

London Borough of Waltham Forest **CAPITAL INVESTMENT STRATEGY** **2024/25–2034/35**



CONTENTS

1	Purpose of the Capital Investment Strategy – Delivering Mission Waltham Forest	3
1.1	Introduction	4
2	Strategic context and the importance of the Capital Investment Strategy	5
2.1	Delivering Mission Waltham Forest	6
2.2	Inclusive Economy and Growth Framework	10
2.3	Local government finances and our response	11
2.4	Current economic conditions and our response	11
2.5	Capital Prioritisation Framework: Ensuring we maximise value for money from our investment plans	12
2.6	The importance of the Capital Investment Strategy	13
3	Borough profile	17
3.1	About the area and key indicators	18
4	Return on Investment (ROI)	20
4.1	Total Return on Investment Framework	21
4.2	Capital portfolio outputs and social Return on Investment	22
4.3	Case studies	27
5	Portfolio delivery	29
5.1	Delivering Mission Waltham Forest and prioritising our capital investment	30
5.2	The future delivery pipeline	35
5.3	Portfolio delivery	40
5a	Schemes in delivery	44
5.4	Fellowship Square (Phase 2)	45
5.5	Coronation Square	47
5.6	Soho Theatre Walthamstow	49
5.7	Families and Homes Hub (Precision House and Sunflower House)	51
5b	Ensuring we continue to deliver affordable homes and resident priorities without putting pressure on the Council's MTFS	52
5.8	Marlowe Road Regeneration	53
5.9	Priory Court	54
5.10	Avenue Road Estate Regeneration	55
5.11	Lea Bridge Station Sites	56
5.12	Health Hubs	58
5c	Schemes meeting statutory / legal / health & safety requirements	59
5.13	Housing Assets Service	60
5.14	Low Hall Depot	62
5d	Protecting Council finances	63
5.15	Chingford Mount Crematorium	64
5e	External grants	66
5.16	Schools Capital Programme	67
5.17	Sustainable Transport Programme	69
5.18	Government-funded projects	71
5.19	Leyton Underground Station	76
5f	Strategic partnerships	77
5.20	17&Central (The Mall) and Walthamstow Central Station	78
6	Funding strategy	80
6.1	Funding the Capital Investment Portfolio	81
6.2	Developer Contributions	89
6.3	Risk management	90
7	Portfolio delivery assurance	92
7.1	Delivery Assurance Framework	93
7.2	Capital Prioritisation Framework	95
7.3	Portfolio delivery assurance and governance	95



1

PURPOSE OF THE CAPITAL INVESTMENT STRATEGY – DELIVERING MISSION WALTHAM FOREST

1.1 Introduction

Waltham Forest is a vibrant borough, rich in culture and diversity. It is recognised as one of the best places to live in the UK and for businesses to call home. In every corner of our borough, you will find thriving communities, high streets rich in culture and people coming together to make the borough better for everyone.

However, nationally and locally we recognise the challenges we all face are becoming more complex. Rising costs of day-to-day living and high mortgage rates continue to make it harder for our residents to live in good-quality, affordable homes in safe neighbourhoods. Too many of our residents still face barriers to accessing the support in their local area to help them achieve their potential.

Mission Waltham Forest, the Council's plan for a more equal borough, is now 12 months old. As an organisation we are evolving our day-to-day practice towards mission-based working. This means setting achievable targets and measurable outcomes which focus on tackling inequality, working cross-council and with our partners across public, private and community sectors and listening to our residents to tackle the issues that matter most to our communities.

Through our Capital Investment Strategy, the Council plays a leading and proactive role in implementing Mission Waltham Forest's objectives across the borough. This Capital Investment Strategy is ambitious – setting out our plans to deliver £712.04 million of investment into our communities over the next 10 years. Its plans are cross-cutting with investment in developing new affordable homes, transport infrastructure, improving council-owned homes, new health facilities, creating new and safe communities and new high-quality education facilities and improved settings from which the Council can deliver resident-focused services.

However, local government finances continue to be challenged by increasing demand for services and higher costs. This means we must prioritise our capital investment plans to ensure we protect the Council's financial position whilst continuing to deliver Mission Waltham Forest. We continue to work collaboratively with our construction partners to deliver our plans. Despite the industry being hit hard by high inflation and rising construction costs our investment plans have continued to successfully deliver during 2024/25.

Ongoing works at Coronation Square in Leyton have seen the opening of a new nursery and leisure centre in late 2024, with the public square opening in 2025. This is in addition to the completion of 67 new affordable homes at Precision House, Wood Street, and ongoing works to deliver 433 new homes at Fellowship Square, with the first residents having moved into their new homes last summer.

Furthermore, the Council has entered a strategic partnership with the Greater London Authority (GLA) with the aim of progressing strategically important estate regeneration and housing delivery sites, which have stalled due to the recent challenging economic conditions. The partnership involves the agreement in principle of up to £200 million of grant funding to kickstart the delivery of priority housing sites in the borough. This includes new affordable homes at Lea Bridge Station Sites and recommencing viability works for the regeneration of the Avenue Road estate in Leytonstone.

Over the course of this strategy, our plans will deliver substantial benefits for local people: building 3,149 new homes, of which over 60% will be affordable homes; creating 1,267 new jobs and 672 apprenticeships and work placements; alongside improving council services for residents. As we continue to transform the Council, we recognise the significant role our physical assets can play in delivering Mission Waltham Forest.

Across the Council we continue to take a strategic and proactive approach to maximise the use and value of our land and property, building an inclusive local economy where the benefits of growth enable greater economic, environmental and social inclusion to be at the heart of our investment plans.



Cllr Grace Williams
Leader of
Waltham Forest Council



Cllr Ahsan Khan
Deputy Leader and
Cabinet Member
for Housing and
Regeneration



2

STRATEGIC CONTEXT AND THE IMPORTANCE OF THE CAPITAL INVESTMENT STRATEGY

The Capital Investment Strategy is a document of strategic importance to the Council. It demonstrates that our substantial investment plans are aligned to and deliver the borough's priorities, and that they are affordable to the Council, protecting its Medium Term Financial Strategy (MTFS).

2.1 Delivering Mission Waltham Forest

Mission Waltham Forest sets out the Council's plan for a more equal borough by 2030. It is our commitment to all our residents to tackle the fundamental challenges facing them and drive the change within the Council that is needed to achieve this.

Our six Borough Missions and four Council Missions set out below are designed as challenges for ourselves as an organisation and serve as our commitments to our residents – organising council activity and galvanising us to come together and work more collaboratively.

Mission Waltham Forest is a testament to our unwavering dedication to putting residents at the heart of everything we do. It signals our relentless focus on equality and opportunity for everyone.

At the heart of Mission Waltham Forest is our vision for the borough:

“A more equal borough, where everyone can make the most of their strengths to live the life they want to lead.”



Mission Waltham Forest identifies a core set of Missions for the change we want for our communities and the change we need to make as a Council, guided by the following principles:



A more equal future

We believe inequality in all its forms holds people back from being the best they can be. We will leave no stone unturned to ensure everyone can fulfil their potential and improve our understanding of the barriers facing communities.



Community powered

We believe in the power of communities coming together to help each other. Communities will have more involvement in shaping the places they live and the services they use.



Every conversation counts

We believe building strong relationships can be life changing. We will build trust with residents by ensuring we are there at the right time when residents need us and there are no closed doors for those who need our help.



Ambitious for our residents

We believe in recognising residents for their aspirations and strengths, doing 'with' not 'to' them. We will help people to help themselves and each other, working alongside them to build their resilience and live the life they want to lead.



Strong and honest partnerships that last

We believe in making a real and lasting difference by working as one with our partners. We will tackle the root causes of issues and take a longer-term, joined-up approach to supporting communities.

**OUR
MISSION
WALTHAM
FOREST**

To deliver our vision for Waltham, 6 **Borough Missions** and 4 **Council Missions** are embedded in the foundations of everything we do.

BOROUGH MISSIONS

Our **Borough Missions** focus on the issues that matter most to our residents and set out how we will respond to these. They will help us to create a more equal future for Waltham Forest in 2030.



Ensure every family and every child are given every opportunity

We will ensure every family and every child can access the services and support they need so all children can thrive.



Build an economy that works for everyone

We will shape a more inclusive local economy that attracts businesses and talent while unlocking opportunities for residents.



Make Waltham Forest a great place to live and age well

We will ensure all residents can make the most of their strengths and live healthier, longer, and more independent lives.



Tackle the housing crisis head on

We will deliver a new generation of homes that are affordable to buy and affordable to live in.



Lead the way for a net-zero borough

We will tackle the Climate Emergency head on, paving the way for net zero in Waltham Forest.



Safe, green neighbourhoods where everyone can thrive

We will ensure every resident feels safe in their homes and neighbourhoods and feels included and welcome.

COUNCIL MISSIONS

Our **Council Missions** set out how we must transform the way we work with residents and one another in order to deliver our Borough Missions and our vision of a changed borough. Our Council Missions do not mean business as usual. They will help us become an organisation that is more resilient, dynamic, and capable of adapting to the ever-evolving needs of our communities.



A focus on services designed around residents

We will constantly work to improve the design and quality of Council services and push ourselves to provide experiences and services residents deserve.



A preventative approach for stronger communities

We will have a joined-up approach to prevention, offering support in the right place, at the right time, in the right ways.



An inclusive workforce that reflects our community

We will build a culture of inclusion by closing pay gaps; our workforce will be as diverse as our community at every level.



A firm financial footing

We will achieve financial security by balancing the books and adopting a well-managed, sustainable approach to investment.

In early 2024 the Council established its Corporate Transformation Programme. The programme's objective is to deliver both the organisational culture change and delivery focus for the Council to deliver its Borough Missions. The programme comprises ten transformation areas grouped under four portfolios:

- **Council Enabler**
- **Prevention**
- **Creating Great Places**
- **Care & Support**

Delivery assurance is provided by senior officers via the Council Modernisation and Transformation Board (CMTB) who report progress to elected members on a regular basis.

As an organisation we are evolving our day-to-day practice towards mission-based working. This means setting achievable targets and measurable outcomes which focus on tackling inequality, working cross-council and with our partners across public, private and community sectors and listening to our residents, and reflecting on progress together so we learn and improve.

An example of this has been our approach to tackling drugs in Leyton, where communities were experiencing increases in drug-dealing and drug use, which was driving violence and acquisitive crime. To tackle all aspects of this problem from crime to public health, we developed a coordinated response towards the goal of tackling harms caused by drugs in the area.

It started with a pilot project to test new ways of working and information sharing towards this goal across the Council, Police and other partners. The approach included fortnightly problem-solving meetings for all partners, focusing on the top five harm activities, locations and properties, with actions and tasks logged in a tracker to allow all partners to stay aligned.

The impact of this approach was a 31% reduction in both drug-related reports and anti-social behaviour (ASB) from March–May 2024 compared to the same period the previous year.

For the Council, mission-based working is already providing a different way to tackle challenges together and make a real difference to the lives of our residents.



2.2 Inclusive Economy and Growth Framework

Building an economy that works for everyone is a fundamental pillar of Mission Waltham Forest. To underpin the delivery of this Borough Mission the Council has developed an Inclusive Economy and Growth Framework, which aims to create a fairer and more equal borough by delivering place-based inclusive growth and affordable housing, boosting productivity to attract jobs and sectors of the future and improve the quality of existing opportunities in the foundational economy¹.

