programme for local school children** which is the approach the Council has successfully taken at William Morris Gallery and Walthamstow Wetlands



From **20,000 to 80,000** visitors per annum

From **45pa to over 150 pa** free cultural events

641 Sqm additional community and cultural space improved and created

1320 sq m open recreational space enhancements

60 local young people offered training and work experience opportunities

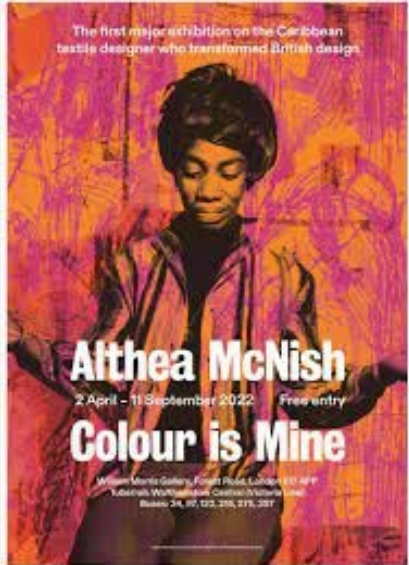
from **8 to 15 members of staff**

Schools access from 18 groups pa to **60 school class visits pa**

William Morris Gallery: A case study for the approach at Vestry House Museum

- The Gallery underwent a major redevelopment during 2011-12, supported by the Heritage Lottery Fund, the Friends of the William Morris Gallery and numerous charitable trusts, sponsors and individual donors.
- The project also created a new website, new schools’ resources and an activities and events programme designed to engage the widest possible audience to the Gallery, the collection and the life, work and continuing influence of William Morris.
- The relaunch involved the development of a special exhibitions programme to reflect the Borough’s diverse population
- Annual visitor numbers have grown from c.25,000 to over 100,000, an increase of over 400%.

Financial year	Total visitors
2010 – 2011 (pre-development)	28,243
2012 - 2013	92,347
2013 - 2014	127,373
2014 – 2015	110,417
2016 - 2016	112,607
2016 – 2017	101,905
2018 – 2019	124,874



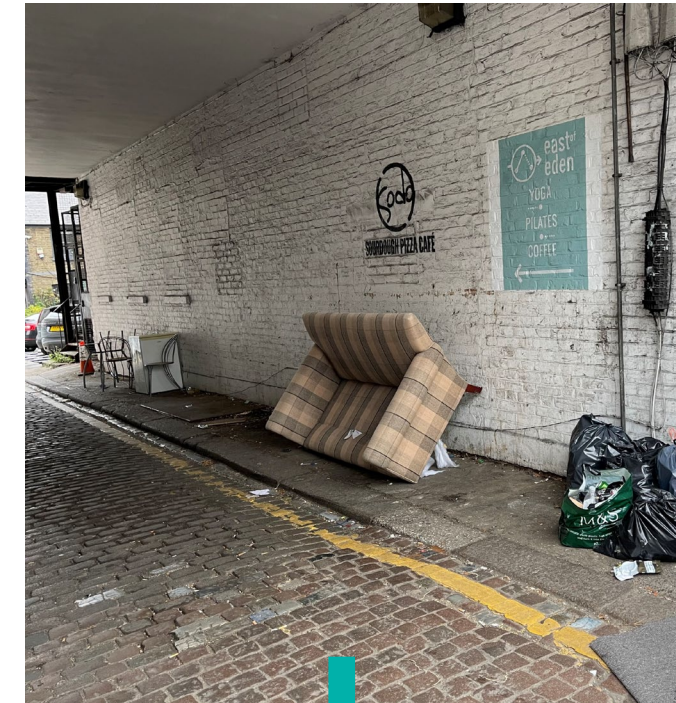
Project 2: Cultural Spaces Phase 01 – Hoe Street