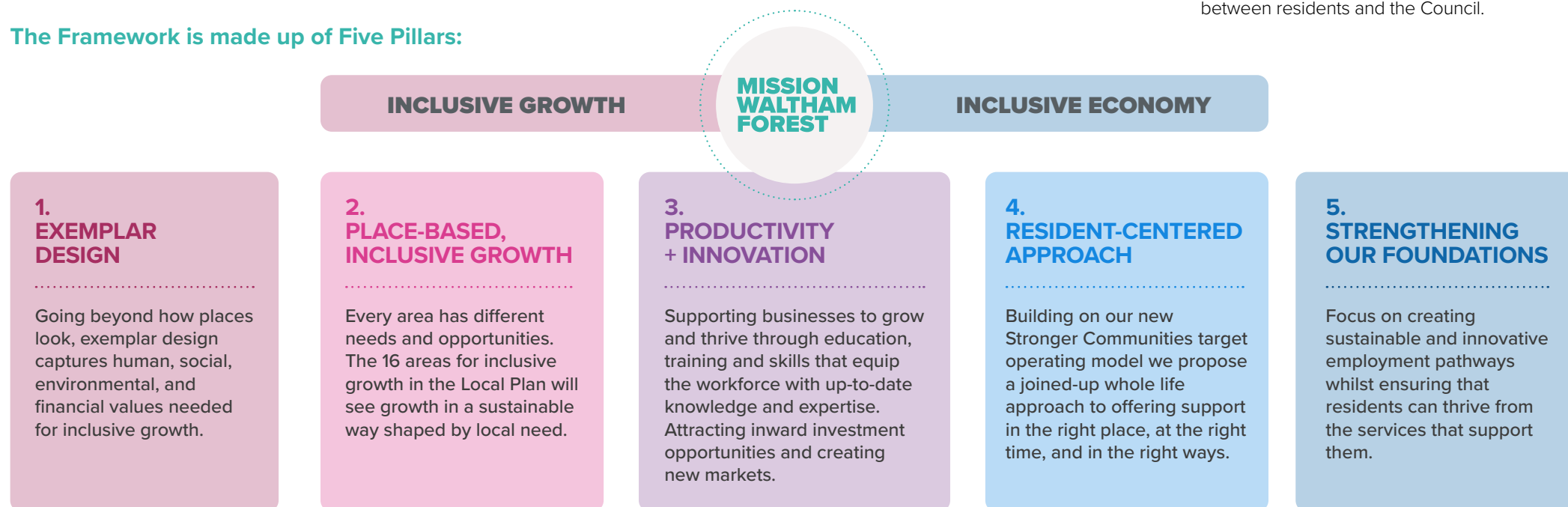
Inclusive Growth in the new Local Plan significantly evolves the council's approach to development that reduces inequalities, delivers benefits, and improves life chances for all communities across the borough.

By addressing inequality through the process of growth itself, we can deliver stronger economies that more people have a stake in. To realise inclusive growth, we need not just development, but growth that is designed to generate greater economic, environmental, and social inclusion. Inclusive economy and growth's success therefore relies on reducing inequalities of income and wealth across our borough.

Given the realities of inequality in Waltham Forest, and the forces that drive them, this will also rely on an approach that understands different groups of people's distinct experiences and the particular systems that perpetuate the inequality they face.

We have combined these principles to build a new framework to narrow inequalities, combat the negative perceptions of growth and change, and to rebuild the social contract between residents and the Council.

The Framework is made up of Five Pillars:



The framework will be delivered by linking people to place and focusing on ensuring opportunities from the 16 Inclusive Growth Areas are targeted towards the key cohorts in the surrounding community. To do this we will use all the levers that the Council has such as development sites, property and assets, skills employment and training, procurement and social value, our partnerships and critically, our capital investment.

¹ The foundational economy consists of basic services and products that keep residents safe, sound, and civilised, such as care and health services, food, housing, energy, construction and retailers on the high street

2.3 Local government finances and our response

Local government finances are currently under significant pressure due to a combination of rising demand for statutory services, higher costs, insufficient government funding and growing regulation, which has led to further costs for councils.

Over the past four years, demand and costs have outpaced general inflation. Spending on children's and adult's social care, Special Educational Needs and Disability (SEND), providing temporary accommodation and maintaining an ageing housing stock has created significant challenges to the financial resilience of all local authorities in London.

Waltham Forest is no exception to the crisis in local government finances. Since 2023/24, the average cost of adult social care support packages has increased by 10%, the average cost of children's social care placements by 8% and the number of children subject to Education, Health and Care Plans (EHP) by 14%. Across London, temporary accommodation (TA) placements have increased by 10% over the same period, with 1,400 Waltham Forest households currently living in TA. This has led to a potential funding gap of over £20m over the three-year period from 2025/26 to 2027/28.

While the Government has committed further financial support to the sector through the Autumn Budget 2024, our council mission of ensuring **a firm financial footing** is more important than ever as we strive to deliver our priorities and the vital work we do to improve the lives of our residents in Waltham Forest, whilst ensuring financially sustainable services. Making well-informed financial decisions and taking a long-term view of our strategic investments to prioritise those that benefit our communities and have clear outcomes is a key part of this mission.

In Waltham Forest, we're focused on delivering the best outcomes for our residents. Our transformation programme, which kicked off a year ago and comprises ten cross-cutting transformation areas, has already identified opportunities for service improvements and financial efficiencies. For example, the asset transformation workstream has identified potential sites where frontline services could be brought together to provide a better service to our residents – based on our Stronger Communities model of Welcome Hubs – and release assets for potential use as temporary accommodation for homeless households or to realise a commercial return to the council, whilst reducing the repairs and maintenance backlog.

For us, mission-based working also provides a different way to tackle challenges together and make a real difference to our residents, whilst ensuring the Council remains financially resilient.

2.4 Current economic conditions and our response

The UK construction industry continues to face significant challenges resulting from the increased cost of raw materials, energy and labour, as well as supply chain disruptions, labour shortages and fluctuating economic conditions over the past few years. In the 12 months to September 2024, over 4,200 construction firms became insolvent, which highlights the ongoing challenges faced by the industry.

High wage inflation, particularly for skilled trades such as plumbers and electricians (up 7% in 2024), and the increase in Employer's National Insurance contributions from April 2025 is likely to put further pressure on contractors in the short term. This is expected to cause building tender prices to rise 3–3.5% in each of the next two years.



The Council's Capital Investment Portfolio includes several significant residential-led projects, which are highly susceptible to these pressures facing the construction industry and are further impacted by recent high borrowing costs, slower sales of new homes and increased regulatory requirements. Whilst robust cross-cutting portfolio risk management and well-managed project delivery has helped assure project delivery costs over the past 12 months, developments in the borough are still facing the same challenges.

However, the outlook is slightly improving. The UK economy is expected to expand in 2025, with some predicting 7% growth in the new build residential sector². As such, the Council remains committed to developing its pipeline of capital investment schemes to ensure readiness for improved market conditions and to support the MTFs. In the meantime, the risk of higher construction costs and increased borrowing costs placing more pressure on both General Fund (GF) and Housing Revenue Account (HRA) finances continues to be proactively and robustly monitored and managed.

Section 7 of this document sets out the actions taken by the Council to pro-actively manage economic conditions at project, programme and portfolio levels.

² PwC Construction & Housebuilding Outlook - H2 2024

2.5

Capital Prioritisation Framework: Ensuring we maximise value for money from our investment plans

A key measure the Council is taking to achieve our mission of ensuring **a firm financial footing** is by continuing to use the Capital Prioritisation Framework adopted in February 2024 to guide strategic decision-making around our current and future capital investment.

The focus remains on completion of major capital schemes in delivery phases, many of which are transformational for the borough and will help us achieve our Borough Missions.

The prioritisation framework helps ensure that new investments are focused on delivering key resident priorities, and that business cases are developed which support sound financial management of both the GF and HRA.



The prioritisation framework includes a set of indicators, with schemes having to meet one or more of these indicators to be prioritised for capital investment:

Capital schemes that are in construction phases and/or which the Council is contractually obliged to deliver.



Delivery of new affordable housing and our residents' priorities, where they are deliverable within the financial affordability parameters of the Council. Viability assessments are considered on a scheme-by-scheme basis and consider capacity for additional investment within both the GF and HRA.



Initiatives which ensure the Council meets its legal and statutory health and safety obligations (e.g. Decent Homes standards and Building Safety Act 2022 requirements), or small-scale infrastructure requirements that are essential to delivering council services, such as ICT service upgrades.



For any new investment not meeting the previous criteria, that it:

Protects the Medium Term Financial Strategy (MTFS), based on the principle that all investment decisions should deliver a positive financial return or have a positive impact by alleviating the Council's current or future financial pressures.



Is fully or majority funded by external grants and other funding sources, on the basis that it therefore does not impact the MTFS. This includes initiatives such as the Schools Capital Programme and other Government-funded programmes.



Section 5 of this Capital Investment Strategy has been aligned to the prioritisation framework indicators above to highlight the reasons for continued investment in each project or programme within the capital portfolio and how they deliver the ambitions of Mission Waltham Forest.

2.6 The importance of the Capital Investment Strategy

This document provides an annual appraisal of the Council's Capital Investment Portfolio, aligned to the resident and corporate priorities established within Mission Waltham Forest. It demonstrates the Capital Investment Portfolio's achievements in 2024/25, significant investment plans for future years and sets an updated multi-year budget to 2034/35.



This Capital Investment Strategy:

- Sets out how the agreed Capital Investment Portfolio is aligned with and contributes to the delivery of the Council and/or Borough Missions set out in Mission Waltham Forest. It also recognises emerging priorities and external factors which could shape future delivery plans.
- Provides an updated profile of the borough's population, housing, employment, and other features which shape our investment decisions.
- Demonstrates both the physical and social return on investment we have delivered in 2024/25 and what we aim to deliver from our capital investment longer term.
- Reports progress and successes in the delivery of the rolling investment portfolio in 2024/25 and plans for future years.
- Sets out an updated multi-year budget forecast to 2034/35, reported to Cabinet as part of the annual Budget setting process.
- Outlines the funding strategy for the Capital Investment Portfolio, presented to Cabinet as part of the Budget.
- Details the delivery assurance and prioritisation framework in place to support strategic planning and delivery of the Capital Investment Portfolio.



The Council recognises the significant contribution its Capital Investment Strategy and delivery portfolio makes to supporting inclusive growth and delivering Mission Waltham Forest.

The importance of having a meaningful and comprehensive Capital Investment Strategy is recognised in The Chartered Institute of Public Finance & Accountancy’s (CIPFA) revised Prudential Code for Capital Finance in Local Authorities (December 2021). The code strengthened the important requirement that all councils should have a Capital Investment Strategy which aligns capital delivery plans to their organisational objectives.

It also requires that the capital strategy forms part of the Council’s revenue, capital, balance sheet and medium and long-term financial planning, demonstrating an affordable and sustainable Capital Investment Portfolio, and ensuring that investments cannot be made for commercial returns.

The Council confirms in this strategy that none of its investments are solely for commercial or treasury management purposes. All planned investment decisions are made to deliver Mission Waltham Forest priorities, including service delivery, inclusive growth, tackling the climate emergency and building affordable homes.

In response to these CIPFA requirements, the Council recognises how the Capital Investment Strategy and investment portfolio contribute to delivering the organisation’s strategic objectives and outcomes set out in Mission Waltham Forest.

Furthermore, the Council understands that capital investment proposals emerge from local, regional, and national priorities, enabling Service Directorate policies and plans, which translate corporate priorities into tangible investment schemes. We also recognise that most importantly, the Council’s Capital Investment Strategy and its revenue impact form an essential element of the Council’s MTFS and long-term financial plans.

Figure 1 illustrates the integration and alignment of our Capital Investment Strategy to enable delivery of Mission Waltham Forest and the cross-council enabling policies and strategies that support its delivery.

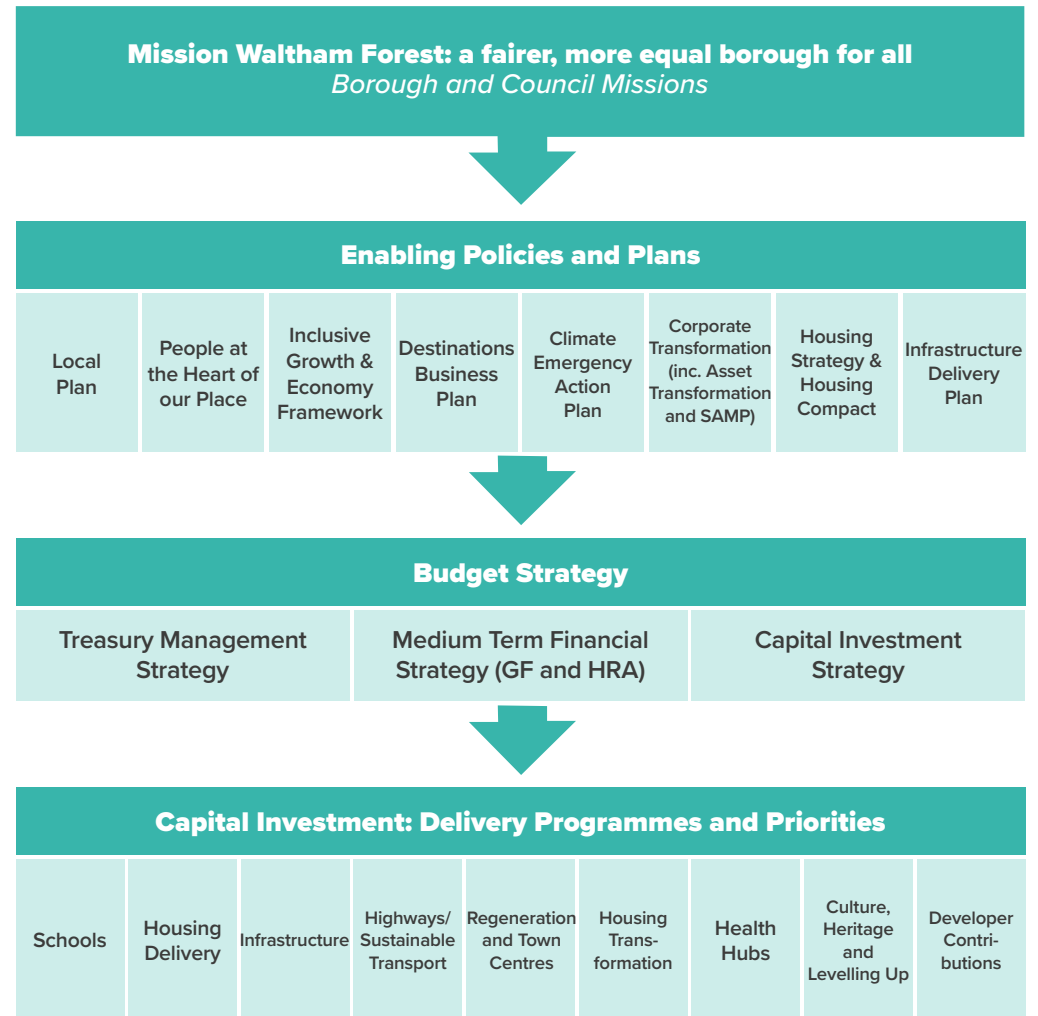


Figure 1: Flow and interdependencies between the Capital Investment Strategy and wider corporate strategies

This Capital Investment Strategy operates on a long-term, 10-year planning and delivery timeline. It is a dynamic document, which is continually reviewed to respond to new and emerging priorities, whilst providing robust delivery and financial assurance. There are several internal and external drivers that set the longer-term context for the Council's strategic capital prioritisation, resourcing, delivery, and assurance arrangements:

I. Inclusive Growth and Economy Framework:

The Council's Inclusive Growth and Economy Framework aims to create a fairer and more equal borough by ensuring growth is place-based, sustainable and reduces inequalities of income and wealth across our borough. The framework is based on the five pillars of:

- 1 Exemplar design
- 2 Place-based, inclusive growth
- 3 Productivity and innovation
- 4 Resident-centred approach
- 5 Strengthening our foundations

II. Climate Emergency: In November 2022, Cabinet endorsed the Climate Action Plan. The plan sets out the Council's vision for achieving net zero carbon emissions by 2030. The action plan sets out 20 actions across four areas, which we will take to make this happen:



Energy Efficient Buildings:

That ensure all residents can live comfortably and affordably.



A Place for People not Cars:

Where residents can travel affordably, safely, and easily using active travel, like walking and cycling, and sustainable mass transport, like bus and rail.



Consuming Less, Recycling More:

Where we produce less waste, use less plastic, and meet our needs in new collaborative ways through sharing, reusing, and repairing.



A Greener, More Resilient Borough:

That promotes nature, health and wellbeing and increases the resilience of communities to future heatwaves and floods.

The current capital programme has £3.2 million of funding allocated to deliver initiatives across the borough which support the delivery of our net zero ambitions. This funding is in addition to green investment into council homes, sustainable transport, and electric charging points. In 2024 alone, 435 new homes were built to carbon net zero standards.



III. Housing Strategy: The Council's Housing Strategy 2024-2029, which was approved by Cabinet in January 2024, sets out the overarching goal of "improved and fairer access to high-quality and genuinely affordable homes which provide a foundation for every resident to live a happy and healthy life". Beneath this goal sit four long-term outcomes the strategy aims to achieve:

1. **Homelessness and rough sleeping are prevented so that they become rare, brief, and non-recurrent.**
2. **Residents can access homes that meet their needs as their circumstances change.**
3. **Every home in the borough is healthy, safe, and affordable to heat.**
4. **Development enhances neighbourhoods and supports stronger, fairer, and safer communities.**

A series of intermediate outcomes also form part of the strategy, which is supported by further detailed strategies covering the areas of Homelessness and Rough Sleeping, Housing Compact, Private Rented Sector and Supported Housing.



IV. Community Safety: Residents consistently identify fear of crime and violence as a top concern. The Capital Investment Strategy supports community safety by developing sites which are associated with anti-social behaviour (e.g. car parks, derelict buildings); through town centre and estate regeneration; by ensuring that new developments design crime out of new buildings and public realm; and by ensuring that the benefits of growth can be invested in safety measures in and around new development.

We continue to work closely with community safety groups and the police to exploit opportunities to use our Capital Investment Strategy to design crime out of the borough, including through exemplar design, target-hardening new developments and refurbishments, securing developer contributions, and ensuring effective stewardship of new destinations and major residential developments.

V. The Local Plan: The Local Plan is the key planning document for the borough. It sets out a 15-year vision and framework that is used to shape developments and guide decisions on where, how much, and what kind of development is needed in order to deliver inclusive growth that meets the borough's needs. In Waltham Forest, the Local Plan is made up of two parts:

- **Waltham Forest Local Plan Part 1 (Strategic Policies) – LP1**

The Council adopted Local Plan Part 1 on 29 February 2024. This document sets out the spatial vision, strategic objectives and planning policy framework for inclusive growth in the borough until 2035. It includes thematic policies on topics such as housing, climate change, green and blue infrastructure and built and natural heritage.

- **Waltham Forest Local Plan Part 2 (Site Allocations) – LP2**

Part 2 of the Local Plan identifies sites where inclusive and sustainable planned growth may be delivered and sets our expectations for delivery, including quality of design. Local Plan Part 2 has been subject to several public consultations as it has progressed through the drafting process. Since adoption of Local Plan Part 1, the Council has reviewed Part 2 to ensure both parts are in full alignment and up to date. Following this review, a further round of pre-submission consultation was held between August and October 2024, ahead of planned examination and adoption.

Our Capital Investment Strategy will make a continued and direct contribution to delivering the borough's place-based, inclusive growth agenda established in the Local Plan.





3

BOROUGH PROFILE

Analysis and understanding of the current and future profile of Waltham Forest is a key driver for the Capital Investment Strategy. By responding to our borough profile and our strategic objectives, we ensure that our investment plans are placed to deliver the maximum breadth and depth of outcomes to build a strong future for our communities.

The Council recognises that the impact of current market conditions and recent high inflation have created uncertainty and the potential to result in a slowdown of the future anticipated economic and population growth for the borough. We continue to manage and adapt to the challenges caused by these external factors, recognising that the Council's capital investment decisions can act as a stimulus for local growth, the housing market and population.

3.1 About the area and key indicators

Waltham Forest is in the northeast of London, formed of a network of town centres with Leyton and Leytonstone in the south, Walthamstow in the centre and Chingford in the north. The urban south is more densely built up with higher population density, while the suburban north is less densely populated and has more green space.

The borough continues to experience increased demand on land for residential and employment uses. The Local Plan identifies 16 Strategic Locations to which inclusive and sustainable growth will be directed. There are eight neighbourhood centres (figure 2), seven district centres and Walthamstow, the borough's major centre. To the south, the borough extends to the border of Hackney, Newham, Stratford and the Queen Elizabeth Olympic Park where there are important interrelationships.

Waltham Forest provides access to the two largest green spaces in London: Walthamstow Wetlands in the Lea Valley Park and Epping Forest. Metropolitan Open Land and Metropolitan Green Belt account for 27% of the borough.

The borough's green and blue assets include the River Lea, Metropolitan Open Land in the Lee Valley, Walthamstow Wetlands (520 acres of urban wetland, opened to the public in October 2017) and reservoirs to the west, and in the north, Epping Forest and the Metropolitan Green Belt. The borough also has a network of open green spaces, including 44 parks (of which three have achieved green flag status).

Across the borough there are 117 statutory Listed Buildings, 15 Conservation Areas, 21 Archaeological Priority Areas and 171 locally listed buildings. The borough confirmed its Local Heritage List in September 2024.

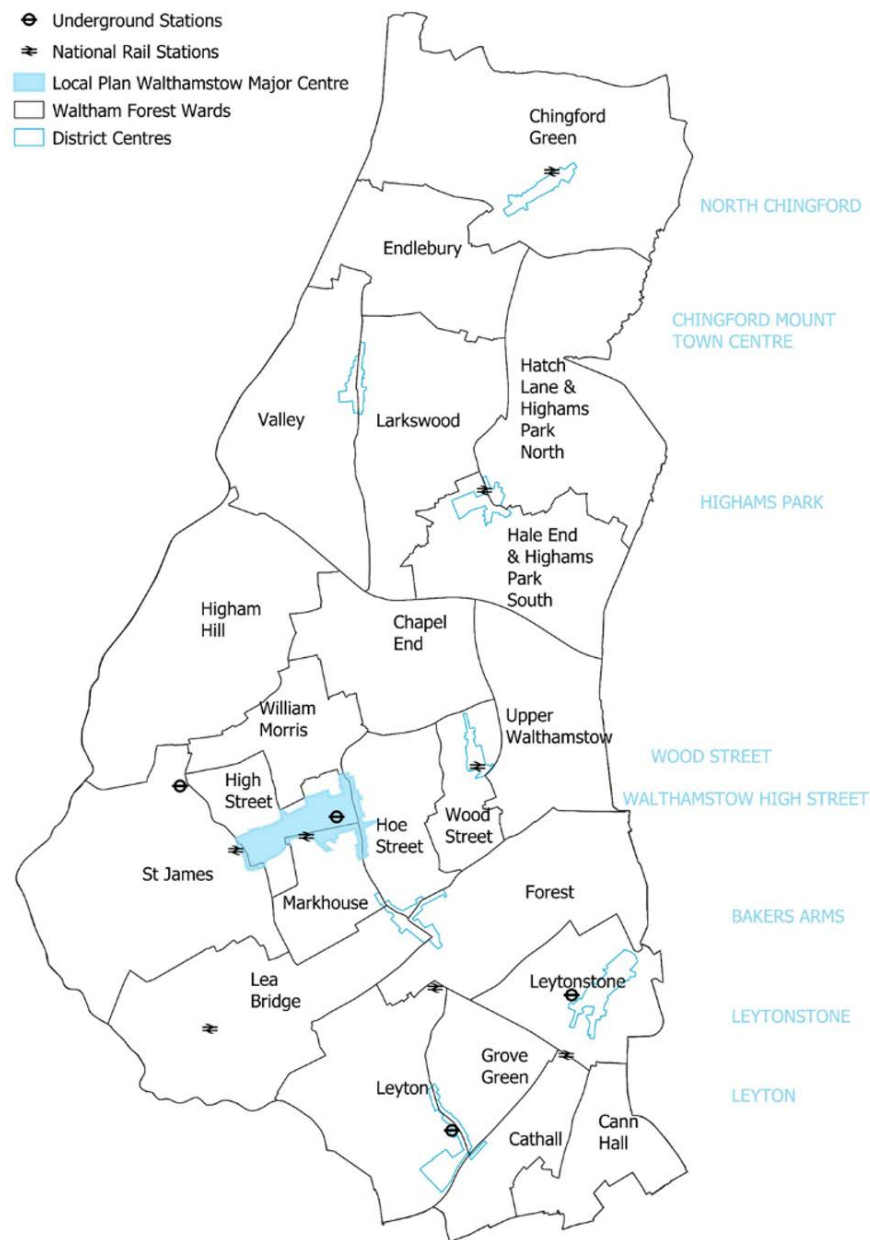


Figure 2: Map of Waltham Forest neighbourhood centres. Contains OS data
© Crown copyright and database right (2017) Map produced by Insight & Intelligence Team

Key borough statistics for Waltham Forest - UK Census 2021

People

Population: The 2023 mid-year population estimate for Waltham Forest is **275,980.**



Source: ONS Population Estimates Unit

The **median age** in Waltham Forest as of the 2023 mid-year estimates is **36.3** vs the median age in England of **40.4.**

Source: ONS Population Estimates Unit



Waltham Forest is ranked 18th most diverse borough in England and Wales. 47% of residents are from a minority ethnic background.

Source: ONS Census 2021 Custom Datasets

Approximately **40%** of Waltham Forest's residents were born outside of the UK. Waltham Forest is ranked 23rd in England and Wales.



Source: ONS Census 2021 Custom Datasets

Waltham Forest is the 82nd most deprived borough nationally based on the Ministry of Housing, Communities and Local Government (MHCLG) Indices of Multiple Deprivation – Overall district rank (from 2017 to 2019) for England & All English authorities.

Source: MHCLG

Housing

The number of households in Waltham Forest is **102,900** in 2021.



Source: ONS Census 2021 Custom Datasets

The **average house price** for all property types in the borough was **£507,244** in September 2024. This is an increase of 49% over 10 years and an increase of 1% (£5,569) since August 2023.