Hoe Street Public Realm Improvements

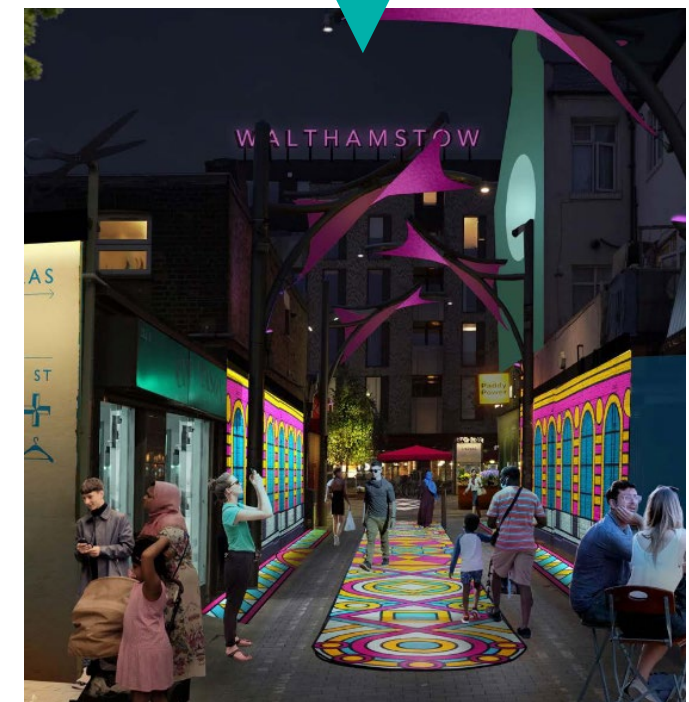
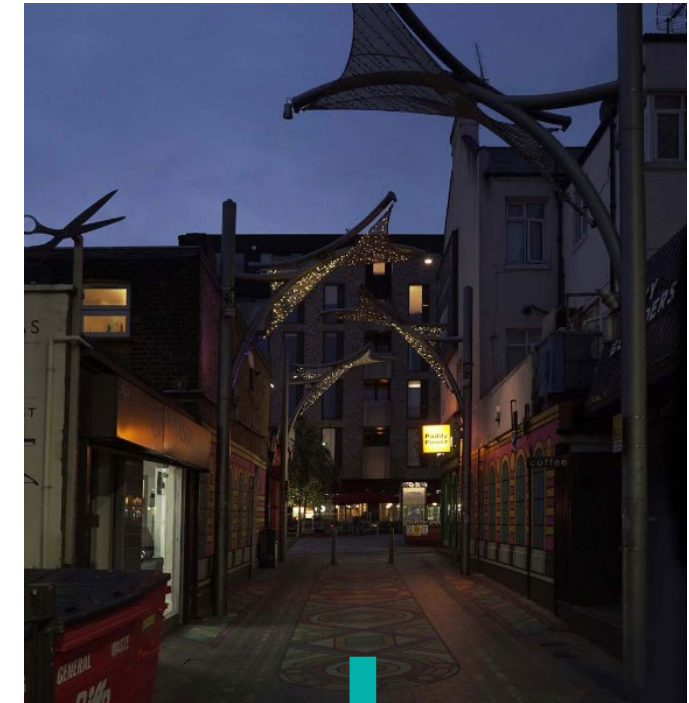
- Transformative public realm project, providing opportunities for accessible culture and increased footfall to the town centre
- c. 4,390sqm of public realm improvements, including new lighting, paving, landscaping, signage and street furniture



Cairo Place becomes a community destination with new gardens and a stage area opposite Soho Theatre



Hatherley Mews becomes a night-time destination, with new lighting, paving and artwork installations



Rosebank Villas offers an improved gateway to the High Street from Walthamstow Bus Station



Public realm improvements works around **new Soho Theatre Walthamstow**, including new paving, lighting and enhanced pedestrian crossing