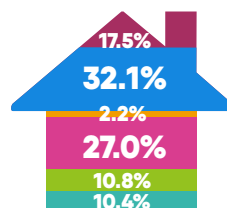
Source: (landregistry.data.gov.uk)



As of mid-2023, Waltham Forest is the **15th most densely populated of London's 33 local authority areas.**

Source: ONS Population Estimates Unit

Housing tenure



- Owned: Owns outright
- Owned: Owns with a mortgage or loan or shared ownership
- Private rented: Other private rented or lives rent free
- Private rented: Private landlord or letting agency
- Social rented: Rents from housing association
- Social rented: Rents from council / local authority

Source: ONS Census 2021 Custom Datasets

Business and Employment

The number of businesses in Waltham Forest is **12,015** as of 2024, down 938 from 12,953 in March 2023.



Source: Inter Departmental Business Register (ONS)

The largest industry group in the borough is **administrative and support activities** (27.2%), followed by human health and social work activities (13%), and wholesale and retail (12%).

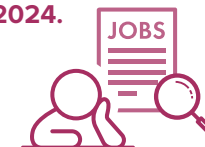


94.3% of businesses in the borough are **micro-businesses** with **less than 10 people.**

Unemployment

There are **13,980** people claiming unemployment benefits

in Waltham Forest, which constitutes 7.2% of the working age population (residents aged 16-64) as of October 2024. This has increased by 2,115 people since December 2023 (18% increase).



Source: ONS Claimant count by sex and age



4

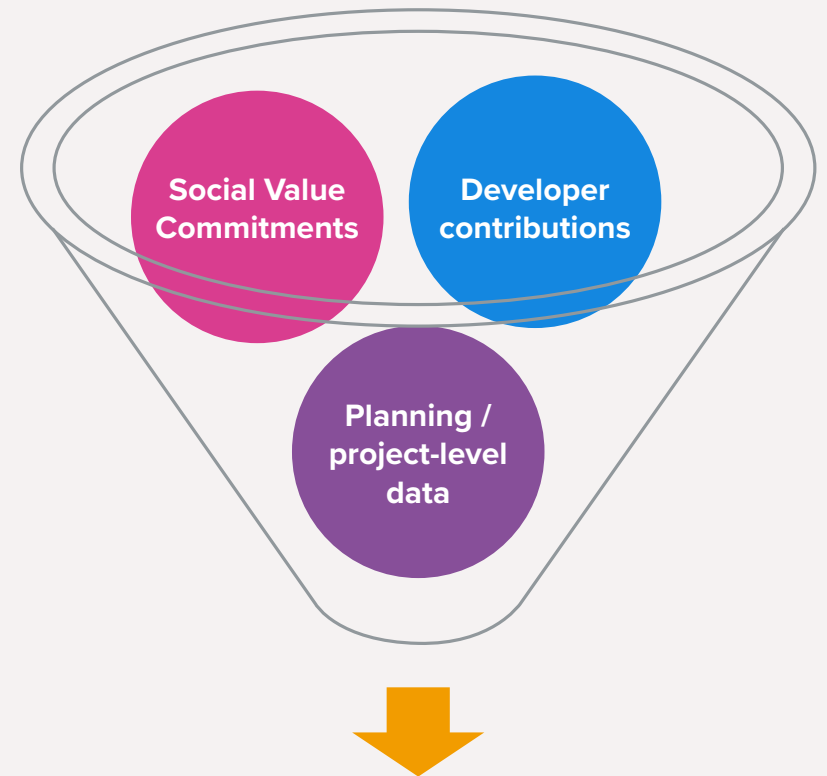
RETURN ON INVESTMENT

4.1 Total Return on Investment

To demonstrate the wider impact of the Council's capital investment programmes, we have developed a Total Return on Investment Framework, building on the Council's Social Value Policy. This policy sets out how the Council maximises added value for money through its purchasing of goods and services to generate benefits *"not only to the organisation, but also to society and the economy, whilst minimising damage to the environment."*

All of our priority impact measures are regularly monitored across the Capital Investment Portfolio by collating project-level data on the physical benefits that will be delivered, together with information from the Council's suppliers recorded on the Social Value Portal and monitoring information on Developer Contributions agreed through the Planning process (i.e. via Section 106 agreements).

The Council is working closely with our current development partners and contractors to develop innovative solutions to maximising Social Value delivery through our investment programmes. We've also worked hard to enhance how we maximise the use of Developer Contributions over recent years, ensuring that benefits are retained locally and that residents are at the heart of decisions around how they are used.



Total Return on Investment

Figure 3: Data captured through Capital Investment Portfolio monitoring to provide Total ROI outputs/outcomes

Key to our capital investment programme is the Return on Investment our projects achieve for the communities of Waltham Forest in terms of social, economic and environmental outcomes.

As established in Mission Waltham Forest, we want to create a fairer and more equal borough – a place of opportunity where everyone can realise their ambitions and live the life they want to lead. Maximising the return from every pound spent through the Council's investment programmes supports the delivery of Mission Waltham: delivering not only high-quality new buildings and community infrastructure in safe, green neighbourhoods, but also ensuring that as many benefits as possible are generated for our residents, businesses and places.

This means more affordable and high-quality homes, access to quality learning, skills development and employment opportunities within the borough and beyond, supporting a thriving local economy and making sustainable improvements to tackle the Climate Emergency, such as increasing green cover, expanding our Electric Vehicle (EV) charging network and more.

4.2 Capital portfolio outputs and social Return on Investment

How the capital portfolio has supported the delivery of Mission Waltham Forest in 2024/25

- New High Needs Centre and Family Resilience Centre, North Birkbeck Road works completed
- New two-storey teaching block and rooftop play at Willowfield School, Walthamstow completed
- New nurseries opened at Coronation Square, Leyton and Juniper House, Walthamstow

Ensure every family and every child are given every opportunity



Build an economy that works for everyone



- 182 local construction and supply chain jobs for residents
- 7 apprenticeships
- 8 work placements
- 65 sqm of commercial space created

Make Waltham Forest a great place to live and age well



- New sports centre opened at Coronation Square, Leyton
- Signal Walk, Walthamstow play area completed with new play equipment and seating
- 6,890 sqm of community/cultural space created

Safe, green neighbourhoods where everyone can thrive



- Murals at Hoe Street and Chingford Mount completed, celebrating the past and present of the local area
- Cairo Place, Walthamstow public realm works
- Further investment into CCTV across the borough
- Fillebrook Planter public realm improvements, including SUDs

Tackle the housing crisis head on



- 435 new homes built, including 267 new affordable homes

Lead the way for a net-zero borough



- 18 new trees planted
- 148 new cycle storage spaces
- 70 new EV charging points
- 2 new School Street schemes at Eden Girls School and Walthamstow School for Girls
- 3 new pedestrian and cycle crossings completed on High Road Leyton and Church Hill Walthamstow
- 100 new solar electricity panels
- 4 new green spaces created across the borough

Capital Portfolio outputs and social Return on Investment

As part of the Total Return on Investment Framework, the Council has developed priority impact measures to assess outputs and Return on Investment from its capital portfolio.

This includes:



Delivery of high-quality homes (including social rented and affordable homes)



New community and cultural spaces



New commercial space (that can support local businesses and the creation of long-term local jobs)



Employment opportunities for local people, such as temporary construction jobs, apprenticeships, work experience placements



Environmental impact measures supporting the Council's Climate Action Plan, which sets out how the Council is tackling the Climate Emergency including more energy efficient buildings and urban greening, green transport infrastructure and supporting building a greener more resilient borough.

Delivered Return on Investment in 2024/25

New homes



435 new homes were delivered this year, of which:



238 are shared ownership



29 are for social rent

Employment opportunities



197 employment outcomes delivered this year, including:



182 local construction and supply chain jobs



8 local work placements



7 apprenticeships

Environmental outcomes

In 2024/25, we have delivered the following environmental outcomes:



18 additional trees planted across the borough via Council capital schemes



2 kilometres of segregated safe and green cycle lanes provided across the borough



148 new cycle storage spaces installed across the borough



2 new developments completed that are boiler free



4 new green spaces created across the borough



70 electric vehicle charging sockets



2 new school street zones, supporting pupils to travel to schools safely and sustainably



100 new solar electricity panels installed

Floor space

This year, we have delivered:



6,890 sqm community and cultural floor space at Coronation Square



65 sqm commercial floor space at Families and Homes Hub

Total delivered Return on Investment to date (2021/22–2024/25)

The Council established its Return on Investment Framework in 2021/22. Since then, council capital investment has delivered:

New homes



1,595 new homes delivered since 2021, of which:



505 are shared ownership



351 are social rented homes



117 are affordable rent, providing residents with a greater choice of local quality affordable housing

Employment opportunities



1,140 employment opportunities delivered since 2021, including:



863 local construction and supply chain jobs



160 work placements



117 apprenticeships

Environmental outcomes



1,913 additional trees planted across the borough from Council capital schemes



57 km of segregated safe and green cycle lanes



2,246 additional bike hangar spaces



25 new green spaces created across the borough



1,073 electric vehicle charging sockets



24 School Street zones, supporting pupils to travel to schools safely and sustainably



100 solar electricity panels

Floor space

The total quantity of new community, cultural or commercial floor space delivered since 2021 to date is **11,095 sqm**, consisting of:



9,007 sqm of new community and cultural floor space



2,088 sqm of new commercial floor space to support businesses and create new, long-term local employment opportunities

Social Value



c£45m social and economic value achieved across the Capital Portfolio

4.3 Total Forecast Return on Investment up to 2034/35

Homes

 **3,149**
new homes

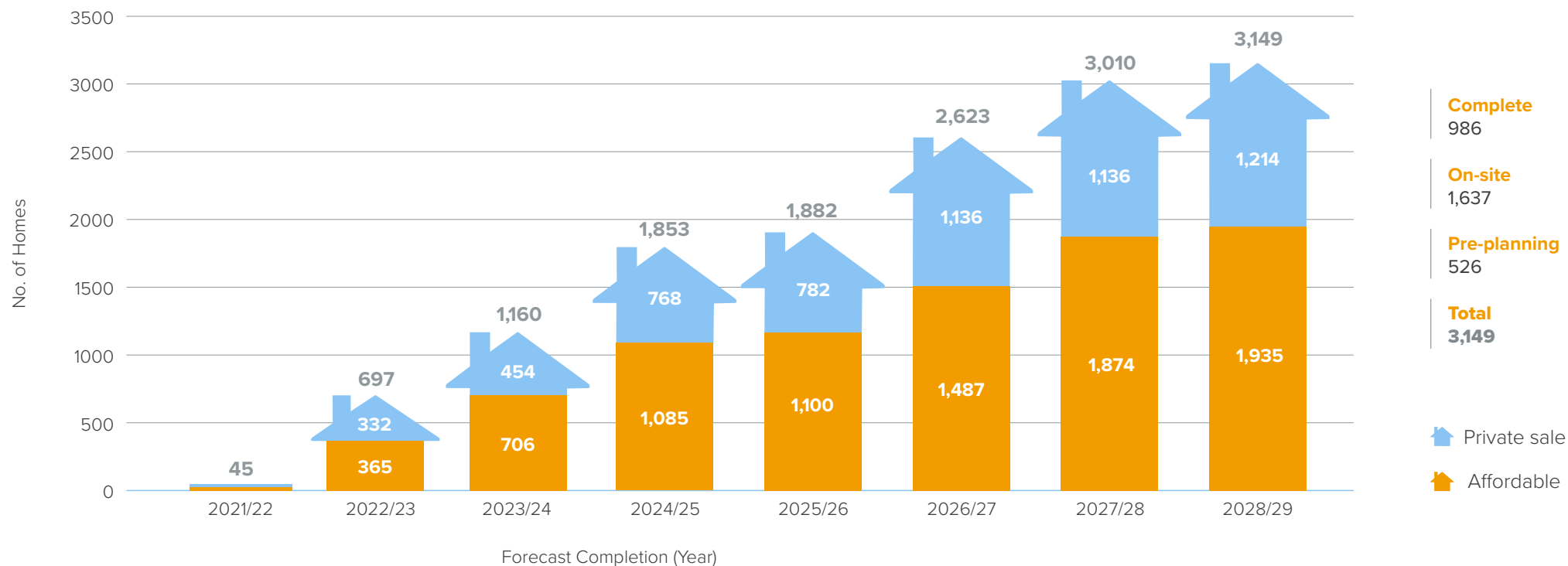
The Council is forecast to deliver a total of **3,149 new homes** through direct council investment (including grants) and use of surplus council land, of which **1,935 will be affordable homes** (611 social rent, 527 affordable rent and 797 shared ownership). The delivery of these homes is expected to be completed by 2028/29.

611
social
rent 

527
affordable
rent 

797
shared
ownership 

Cumulative Housing Forecast



4.3

Total Forecast Return on Investment up to 2034/35

New homes



1,935 new homes forecast up to 2034/35, of which:



797 shared ownership



611 social rented homes



527 affordable rent

Employment opportunities

Employment opportunities forecast up to 2034/35:



1,267 local construction and supply chain jobs (full-time equivalent)



357 local work placements



315 local apprenticeships

Environmental outcomes

Environmental outcomes forecast up to 2034/35, with a total of:



3,105 new trees to be planted across the borough



57 kms of new cycle paths to be delivered



6,190 new cycle storage spaces to be installed



11 of our new developments will be boiler free



50 new green spaces will be delivered across the borough



2,694 new EV charging points will be installed



26 new school street schemes will be created



100 solar electricity panels will be delivered

Floor space

Total non-residential floorspace, green space and public realm forecast to be delivered by 2034/35 is 47,692 sqm, consisting of:



19,298 sqm of community/cultural floorspace



12,935 sqm of commercial floorspace



1,189 sqm of green space



14,270 sqm of public realm

Social Value



c£57.5m social and economic value committed to be delivered by our delivery partners on our capital projects

4.4 Case studies

Coronation Square

A young family settle into life in new Coronation Square community in Leyton

Housing



After renting in central London, Briar and husband Richard, both 34, were looking for more space for their growing family. They wanted to stay in London whilst giving their two-year-old daughter Matilda the chance to grow up in a more open and green environment.

When they looked around Coronation Square, they knew that they had found just that - and so much more.

Briar said: *“It really does feel like everything you could need as a young family is at your fingertips at Coronation Square. Everything is either right on your doorstep, or really close by.”*

Homes at Coronation Square are surrounded by green space, including large open gardens with lawns, productive gardens and places to play, creating a peaceful and natural environment within the city of London. The development is opposite Leyton’s Coronation Gardens, and not far from Hackney Marshes for further connections with nature.

Briar said: *“Coronation Square feels really family-friendly and there is plenty of green space for Matilda to explore and run around. With lots of families like ours moving in, we’re building great relationships with other residents, and with the onsite nursery and park across the road, we’re looking forward to getting to know even more of our neighbours.”*



“The Score Centre and market square will bring great energy to the development - they were both big factors in our decision to buy at Coronation Square so we’re counting the days to see them open and buzzing with people.”

“It’s also in a fantastic location, close to the Central underground line which allows both me and my husband to commute easily into central London for work.”

Briar and Richard knew before they started looking that they wanted a new-build home. Briar said: *“Neither of us are very DIY-minded, so we knew from the start of our home-buying journey that we wanted a new-build home where everything is already done and we could start our lives here straightaway.”*

4.4 Case studies

Capital Delivery Team



Creating inclusive school environments to support every child



Whitehall Primary School

The Council's Capital Delivery Team was commissioned to consider accessibility works at Whitehall Primary School. The school was built at a time when there was a focus on smaller classroom spaces and large adjoining shared spaces, which created challenges for several pupils with severely restricted mobility who remain in mainstream classrooms with their peers.

The Council does not receive specific funding to address suitability-based issues but recognising the challenges for these pupils associated with smaller teaching spaces, we enlarged four classrooms across the school in both Key Stages 1 and 2. Combined with reasonable adjustments, this has ensured that these pupils have been able to remain in mainstream classes with their peers.

Jenny Hammond Primary School

Similarly, the Capital Delivery Team was also commissioned to consider accessibility works at Jenny Hammond Primary School.

The school is very inclusive but did not have a lift to the upper floor of the existing Victorian building, which meant that pupils with accessibility needs could not access these areas. A new platform lift was installed and the school contributed towards the project to adapt some existing accommodation into an accessible WC on the same level.



5

PORTFOLIO DELIVERY

5.1 Delivering MISSION WALTHAM FOREST and Prioritising our Capital Investment

The multi-year Capital Investment Portfolio set out within this Capital investment Strategy and forming part of the council's overall Budget for 2024/25, totals £712.04 million over the next 10 years (2024/25–2034/35). The priority for the Capital Investment Strategy is to deliver the Council's political and strategic priorities established in Mission Waltham Forest.

In February 2024, the Council implemented a Capital Prioritisation Framework to ensure we maximise the value of the investment we make for our residents, whilst also ensuring sound decision-making to support the financial sustainability of the Council. Figures 4 and 5 align our multi-year financial investment to the indicators established in the Prioritisation Framework set out in section 2.4 of this document:

- **Theme 1: Continued investment in the delivery of capital schemes that are in construction phases.**
- **Theme 2: Delivery of new affordable housing (including strategic acquisitions of affordable homes) and our residents' priorities, where they are deliverable within the financial affordability parameters of the Council.**
- **Theme 3: Investment into initiatives that ensure the Council meets its legal, statutory and health and safety obligations.**
- **Theme 4: For any new investment not meeting the above criteria, that it protects the MTFS.**
- **Theme 5: Continuity of projects and programmes which are fully, or majority funded, by external grants and other funding sources.**

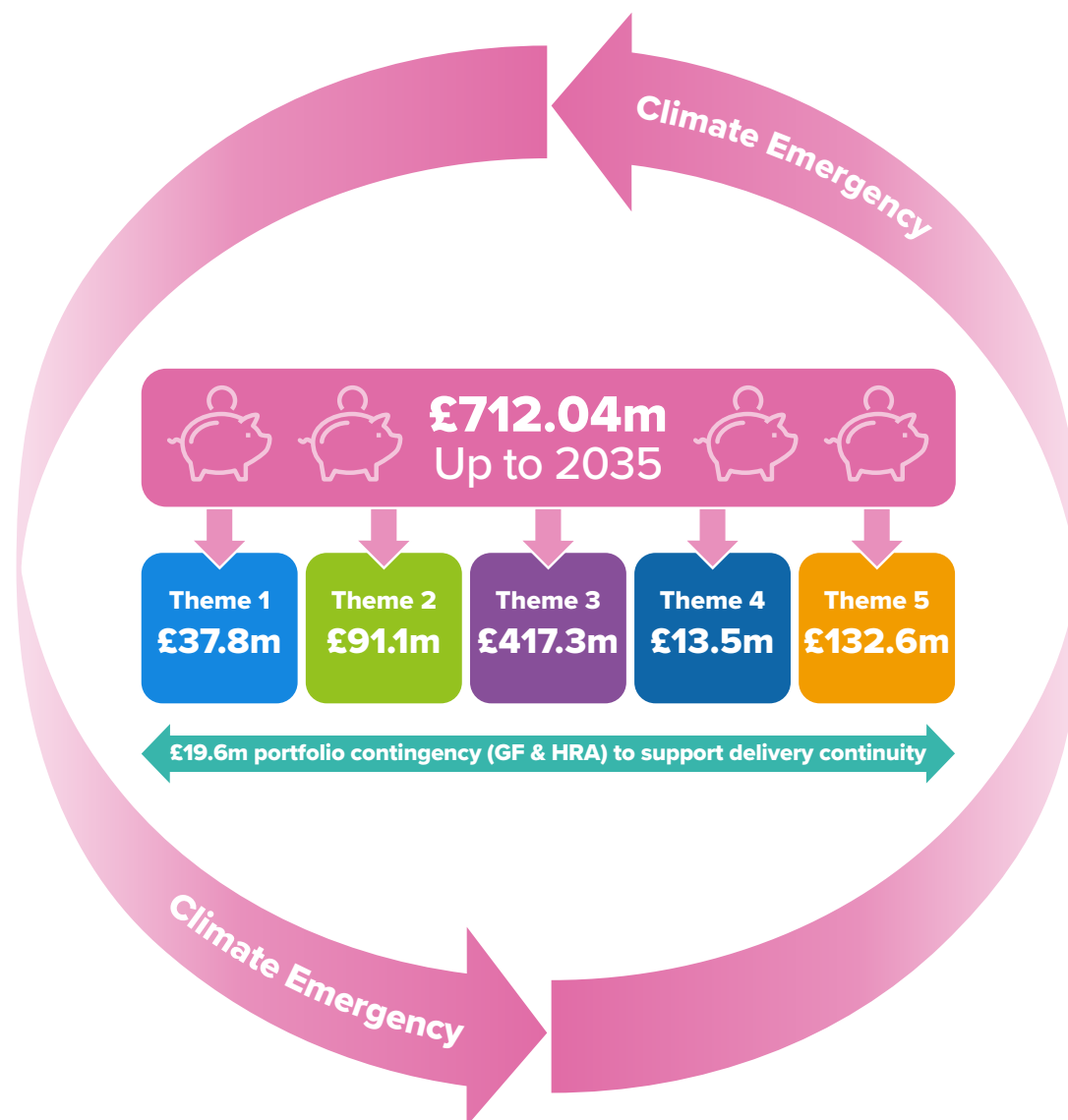


Figure 4: Infographic of the Council's overall Budget over the next 10 years (2024/25 - 2034/35), excluding appropriations from the GF to the HRA of £63.4m.

THEME	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000	2031/32 £000	2032/33 £000	2033/34 £000	2034/35 £000	TOTAL £000
1. On site / in contract	21,312	16,156	53	290	0	0	0	0	0	0	0	37,812
2. Deliver affordable housing / residents' priorities without putting pressure on MTFS	64,316	42,378	45,967	754	1,088	0	0	0	0	0	0	154,503
3. Statutory / legal / health & safety / essential infrastructure	55,868	38,286	32,902	33,866	34,528	35,203	35,892	36,595	37,311	38,042	38,788	417,280
4. MTFS: positive financial return / alleviating pressure	897	12,323	300	0	0	0	0	0	0	0	0	13,519
5. Externally funded	28,949	47,594	33,864	21,732	445	0	0	0	0	0	0	132,584

Feasibility works	194	0	0	0	0	0	0	0	0	0	0	194
Contingency (GF & HRA)	1,297	8,772	5,500	500	500	500	500	500	500	500	500	19,569
TOTAL	172,832	165,508	118,586	57,143	36,561	35,703	36,392	37,095	37,811	38,542	39,288	775,461
Adjustment - Sales from GF to HRA	(24,165)	0	(39,261)	0	0	0	0	0	0	0	0	(63,426)
CAPITAL PROGRAMME EXCL. SALES FROM GF TO HRA	148,667	165,508	79,325	57,142	36,561	35,703	36,392	37,095	37,811	38,542	39,288	712,035

Table 5: Capital Budget to 2034/35 by Capital Prioritisation indicators

The Capital Prioritisation Framework has been designed to ensure that all of the Council's £712.04 million capital investment up to 2034/35 helps to deliver Mission Waltham Forest. We also leverage our investment to create wider social value, including by creating employment opportunities for local people, establishing community investment funds and more.

To support the Council's cross-cutting response to tackling the Climate Emergency, a specific fund was established to support the development of innovative projects to respond to this priority, with £2.8 million of this fund remaining in the current capital programme. In addition, over the next 10 years a significant portion of the total HRA planned investment will support the decarbonisation and energy efficiency of our housing stock through installation of green technologies, such as air source heat pumps and energy efficiency improvements, recognising that housing is considered to be responsible for 46% of the borough's overall CO² emissions.

Over the course of the strategy £19.5 million (£13.8 million GF and £5.6 million HRA) is held as contingency as part of a robust risk management and assurance strategy to support delivery of our capital investment plans. Contingency funding is prioritised for schemes in construction phases, which are susceptible to the impact of rising inflation during construction delivery, as well as essential investment into our existing council-owned estate. This funding will only be drawn down if essential.

Table 6 sets out the annual investment sponsored by each of the Council's Directorates and Service Areas, demonstrating where organisational accountability for delivering our Capital Investment Strategy is located across the Council. Services within the Place Directorate are responsible for delivering 92% of the total £712.04 million of planned investment.

Investment through the HRA to maintain council-owned homes and estates makes up £410.8 million (58%) of the overall Capital Programme. A further £99.5 million – £41.7 million HRA (excluding appropriations to the GF) and £57.8 million GF – of our total investment is into the delivery of affordable homes, £47.2 million GF (7%) for regeneration activities, £52.7 million GF (8%) into schools and £79.1 million GF invested into infrastructure, highways, parks and council service improvements.

The rolling nature of our Capital Investment Portfolio provides the Council with the opportunity to consider new and additional investment into programmes and projects which deliver our organisational and political objectives. As such, the exact mixture and breakdown of funding is continually reviewed to optimise the investment.

Additionally, new investments are expected to support our response to emerging priorities. Through this Capital Investment Strategy and its multi-year budget, the Council confirms that 100% of its current and future investment plans relates to the Council's service delivery requirements, which include regeneration and housing delivery activity. It confirms that there are no plans to make investments solely for financial return.