Illustrative purposes only; the Hoe Street will remain flush

Project 2: Cultural Spaces Phase 02 – St James Quarter

St James Quarter Public Realm

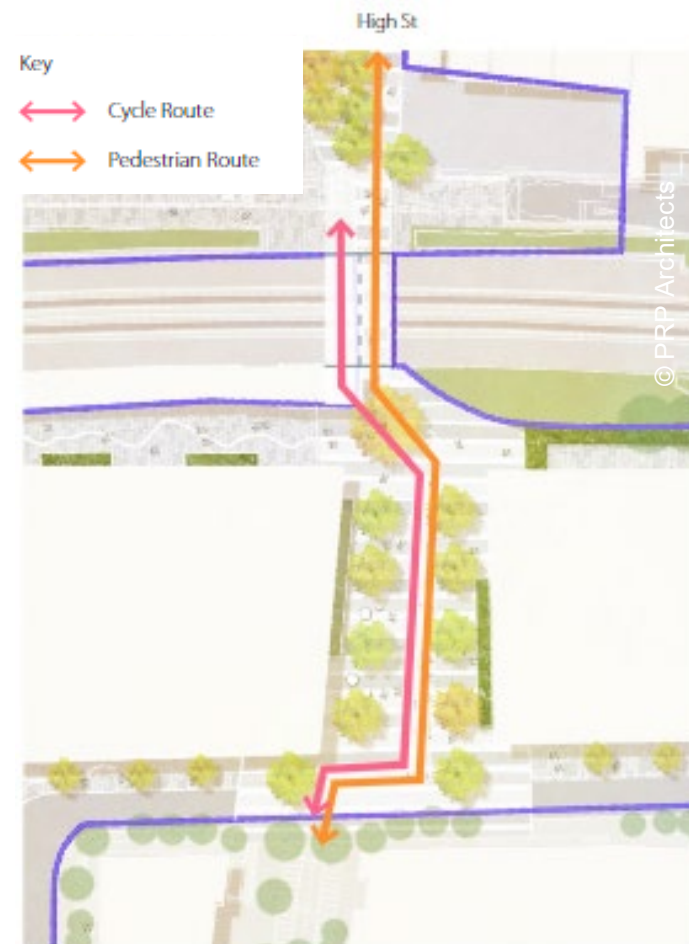
- Creation of a new cultural hub in the St James Quarter through activation of existing railway arches and inclusive public realm
- c. 2,590m² of public realm improvements, including new paving, lighting, wayfinding and landscaping



Existing arches at **Courtenay Place** are closed up, with poor quality public realm and unused cycle stands



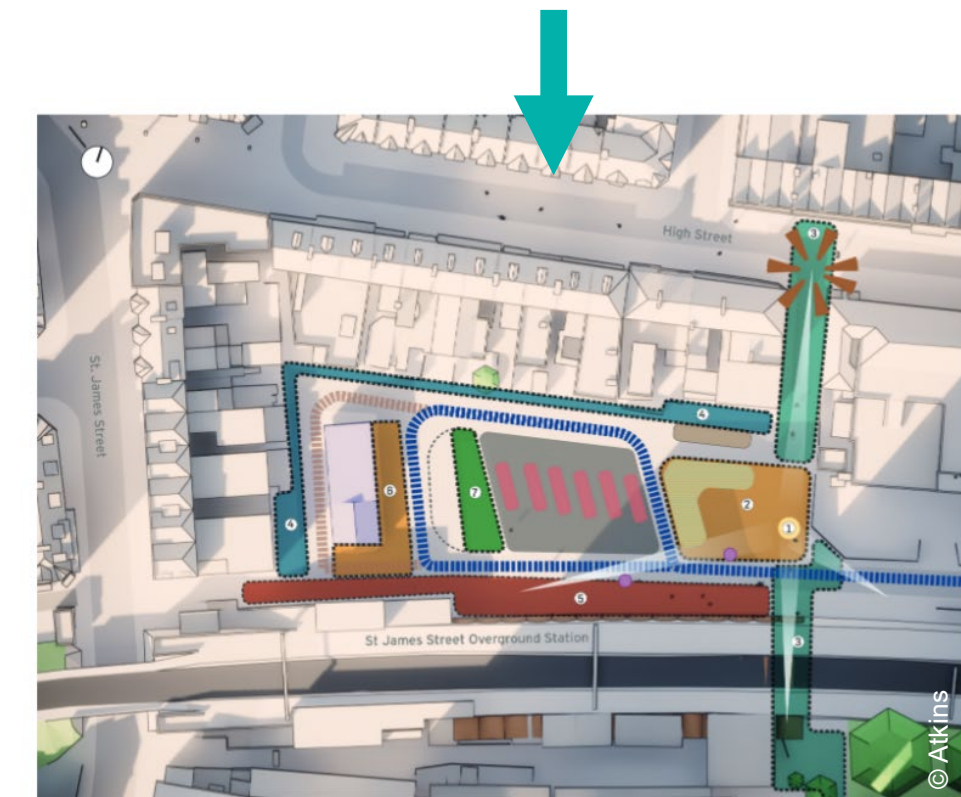
Residents have told us **Courtenay Place** does not feel safe; there are problems with antisocial behaviour and fly-tipping



Green link created between **St James Quarter** and **Walthamstow High Street**. Safe and inclusive pedestrian and cycle route, with improved lighting, paving, planting and signage. Residents do not feel safe using the existing underpass.



Courtenay Place arches are refurbished with the potential to create new routes/provide space for independent business and creative workspace. At minimum enhancing the street appearance



Courtenay Place public realm is reimagined to create safe and welcoming link between St James Quarter and Walthamstow High Street

Walthamstow High Street Public Realm

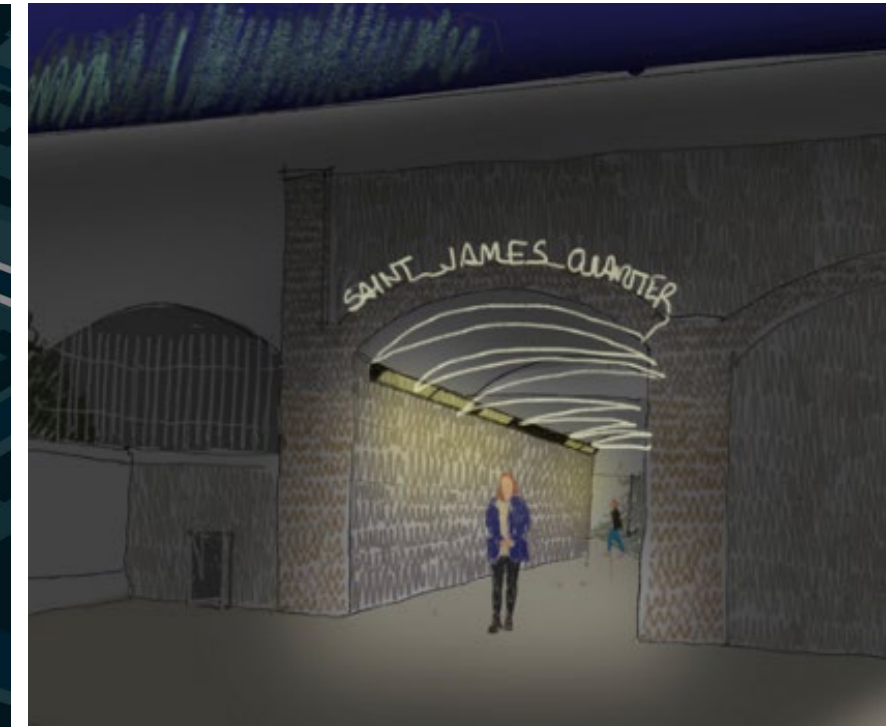
- Phased transformation of Walthamstow High Street to build on existing culture of Walthamstow Market and Town Square
- c. 5,800qm of public realm enhancements, including new lighting, paving, landscaping, signage and street furniture



Improvements to **Walthamstow High Street** will encourage the existing and growing cultures which already occur on the Market, with final plans developed in consultation with the local community