Capital Programme

DIRECTORATE	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000	2031/32 £000	2032/33 £000	2033/34 £000	2034/35 £000	TOTAL £000
STRONGER COMMUNITIES												
ICT	437	153	0	0	0	0	0	0	0	0	0	590
DESTINATIONS AND CULTURE	323	393	0	0	0	0	0	0	0	0	0	716
EARLY HELP AND PREVENTION	50	10	0	0	0	0	0	0	0	0	0	60
LIBRARIES AND REGISTRARS	251	0	0	0	0	0	0	0	0	0	0	251
sub-total	1,061	557	0	0	0	0	0	0	0	0	0	1,617
ADULT SERVICES												
CARE HOMES	150	0	0	0	0	0	0	0	0	0	0	150
DISABLED FACILITIES GRANT	2,426	1,605	0	0	0	0	0	0	0	0	0	4,031
sub-total	2,576	1,605	0	0	0	0	0	0	0	0	0	4,181
RESOURCES												
GOVERNANCE AND LAW	31	0	0	0	0	0	0	0	0	0	0	31
sub-total	31	0	0	0	0	0	0	0	0	0	0	31
CHILDREN'S SERVICES												
TRADED SERVICES	289	578	96	0	0	0	0	0	0	0	0	964
sub-total	289	578	96	0	0	0	0	0	0	0	0	964
NEIGHBOURHOODS AND ENVIRONMENT												
CLIMATE EMERGENCY	64	787	787	787	394	0	0	0	0	0	0	2,819
COMMUNITY SAFETY	617	0	0	0	0	0	0	0	0	0	0	617
NEIGHBOURHOODS SERVICE	7,424	13,051	9,140	2,996	52	0	0	0	0	0	0	32,663
sub-total	8,105	13,838	9,927	3,783	445	0	0	0	0	0	0	36,099

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DIRECTORATE	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000	2031/32 £000	2032/33 £000	2033/34 £000	2034/35 £000	TOTAL £000
PLACE												
REGENERATION, PLANNING AND DELIVERY	10,744	28,059	8,419	0	0	0	0	0	0	0	0	47,222
PROPERTY AND DELIVERY	26,059	24,261	403	362	0	0	0	0	0	0	0	51,085
SCHOOLS PROGRAMME	10,038	9,193	15,471	17,949	0	0	0	0	0	0	0	52,652
HOUSING GENERAL FUND	10,621	29,254	5,858	57	463	0	0	0	0	0	0	46,253
HOUSING DELIVERY (HRA)	52,376	11,418	40,009	625	625	0	0	0	0	0	0	105,054
HOUSING OPERATIONS (HRA)	2,528	551	500	500	500	500	500	500	500	500	500	7,579
HOUSING MAJOR WORKS (HRA)	47,853	37,922	32,902	33,866	34,528	35,203	35,892	36,595	37,311	38,042	38,788	408,901
sub-total	160,220	140,658	103,563	53,359	36,116	35,703	36,392	37,095	37,811	38,542	39,288	718,746
CONTINGENCY												
CONTINGENCY (GF)	550	8,272	5,000	0	0	0	0	0	0	0	0	13,822
sub-total	550	8,272	5,000	0	0	0	0	0	0	0	0	13,822
TOTAL CAPITAL PROGRAMME	172,832	165,508	118,586	57,142	36,561	35,703	36,392	37,095	37,811	38,542	39,288	775,461
Adjustment - Sales from GF to HRA	(24,165)	0	(39,261)	0	0	0	0	0	0	0	0	(63,426)
CAPITAL PROGRAMME EXCL. SALES FROM GF TO HRA	148,667	165,508	79,325	57,142	36,561	35,703	36,392	37,095	37,811	38,542	39,288	712,035

Table 6: Capital Budget to 2034/35 by Directorate and Service Area

5.2 The Future Delivery Pipeline

The Local Plan

The Local Plan sets out the council's vision and spatial strategy for inclusive and sustainable growth in the borough to deliver the new homes, jobs and infrastructure that our communities need. It also establishes the planning policies that will be used to shape development proposals and guide decisions on where, how much, and what kind of development is granted planning permission.

The Local Plan has two parts:

- **Waltham Forest Local Plan Part 1** sets out the spatial vision and planning policies for inclusive growth in the borough between 2020 and 2035. Having been endorsed by the Planning Inspectorate through independent, public examination, the Council adopted Local Plan Part 1 on 29 February 2024.
- **Waltham Forest Local Plan Part 2 (Site Allocations)** identifies sites where inclusive and sustainable planned growth may be delivered and sets our expectations for delivery, including quality of design. The Plan went through extensive public consultation during 2022 and 2024. Local Plan Part 2 was submitted to the Planning Inspectorate at the end of 2024 for independent, public examination in 2025.



Infrastructure Delivery Plan

The Infrastructure Delivery Plan (IDP) is an essential document supporting the Borough's new Local Plan to ensure that the infrastructure needed to support inclusive growth is delivered in the right places, at the right time, in a coordinated way. A comprehensive review of the 2020 IDP was conducted in 2024 in full consultation and collaboration with infrastructure providers (like the NHS and TfL) and council services and was approved by Cabinet in December 2024.

The IDP uses a wide variety of data to set out what and when infrastructure is required for the future, how much is it likely to cost, how will it be funded and who is responsible for providing it. Because the borough's population and its needs are constantly changing, the IDP is a live document that will be revised as new information is received, or when new technologies and solutions become available.



Exemplar design

A priority for the Council is ensuring that the development coming forward is of the highest quality and delivers a lasting and positive legacy for our residents and communities. In order to achieve high-quality designs, buildings and places, Waltham Forest's approach to Exemplar Design considers interconnected human, social, environmental, and financial value across the whole of the development cycle to ensure inclusive growth, which results in happy and healthy lives. This principle is a key component of delivering Mission Waltham Forest and as such applied across our future capital investment plans.



Figure 7: Principles of Exemplar Design

Supplementary Planning Documents and Area Frameworks

To support the implementation of both our Local Plan and Mission Waltham Forest, the Council has developed Supplementary Planning Documents (SPDs) and Area Frameworks to provide local level context for growth and investment in the borough's key neighbourhoods. Continued engagement with residents has ensured that local priorities have fed into the development of each area plan.





Leyton Mills SPD

The Leyton Mills Supplementary Planning Document (SPD) was adopted by the Council on 9 July 2024. It was developed in collaboration with the London Legacy Development Corporation (LLDC) and provides detailed design and development guidance for the borough's largest inclusive growth area. The document sets out illustrated design requirements and detailed parameters for how the key sites could develop over the next 15 years as an inclusive, sustainable and biodiverse neighbourhood that is accessible to all. The SPD was formally consulted on before being adopted by the Council and was also adopted by the LLDC on 18 July 2024.

Leyton Mills will be an inclusive, new, mixed-use neighbourhood within the Lee Valley Opportunity Area, where residents will have the things they need to lead healthy, fulfilling lives within 15 minutes' walk, wheel or cycle of their home. The Leyton Mills SPD will ensure that the sites that make up the Leyton Mills area are developed in a co-ordinated way to achieve:

- Protected, enhanced biodiversity and new green open spaces for well-being and amenity.
- Green and blue spaces that reduce flood risk and respond to the Climate Emergency.
- Improved public transport and connectivity and safe active travel links that mean walking, cycling or wheeling is an enjoyable experience and the first choice for getting about.
- A green walking and cycling bridge connection one of the poorest areas in Waltham Forest directly into the Queen Elizabeth Olympic Park for the first time.
- A new rail station and public plaza at Ruckholt Road.
- An integrated health facility.
- High quality sustainable and affordable homes supported by the infrastructure needed for residents to lead healthy, happy, fulfilled lives.
- A strong and vibrant local economy with good jobs and cultural and community amenities.



Chingford Mount Town Centre Framework

The Chingford Mount Town Centre Framework is a 15-year vision for the area to promote regeneration and investment to ensure the long-term success of the town centre.

The Framework and resident feedback from the framework engagement provided the basis for the Council securing £8.43 million government funding in 2023 for delivering enhancements over the next two years to the public realm of Chingford Mount and Highams Park town centres, as well as parks and open space improvements to Chase Lane Park, Memorial and Rolls Parks and Chingford Rugby Club. These improvements will help boost the local economy, while improving health outcomes, community safety and cohesion.



Leytonstone Area Framework

A draft Leytonstone Town Centre Framework has been produced by the Council to help realise and guide investment and improvements in Leytonstone over the next 15 years.

The Framework is being refined to incorporate local aspirations following two rounds of engagement. Improvements in Leytonstone relate to community safety, including at Leytonstone's transport hubs, attracting increased private sector and business investment to stimulate growth of retail, cultural, and the evening offer, and optimising use of council and wider public sector assets to deliver mixed-use development, new community, cultural and commercial space.





South Leytonstone Area Framework

The South Leytonstone Area Framework aims to help create a fairer and more equal neighbourhood and realise local benefits of potential development and investment. This includes better connections to neighbouring areas and facilities, better accessibility of transport, diverse and vibrant local high street and shopping parades, improved local parks and public spaces, with a focus on making people feel safer.

The framework and associated engagement events – including the Langthorne Festival held in June 2024 – identified Langthorne Park as a focus for improvement to ensure the park is safe, supports biodiversity, and offers more community activities.



Walthamstow Cultural Quarter and Development Framework

Walthamstow is the borough’s cultural and civic heart and main town centre. In 2023 the Council secured £17.2 million Government funding to deliver a programme of investment over the next two years in Cultural Spaces, transforming the public realm in the High Street, Hoe Street and St James Street and enhancing heritage assets including Central Parade, Hatherley Mews, Chestnuts House and Vestry House Museum to improve their accessibility and inclusivity.

This programme complements the completion and launch of Soho Theatre Walthamstow, which will be the centrepiece of the borough’s new Cultural Quarter. Cultural investment will also complement the development of University of Portsmouth’s campus and offer, as it builds up to support a cohort of over 4,000 students by the end of the decade.

Major investment is already underway at 17&Central/ The Mall, including facilitation of a new step-free access entrance to Walthamstow Central Station, as well as the phased mixed-use regeneration of St James Quarter; delivering hundreds of new homes, health facilities, retail and commercial space.

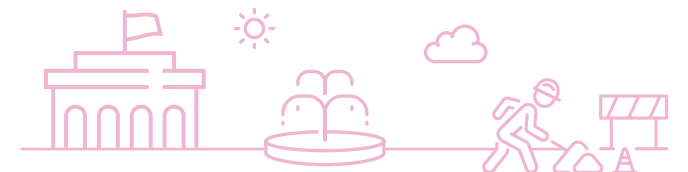


Lea Bridge Area Framework

The Lea Bridge Area Framework continues to guide major regeneration and investment plans in one of the borough’s key inclusive growth areas. This includes phased, mixed-use regeneration around Lea Bridge station, a programme of enhancements and intensification to the borough’s largest and most diverse industrial area and a programme of improvement projects designed to create a fairer and more equal neighbourhood that realises the local benefits from new development.

Improvement projects are underway such as at Markhouse Corner and Perth Road, which incorporate enhancements to the public realm, climate adaptation initiatives and new play space, continued investment at Lea Bridge Library and plans for further community infrastructure.

WALTHAM FOREST



The future delivery pipeline of council-owned sites

To support the delivery of our inclusive growth ambitions and meet the housing need identified in the Local Plan, the Council continues to develop a pipeline of sites to bring forward much-needed new and affordable homes across the borough. In response to challenging economic conditions which have slowed the delivery of new homes across London and nationally, the Council's focus has been to bring forward priority council-led and private sector housing delivery schemes across the borough.

In July 2024, the Council entered into an in-principle agreement with the Greater London Authority to secure up to £200 million of grant funding to progress a portfolio of sites; Avenue Road and Montague Road estates, which are on Housing Revenue Account (HRA) land, Lea Bridge Station and Willow House sites, which are on General Fund land, and Patchworks (ex-Homebase site on Forest Road), which is privately owned. A new Housing Delivery Board has been established to progress delivery at pace, including exploring institutional investment opportunities alongside the in-principle grant funding.

The Council is also taking a proactive approach to the use of Right to Buy (RtB) receipts across the capital programme where this can increase the supply of affordable homes, which is a strategic priority for the Council.

Asset Transformation Programme and the Strategic Asset Management Plan

2024 saw the launch of a new **Asset Transformation Programme** to explore how the Council's property portfolio could be optimised to support the delivery of Mission Waltham Forest and also provide innovative property solutions for areas of financial pressure to the Council such as temporary accommodation and social care.