Direct benefits of the investment

- Integrates Cultural Hubs with the wider town centre and other key cultural locations/attractors **creating safe, welcoming and accessible spaces** at the heart of the major town centre, for day and night-time, and **increasing community access to culture**.
- Boosts **civic pride and sense of belonging**.
- Sustains community life in the town centre, increasing **community access to greener, well-designed and inclusive public spaces** with improved health and well-being outcomes.
- Improves climate resilience, **encouraging active travel** as part of the Council's wider "Enjoy Waltham Forest" programme, **increasing biodiversity and helping improving air quality and water management**.
- Increases footfall and dwell time, **boosting the wider town centre economy** and driving the success of other local attractors and commercial units in the town centre.



Improving safety during the night-time through improved lighting, signage and more activity at street-level



Artist impression showing of the potential ways the area might be improved to create safe, welcoming and accessible public spaces on Walthamstow High Street and help encourage footfall and dwell time.

Wider Programme of Culture-led Investment

KEY

 EMERGING OR COMPLETED DEVELOPMENT

-  Soho Theatre
-  Central House
-  Juniper House
-  The Mall
-  St James Quarter
-  Fellowship Square

 WALTHAMSTOW TOWN CENTRE

 HIGH STREET MARKET



Soho Theatre Walthamstow
950-seat live performance venue in Walthamstow Town Centre



Juniper House
91-unit residential development, including commercial space and a nursery

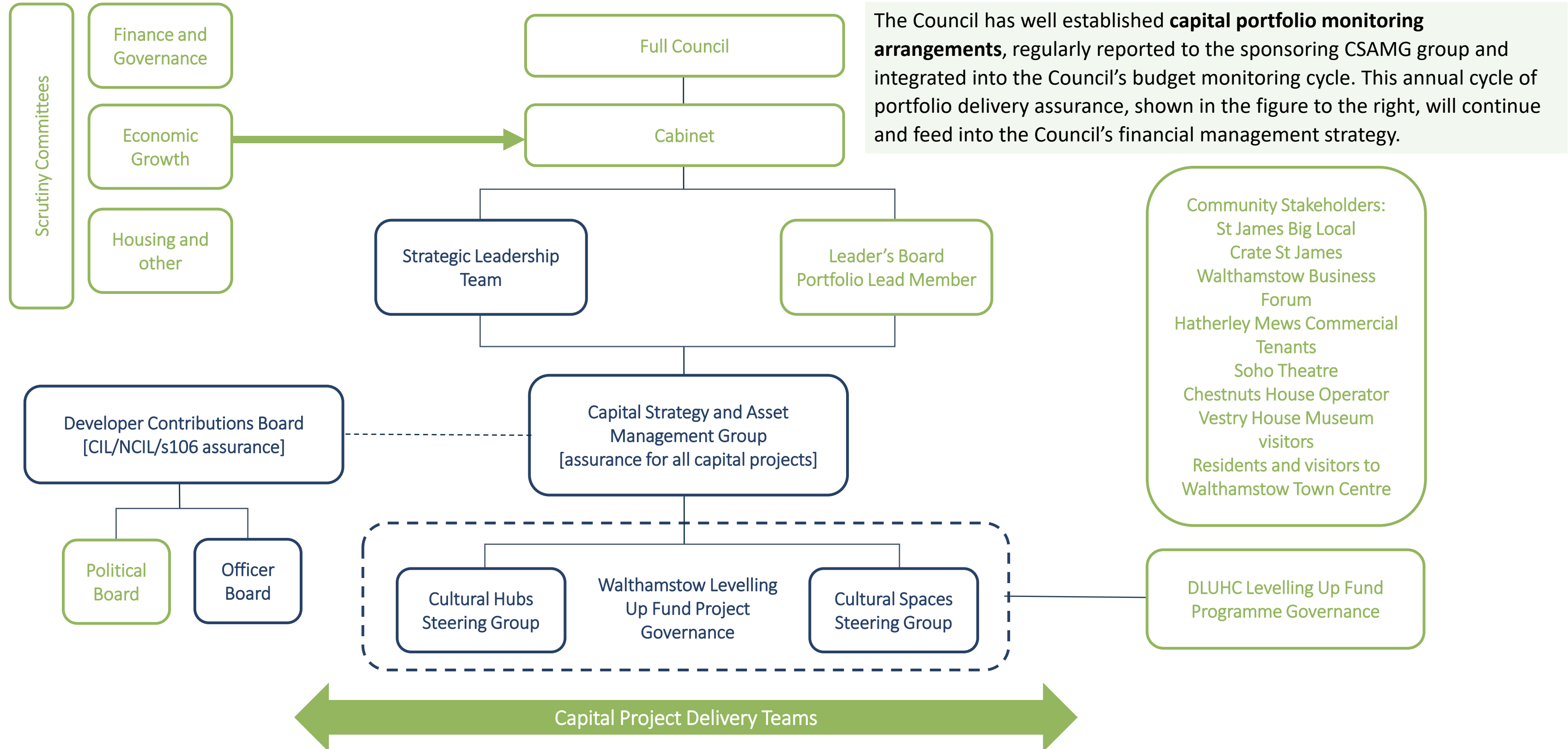


The Mall Town Square + Station
Phase 1 – 2022-2025. Phase 2 2025-28
538 new homes, 5,000m² of new retail space, new Town Square and planned station entrance. Destination food court



Fellowship Square
Community and cultural destination space for the borough set around refurbished 1930s Town Hall and phased plans for Assembly Hall and creation of new neighbourhood

Capital Portfolio Governance





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 new interactive fountains enjoyed by thousands of residents and visitors since launching in summer 2021. The first phase of mixed-use development to deliver new Council offices, nursery and community spaces and 430 homes including 50% affordable



Soho Theatre

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



William Morris Gallery & Gardens

Award winning HLF-funded restoration of the heritage building turning a local museum into a regionally-significant gallery, arts and community space increasing annual footfall fourfold as a result.



Enjoy Waltham Forest

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



The Scene

This Council-owned mixed-use housing development situated on the corner of Hoe Street and High Street known as the Scene has helped boosting the town centre providing new apartments (71 private and 50 affordable homes for sale), retail and restaurant space as well as a brand-new Empire cinema.



St James Townscape Heritage project

A £2.9m heritage-led regeneration scheme in Walthamstow St James conservation area to regenerate this part of Walthamstow town centre. The area benefitted from improvements to shop fronts and key historic buildings as well as new paving, lighting, landscaping and signage.



CRATE – St James Street

Based on a former Council-owned car park site, CRATE provides 32 workspaces for small, independent local businesses, bringing new food and drink companies and other operators to the borough.



Making Places: Wood Street Altarpiece

The Wood Street Altarpiece is a public artwork designed by a local artist. The commission was the result of an open call part of the programme Making Places. Installed in the underpass of a railway bridge next to Wood Street Station in Walthamstow, the screen-printed enamel triptych celebrates significant local places and stories gathered from the community.