The first phase of the programme commenced in summer 2024 with an initial review of over 50 assets within the Council's operational estate located across the borough. The objectives of the review were to:

- ensure the council's estate is effectively utilised.
- support and enable the council's new preventative approach through the Stronger Communities directorate, including through the creation of Welcome Hubs.
- explore opportunities to reduce operational costs, realise additional commercial income and/or deliver capital receipts.
- identify where assets could support the development of affordable housing, temporary accommodation (TA) or alleviate other service or financial pressures for the council.
- reduce carbon emissions.

The review is ongoing and is due to report to Cabinet by Autumn 2025, with the aim of delivering a self-financing property transformation strategy for this group of sites, which has the potential to deliver Welcome Hubs (a single front door to council services locally), new homes, community facilities, TA and Special Educational Needs and Disability (SEND) facilities.

The Strategic Asset Management Plan (SAMP):

The **SAMP** is a detailed document which sets out the Council's approach to the management of its property portfolio in accordance with the Property Life Cycle shown in figure 8. The aim of the SAMP is to establish a plan for the use of the Council's assets to optimise their use and contribute to the delivery of Mission Waltham Forest.

The SAMP will be updated in 2025 to reflect the outcomes of the Asset Transformation Programme.

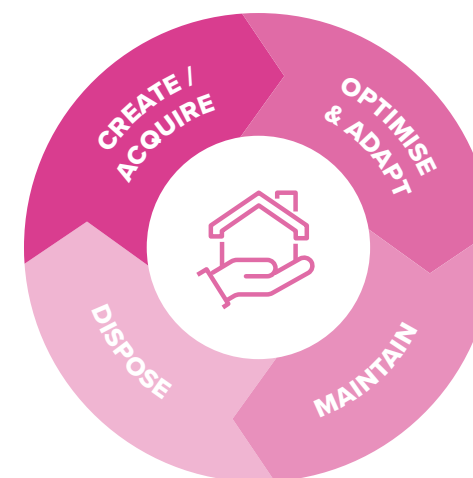


Figure 8: The Property Lifecycle

5.3 Portfolio delivery

How Projects Deliver Mission Waltham Forest

Local Government continues to face financial challenges with continued rising demand for services alongside higher borrowing costs. Whilst the 2024 Budget provided further funding for key local government services, increased demand for services alongside higher capital delivery costs means Waltham Forest must continue to prioritise its capital investment plans. This means only investing where the council can afford to do so.

In February 2024, the Council embedded a new Capital Prioritisation Framework, supporting strategic decision making on capital investment. This ensured investment is made only where affordable to do so, and that investment made is focused on delivering Mission Waltham Forest.

Over the past 12 months the framework has limited new large-scale capital investment decisions made with the focus of our capital programme being to deliver a number of strategic projects currently in their construction phases. Once completed these schemes will deliver substantial benefits for our local communities and businesses.

Sections 5A-5E provide delivery updates on our strategic priority projects and programmes which meet Capital Prioritisation indicators and as such continue to be delivered within the Capital Investment Portfolio. It provides commentary on our delivery successes during the 2024/25 financial year and future plans. The Council recognises the important role our capital investment plays in long-term economic resilience and achieving Mission Waltham Forest.

Section 5F sets out significant partner-led schemes the Council is closely supporting delivery of, given the significant benefits to residents these schemes deliver.

Despite significant challenges facing the construction industry, several of the Council's key capital investment projects were successfully completed during 2024/25, as well as significant milestones reached on other schemes, which will be transformational for the borough.





Enjoy Waltham Forest celebrated its 10th anniversary; 10 years of creating safer and more attractive streets that encourage walking, cycling and the use of public transport



A further **133 homes completed** at Fellowship Square and the official launch of the memorial and sensory gardens, including the unveiling of the Henry Moore Sculpture



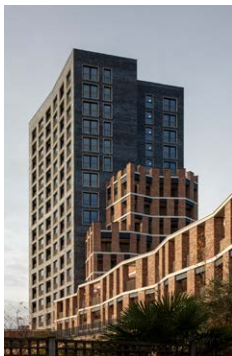
Coronation Square's new Sports Centre was **opened**



235 new homes completed at Coronation Square including 139 for shared ownership



Completion of a new teaching block at **Willowfield School**



A new nurseary at Juniper House opened

In principle agreement of up to **£200 million of grant funding** confirmed to help fund the delivery of **387 new affordable homes** at Lea Bridge Station sites and restart the viability works at Avenue Road



Coronation Square's new nurseary was **opened**



67 new homes delivered at Precision House, Families and Homes Hub



In Spring 2024, the Council celebrated its 10th anniversary of its sustainable transport programme “Enjoy Waltham Forest” which has delivered a significant number of benefits to date including delivering 1,000 electric vehicle charging sockets and 9,000 bike hangars.



Figure 9: New street charging point

In July 2024, the Council entered a strategic partnership with the Greater London Authority to try and restart stalled estate regeneration and housing delivery projects. The partnership involves an agreement in principle of up to £200 million grant funding to kick start the delivery of 387 new affordable homes at **Lea Bridge Station Sites** and recommence viability works for the regeneration of the Avenue Road Estate in Leytonstone. A new nursery also opened at Juniper House.

In August 2024, the Council celebrated the official launch of the **Queen Elizabeth II Memorial Garden and Sensory Garden** in Summer 2024, transforming a former car park into new gardens. The launch event also included the unveiling of Henry Moore’s iconic sculpture, The Arch, on loan at Fellowship Square for four years. The Council also opened the first new homes at Fellowship Square, in partnership with Countryside Homes.



Figure 10: Fellowship Square, Queen Elizabeth Memorial Garden

In early Autumn 2024, one of the Council’s largest regeneration projects, Coronation Square, made significant progress completing both a new Nursery and a new Sports Centre.



Figure 11: New Nursery at Coronation Square opened

In November 2024 the Council celebrated the completion of 67 new homes delivered at **Precision House**, the residential building at Families and Homes Hub. All 67 homes are affordable and prioritised for local residents, consisting of 29 social rent and 38 shared ownership homes. The first residents have already moved into these newly completed homes.



Figure 12: New affordable homes at Precision House, Wood Street

Despite the rain throughout December, the Council continued to celebrate the delivery of new homes with 235 homes being completed at **Coronation Square** including 139 shared ownership homes.

The Council’s Schools Capital Programme delivered several schemes throughout the year, most significantly the completion of a new two storey teaching block at **Willowfield School** in December 2024.

Mission Waltham Forest: How our strategic projects deliver our Missions

Our strategic projects (not an exhaustive list)

PROJECT	BOROUGH MISSIONS						COUNCIL MISSIONS			
	Ensure every family and every child are given every opportunity	Build an economy that works for everyone	Make Waltham Forest a great place to live and age well	Tackle the housing crisis head on	Lead the way for a net-zero borough	Safe, green neighbourhoods where everyone can thrive	A focus on services designed around residents	A preventative approach for stronger communities	An inclusive workforce that reflects our community	A firm financial footing
17&Central (The Mall) and Walthamstow Central		✓		✓		✓				
Chingford Mount Crematorium		✓					✓			✓
Coronation Square	✓	✓		✓		✓				
Developing new Health Hubs			✓				✓	✓		
Families and Homes Hub	✓			✓		✓	✓	✓		
Fellowship Square (Phase 2)	✓	✓		✓		✓				
Government Funded Programme	✓	✓	✓		✓	✓				
Housing Asset Services	✓	✓	✓	✓	✓	✓		✓		
Lea Bridge Station Sites				✓	✓					
Leyton Underground Station		✓	✓			✓				
Low Hall Depot					✓		✓			
Marlowe Road Regeneration	✓		✓	✓	✓	✓				
Schools Capital Programme	✓				✓			✓		
Soho Theatre Walthamstow	✓	✓	✓							
Strategic Housing acquisitions	✓			✓				✓		
Sustainable Transport Programme	✓				✓	✓				

Figure 13: Chart demonstrating how all of our strategic capital investment plans are contributing to the delivery of Mission Waltham Forest



5a

SCHEMES IN DELIVERY

The following section of the strategy sets out the key projects within the capital programme that are currently in delivery stage and have therefore been prioritised for continued investment. The Council has committed over £37.8 million of investment to ensure the delivery of these schemes, recognising the significant benefits the completed projects will deliver for residents and the contributions they will make towards delivery of Mission Waltham Forest.

Fellowship Square (Phase 2)

📍 Walthamstow

Fellowship Square is a once-in-a-lifetime opportunity to create a vibrant, new cultural neighbourhood in the heart of the borough, whilst protecting our cherished historic buildings.



Completion: **winter 2026**



Delivery of physical & social benefits



572 new homes, including 152 shared ownership and 114 affordable rent



304 local construction and supply chain jobs to be created (with 156 jobs already achieved)



39 apprenticeships and 108 work placements for local people



150 new trees to be planted



1,041 new cycle storage spaces created



9 new green spaces created



22 new electric vehicle charging points created



1,450 commercial floorspace created



£22.5m committed social value, with £6m delivered so far

It is an exemplar of how the Council is using its assets to create high-quality new community spaces and drive local regeneration and growth. The redevelopment has already paved the way for iconic public spaces for all residents to enjoy.

Despite the challenging economic conditions affecting construction and housebuilding, project delivery has continued at pace with the Council's Development Partner, Countryside Partnerships, opening the first new homes prioritised for Waltham Forest residents in summer 2024.

Construction has now commenced on two further blocks providing 164 new homes, (including a further 99 affordable homes) and a children's nursery, as well as the Council's new Civic Building. The Civic Building will provide a ground floor commercial space and upper floor office space to conclude the Council's office rationalisation programme and release surplus sites for new housing.



Figure 15: View of Fellowship Square

Delivery in 2024/25



✓ Official launch of the Queen Elizabeth II Memorial Garden and Sensory Garden in summer 2024, transforming a former car park into new gardens. The launch event also included the unveiling of Henry Moore's iconic sculpture, The Arch, on loan at Fellowship Square for four years.

✓ Completion and occupation of new affordable homes in August 2024, including a podium courtyard with children's play area and new gardens. The first completed residential block provides 133 new homes – 27 Affordable Rent homes prioritised for Waltham Forest residents, 34 shared ownership homes and 72 private sale homes.

✓ Construction commenced on a further 164 new homes and a new nursery.

✓ Over 120 new trees planted across the site.

✓ Construction of the Council's new Civic Building commenced in July 2024.

✓ Additional public realm improvements in Chestnuts Field completed, including children's play equipment and a drinking water fountain to reduce plastic bottle waste.

Plans for 2025/26–2034/35



- **Summer 2025**
 - Further public realm improvements to Chestnuts Field, including an extension of the all-weather path.
 - Construction to start on final block, delivering a further 108 new homes, of which 45 will be affordable.
- **Winter 2026**
 - Willow House planning application submission.
 - Civic building to complete, providing new commercial space at ground floor and office space on the upper floors.



Figure 16: Queen Elizabeth Memorial Garden

Completion: **autumn 2027**

Coronation Square is the Council's largest regeneration project being developed on the site of the existing Score Centre in Leyton, in partnership with Taylor Wimpey.



Delivery of physical & social benefits



796 new homes, including 278 shared ownerships and 101 affordable rent



250 local construction and supply chain jobs (121 delivered so far)



53 local work placements and 59 apprenticeships



1,033 new cycle storage spaces created (357 delivered so far)



200 additional new trees planted and 3 new green spaces created



14 additional EV charging points



New Market Square to be designed around cultural activities



3,212sqm of commercial floor space and 9,205sqm of community/cultural floor space created



£9.93m committed social value funding, with £5.2m delivered so far

The scheme will create a new neighbourhood in Leyton, including:

- 796 new homes (50% of which will be affordable)
- New commercial facilities around a new public square
- Reprovision of the sports, nursery, and community facilities at the existing Score Centre
- A new health hub
- A new District Heating Network with capacity to serve the development and an additional 1,500 new homes close to the site.

2024 saw major progress on the scheme with delivery of a further 235 new homes, as well as the opening of the new sports centre and the new nursery, which replaced the nursery operating from the old Score Centre and is managed by the same operator, Nappy Gang Nursery. A grand opening event to celebrate the opening of the two new facilities was held on 28 November 2024.



Figure 18: Visual of new public space at Coronation Square

Delivery in 2024/25



- ✓ 235 new homes completed, including 139 for shared ownership.
- ✓ The new Nursery opened September 2024.
- ✓ The new Sports Centre opened October 2024.
- ✓ Shell and core construction of commercial units completed and handed over to the Council.