Risk Register

Risk	Impact	Mitigation
Funding issues - funding including Levelling Up Funding and match-funding are not secured	The projects presented in the programme are established in the Council's capital programme; however, if Levelling Up Funding is not secured then there is significant risk to their realisation.	If a reduced level of grant is received, then prioritisation of interventions and impacts will be required. Monthly reviews for projects are in place to ensure additional scrutiny on delivery budgets and resource plans have been developed to provide sufficient enabling expertise to ensure projects run to deadline. Large schemes are also subject to Gateway Reviews, with projects 'reaffirmed' by Cabinet where major financial or key strategic decision making is required providing additional assurance. Effective scrutiny of business cases at the outset and senior officer-level project and portfolio governance will ensure robustness of projects included in the portfolio.
General Material shortage - construction industry could put pressure on the supply chain leading to availability issues of materials, in turn increasing costs	Risk that the cost of construction materials increases and/or availability reduces leading to cost and programme pressures	The Council has previously worked to enter into fixed price arrangements which protect it from the impact of increasing costs. An assessment is underway to understand the Council's current exposure to risk. This will build on the assessment undertaken in Q2 21/22 which confirmed that over 77% of the Council's current and planned investment was at minimal risk to exposure due to contractual arrangements in place.
Market Issues - specific or general economic conditions deteriorate further	Reducing land values and/or impacting the delivery of projects. This is specifically relevant to the delivery of the Cultural Hubs project where the outcomes for Chestnuts House and Hatherley Mews are contingent on securing long-term operators and tenants.	The project governance regularly reviews wider market conditions and any risks/impacts on the delivery of the development, phasing, financing and contingency all set within the established terms of the development agreement.
Interest Rates and Inflation – rising rates	Adverse impacts to borrowing capacity and the cost of construction materials and wider supply chain impacts.	A reasonable level of contingency has been built into each project to mitigate the risk of continued rises in interest rates and high inflation. The Council negotiates fixed-price construction contracts wherever possible, with pre-market testing using established frameworks and regular benchmarking with cost consultant support, including against recent and current projects in the wider delivery programme.
Project Delivery Issues – additional challenges with delivering the projects are identified	Impacting overall cost and delivery programme. Potential viability impact.	Contingency is built into the project programme, particularly more complex heritage and infrastructure projects, to address the risk of any additional costs arising from currently undetermined challenges. During the lifetime of the project, risks are monitored with risk registers being properly maintained and updated. Regular highlight reporting keeps key stakeholders informed to allow early intervention where necessary.
Contractor Issues - risk of not being able to appoint a suitably qualified contractor or once appointed a contractor becomes insolvent	Impacting overall cost and delivery programme.	The Council have robust approaches to testing the market for contractors, establishing capacity, capability and 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 the delivery of projects, alongside payment structures that align with KPI and milestone realisation of project outputs. With the Cultural Spaces project the Council is directly engaging its framework term contractor to deliver the programme of works.
Partner Issues – partners/operators for restored buildings cannot be secured or fail in first few years of operation.	Impacts to the long-term financial sustainability of the spaces.	Due diligence is underway and this will develop in parallel with the determination of this funding application, providing greater certainty at the point of entering into the grant agreement. The Council has undertaken marketing for both spaces which has established credible interest from a range of commercial and creative operators aligned with the Council's vision and strategy for the Cultural Hubs project

Monitoring and Evaluation – Project 01 Cultural Hubs

Project Outputs, Outcomes and Impacts

				Tracking Progress		
Project	Result Level	Description	Is this a "standard" output, outcome or impact?	Potential Data Sources	Potential Data Collection Methods	Benefit Owner (if applicable)
Walthamstow Cultural Hubs	Output	Cultural spaces created or improved - record of completed and opened projects/floorspace	Yes	Council's contractors	Completion certificate. Letting records	Waltham Forest Council
Walthamstow Cultural Hubs	Output	Dilapidated buildings improved – record of completed floorspace, environmental performance	Yes	Council's contractors	Completion certificate	Waltham Forest Council
Walthamstow Cultural Hubs	Output	Heritage buildings renovated – record of completed floorspace, removal from heritage at-risk register, environmental performance	Yes	Council's contractors	Completion certificate. Historic England Register	Waltham Forest Council
Walthamstow Cultural Hubs	Output	Volunteering opportunities supported – benchmarked annual record of opportunities, including from target demographics	Yes	Operator (including Council)	HR data	Cultural/venue operators
Walthamstow Cultural Hubs	Output	Hospitality space created/improved – record of completed floorspace and confirmed occupation	Yes	Council's contractors	Completion certificate. Letting records	Waltham Forest Council
Walthamstow Cultural Hubs	Output	Office/creative workspace created/improved – record of completed floorspace and confirmed occupation	Yes	Council's contractors	Completion certificate. Letting records	Waltham Forest Council/Operator
Walthamstow Cultural Hubs	Output	Employment and training opportunities supported – annual HR records including from target demographics	Yes	Cultural/venue operators	HR data	Cultural/venue operators
Walthamstow Cultural Hubs	Outcome	Increased footfall – visitor surveys to venues and live data on footfall from e.g. GLA High Street Data Partnership	Yes	Commercial data providers	Electronic footfall counters	Waltham Forest Council
Walthamstow Cultural Hubs	Outcome	Change in number of visitors to cultural venues – benchmarked annual visitor records against targets, including demographic profile	Yes	Cultural/venue operators	Entrance/ticket counts	Cultural/venue operators
Walthamstow Cultural Hubs	Outcome	Change in the number of cultural events – comparative annual bookings	Yes	Cultural/venue operators	Entrance/ticket counts	Cultural/venue operators
Walthamstow Cultural Hubs	Outcome	Change in audience numbers for cultural events – benchmarked annual records against targets per event	Yes	Cultural/venue operators	Entrance/ticket counts	Cultural/venue operators
Walthamstow Cultural Hubs	Outcome	Change in consumer spending at cultural venues – annual financial records/visitor numbers	Yes	Cultural/venue operators	Ticket counts and revenue	Cultural/venue operators
Walthamstow Cultural Hubs	Outcome	Change in the number of community events and educational visits – comparative annual bookings	No	Cultural/venue operators	Ticket counts and revenue	Cultural/venue operators
Walthamstow Cultural Hubs	Outcome	Increase in hireable events and expenditure – annualised booking records and expenditure	No	Cultural/venue operators	Ticket counts and revenue	Cultural/venue operators
Walthamstow Cultural Hubs	Outcome	Change in visitor perception – annual surveys and regular in-person/online feedback	Yes	Cultural/venue operators	Measured survey	Cultural/venue operators

Monitoring and Evaluation – Project 02 Cultural Spaces

Project Outputs, Outcomes and Impacts

				Tracking Progress		
Project	Result Level	Description	Is this a "standard" output, outcome or impact?	Potential Data Sources	Potential Data Collection Methods	Benefit Owner (if applicable)
Walthamstow Cultural Spaces	Output	Public realm created/improved – measurement of sq m of improved areas	Yes	Waltham Forest Council	Measured survey	Waltham Forest Council
Walthamstow Cultural Spaces	Output	New trees planted – record of tree planting and wider landscape improvements	Yes	Waltham Forest Council	Measured survey	Waltham Forest Council
Walthamstow Cultural Spaces	Output	Public amenities/facilities created or improved – record of new facilities created	Yes	Waltham Forest Council	Measured survey	Waltham Forest Council
Walthamstow Cultural Spaces	Outcome	Change in footfall – visitor surveys and data counts from e.g. GLA High Streets Data Partnership, commercial providers and bespoke monitoring	Yes	Commercial data providers	Electronic footfall counters	Waltham Forest Council
Walthamstow Cultural Spaces	Outcome	Change in vacancy rate – visual survey/commercial provider data benchmarked against previous annual surveys	Yes	Commercial data providers	Manual and Measured Survey	Waltham Forest Council
Walthamstow Cultural Spaces	Outcome	Change in perceptions of place (business, residents and visitors)	Yes	Waltham Forest Council	Resident's survey	Waltham Forest Council
Walthamstow Cultural Spaces	Outcome	Change in business investment – bespoke primary research e.g. business impact surveys and commercial provider data	Yes	Commercial data providers	Collating commercial data	Waltham Forest Council
Walthamstow Cultural Spaces	Outcome	Change in consumer spending – benchmarked commercial provider data and GLA High Street data	Yes	Commercial data providers	Collating commercial data	Waltham Forest Council
Walthamstow Cultural Spaces	Outcome	Land value uplift – commercial provider data	No	Commercial data providers	Collating commercial data	Waltham Forest Council