Plans for 2025/26–2034/35



- **Spring 2025**
 - Moot Hall commercial shell and core hands over to the Council
 - Market Square handed over to the Council and soft launch
 - Health hub and pharmacy shell and core handed over to the Council
 - Phase 1 highways works commence
- **Spring / summer 2025**
 - Opening of the commercial units and Moot Hall
 - Grand opening event for Market Square and commercial spaces
- **Autumn / winter 2025**
 - 29 new homes complete, including 15 for Affordable Rent
- **2026**
 - 236 new homes complete, including 86 affordable homes
- **2027**
 - 102 new homes complete, including 74 affordable homes
 - Project completion

Soho Theatre Walthamstow

📍 Walthamstow



Completion: **early 2025**

Soho Theatre Walthamstow sees the refurbishment of the former EMD Cinema, a Grade II* listed Building in Hoe Street, Walthamstow.



Delivery of physical & social benefits



960 seat restored live entertainment theatre with national profiling



Enhanced cultural, leisure and night-time economy including community and educational suite, bar and restaurant



Improvements to adjacent public realm



72 local construction jobs, 7 local work placements and 7 apprenticeships delivered



46 additional new cycle storage spaces



£6.7m delivered social value, £4.5m more than anticipated



1,913 sqm of commercial floor space and 4,839sqm of community/cultural floor space created

The new 960 seat restored cultural venue, operating as a local theatre with a national profile, is managed by Soho Theatre Walthamstow. It will be complemented by additional space for community and educational use, as well as bars and commercial units, transforming Walthamstow town centre and its nighttime economy.

The theatre opening is planned for 2025 and will be the centrepiece of a new Cultural Quarter in Walthamstow. Once work is finished, the venue's doors will open for a series of soft launch activities for residents across Waltham Forest, including tours, test activities and performances.



Figure 20: Exterior of Soho Theatre Walthamstow

Delivery in 2024/25



- ✓ Construction work to the building completed.
- ✓ Commercial units fronting Hoe Street completed and ready for handover to be let as food and beverage outlets.
- ✓ Practical Completion and handover of the theatre to Soho Theatre to undertake their bespoke fit out in early 2025.

Plans for 2025/26–2034/35



- **Early 2025**
 - Soho Theatre bespoke fit out completes
 - Soft launch and welcome festival involving the local community
 - Formal Soho Theatre Walthamstow launch

Families and Homes Hub (Precision House and Sunflower House)

📍 Wood Street

Precision House, the residential element of the building, was completed on 21st November 2024. All of the 67 new homes are affordable and prioritised for local residents, with 29 for social rent and 38 shared ownership. Residents started moving into their new homes in late 2024.

Sunflower House – the new council facility on the ground and first floors of the building – will give residents access to the Families and Homes teams in a safe and welcoming environment, in line with the Council's mission to ensure every family and every child are given every opportunity. Sunflower House will provide services in a safe and welcoming environment following fit-out, which is due to be completed in 2025.



Figure 21: Homes at Precision House

📅 Completion: **end of 2025**

Delivery in 2024/25

- ✓ Procurement of a fit-out contractor for Sunflower House.
- ✓ Sales of all shared ownership homes are expected to be completed in 2025, with 21 of the 38 having already been sold in 2024.
- ✓ Small commercial unit completed and ready for fit-out by the incoming operator.

Plans for 2025/26–2034/35

- **Spring 2025**
 - Commercial unit to be let and opened.
 - Fit-out contractor to be appointed for Sunflower House.
- **Winter 2025**
 - Sunflower House fit out completed and new facility opened to the public.

Delivery of physical & social benefits



67 homes delivered, 29 social affordable rent and 38 shared ownership



56 local construction and supply chain jobs to be created, 3 local work placements and 3 apprenticeships for local people to be created



New modern, fit-for-purpose facility providing both families and housing service



109 new additional storage spaces created



12 additional new trees to be planted and 1 new green space created



100 new solar electricity panels installed



A new cycle path created



Sustainable scheme using Air Source Heat Pumps



65sqm of commercial floor space and 811sqm community/cultural floor space created



£2.3m social value committed, with £1.5m delivered to date



5b

ENSURING WE CONTINUE TO DELIVER AFFORDABLE HOMES AND RESIDENT PRIORITIES WITHOUT PUTTING PRESSURE ON THE COUNCIL'S MTFS

As part of our mission to **tackle the housing crisis head on**, the Council remains committed to the delivery of affordable homes to buy or rent, recognising the important role that having a good quality home plays in supporting people to actively participate in their communities, raise a family, and find good work. We also need to continue to respond to other strategic priorities that protect our long-term future, including working with our NHS partners to support the delivery of new health hubs in council-led developments. £154.5 million funding will support the delivery of new homes and health hubs over the next 10 years.

Marlowe Road Regeneration

📍 Wood Street

The Marlowe Road regeneration scheme commenced in 2016 and has already delivered 331 mixed-tenure homes, including 47 shared ownership and 98 social rented, as well as a new community hub for Wood Street. This includes a Multi-Use Games Area (MUGA) and outdoor events space for the local community. Council residents who lived in homes at the old Marlowe Estate have moved into their new homes on site.



Figure 22: New homes at Marlowe Road

The final phase of the scheme started on site in March 2023 and is progressing well. This phase will see the delivery of additional housing, including more affordable homes, as well as a redesigned public realm and tree-lined routes through the estate that are prioritised for pedestrians and cyclists.

Delivery in 2024/25









- ✓ Completion of private residential block in October 2024
- ✓ Completion of private houses in January 2025
- ✓ Handover of shared ownership block comprising 1, 2 and 3-bed apartments to the Council in February 2025

 Completion: **summer 2025**

Plans for 2025/26–2034/35

- **Spring 2025**
 - Completion of 47 shared ownership homes
 - Handover of five social rented houses to the Council
- **Summer 2025**
 - Extension of the district heat network to the neighbouring Stocksfield Estate
 - Completion of two further private blocks comprising 97 new homes
- **Winter 2026**
 - Completion of new public realm, including walkways
 - Completion of final block, including 18 social rented homes, which marks the completion of the regeneration project

Delivery of physical & social benefits

-  **589 new homes**, including 163 social rent and 94 shared ownership
-  **18 local construction and supply chain jobs**, 60 local work placements and 14 apprenticeships to be created
-  **200 additional trees planted to date**
-  **638 new cycle storage spaces installed**
-  **3 new green spaces created**
-  **26 new electric vehicle charging points installed**
-  **New enhanced green space and public realm** - community plaza, park and play area all in use
-  **New sustainable energy centre to supply new homes**

Priory Court

Walthamstow

In July 2023 planning consent was secured by the Council's wholly-owned housing company, Sixty Bricks, to deliver 83 new homes, including 21 for social rent, together with estate-wide public realm improvements that will benefit both new and existing residents within the Priory Court estate in Walthamstow.

In March 2024 the Council made the decision to place Sixty Bricks into dormancy and for the Council to deliver the scheme directly. Works started on site in April 2024 and are progressing well, with the project due to complete by early 2027.



Figure 23: Completed MUGA at Priory Court Estate

Delivery in 2024/25

- ✓ Completion of a new play space for families with young children in December 2024
- ✓ Completion of a new and bigger Multi-Use Games Area (MUGA), built to Sports England standards, by March 2025, creating a multi-sports surface for basketball and football. A spectator zone, toilets, office and storage area will also be delivered.
- ✓ Delivery of a Play Way route connecting the new development with the existing homes on the estate.

Completion: **early 2027**

Plans for 2025/26 – 2034/35

- **Summer 2025**
 - 83 new homes to be under construction
- **Winter 2026**
 - Completion of final block of homes by winter 2026
- **By January 2027 the scheme will also deliver:**
 - Dedicated secure cycle storage for residents
 - Disabled parking bays and electric vehicle charging points
 - Landscape improvements
 - New CCTV and enhanced street lighting as part of a range of public realm improvements within the area.

Delivery of physical & social benefits



83 homes forecast, 62 shared ownership and 21 social rent



27 local construction and supply chain jobs, 3 work placements and 6 apprenticeships to be delivered



£0.24m social value committed, with £0.5m delivered so far



Figure 24: Visual of new homes at Priory Court Estate

Avenue Road Estate Regeneration

📍 Leytonstone

In August 2023, the Council's delivery partner for the Avenue Road Estate Regeneration scheme terminated the Development Agreement with the Council, following the company's decision to close its London Partnerships division in response to market conditions.

Despite this setback, the Council has been working hard to identify an alternate delivery route and has been successful in securing additional GLA funding to help deliver the scheme. The Council is committed to the regeneration of Avenue Road estate and anticipates being able to set out new proposals in early 2025.



Figure 25: Visual of new homes at Avenue Road

Delivery in 2024/25



- ✓ Additional GLA grant secured to enable the scheme to progress

- ✓ Continued site assembly works

Plans for 2025/26–2034/35



- **Summer 2025**
 - Cabinet approval of revised delivery route expected

- **Spring 2026**
 - Construction works to start on site

Lea Bridge Station Sites

📍 Leyton



Completion: **late 2027/28**

The area around Lea Bridge Station is home to three key strategic sites which have significant potential to deliver much-needed affordable homes. The sites are located on the junction of Orient Way and Argall Way and include the existing Lea Bridge rail station.



Delivery of physical & social benefits



387 homes forecast, all of which are affordable (174 social rent, 195 affordable rent and 18 shared ownership)



42 local construction and supply chain jobs, 45 local work placements and 96 apprenticeships for local people to be created



Improved entrance and station court to Lea Bridge Station



644 additional new trees planted



635 new cycle storage spaces created



1,077sqm commercial floorspace created and 484sqm community/cultural floor space created



4.8m social value committed, with £0.8m delivered to date

Whilst planning approval was obtained in February 2023, changing market conditions and legislative changes have had a significant impact on the Council's ability to progress the scheme with its delivery partner, London Square. Despite these challenges, the Council remains committed to this major regeneration project and hopes to see construction commence in 2025.

An application to update the original planning consent was submitted in November 2024. If approved, the scheme will deliver a 100% affordable housing development. This is in addition to the previously approved new station entrance and plaza, community and commercial floorspace and public realm improvements.



Figure 27: Visual of new community space

Delivery in 2024/25



- ✓ Redesign and viability testing of an updated scheme to provide 100% affordable housing.

- ✓ Updated GLA grant award to enable more affordable housing to be delivered.

- ✓ Section 73 planning application submitted in November 2024.

- ✓ Planning Committee decision expected February 2025.

- ✓ Cabinet decision on the updated 'Heads of Terms' of the Development Agreement expected March 2025.

Plans for 2025/26–2034/35



- **Spring 2025**
 - Construction starts on site, subject to planning and Cabinet approval of updated Heads of Terms

- **Autumn 2028**
 - Scheme completes

The Council has a mission to **make Waltham Forest a great place to live and age well**, ensuring all residents can access the support they need to make the most of their strengths and live healthier, longer, and more independent lives.

As part of delivering this mission, we have been working closely with NHS partners to provide space for new health hubs as part of a number of our capital projects, which will be occupied by NHS partners under a long-term lease arrangement. The focus is to provide high-quality primary care services, tailored to local community needs.

Three sites across the borough have been prioritised, with the first health hub having opened in Sunderland Road, Walthamstow in 2022. A new health hub developed as part of the Jazz Yard development on Brunner Road, Walthamstow, will replace the premises currently used by the St James Street Medical Practice, and a further health hub will be provided as part of the Coronation Square development in Leyton.



Completion: **end of 2026**

Delivery in 2024/25



St James health hub

- ✓ Heads of Terms for the fit-out agreed with NHS partners July 2024

- ✓ Fit-out design agreed

- ✓ Fit-out contractor procurement commenced December 2024.

Plans for 2025/26–2034/35



St James health hub

- Fit-out contractor appointment spring 2025
- Start on site spring / summer 2025
- Completion of fit-out works by early 2026

Coronation Square health hub

- Continued work with NHS partners to ensure delivery of a new primary care health hub within the Coronation Square development



5c

STATUTORY / LEGAL / HEALTH & SAFETY SCHEMES

The Council has a responsibility to maintain fit-for-purpose buildings which are safe and comfortable to live in, work from and visit. £417.3 million of the Council's capital investment up to 2034/35 will be directed towards schemes that ensure we meet our statutory, legal, and health & safety duties.

A substantial proportion of our overall capital investment will deliver ongoing maintenance and improvements to the quality of the Council's existing housing stock to ensure it meets Decent Homes standards and Building Safety (including Fire Safety) requirements.



Rolling investment programme

The Council's Housing Assets service is responsible for the delivery of repairs, maintenance, compliance, safety, and investment in c.10,000 council homes, 2,400 leaseholder properties and 100 shared ownership properties in the borough. Ensuring these homes are safe and maintained to a decent standard plays an important role in helping to achieve the Council's Mission of "safe, green neighbourhoods where everyone can thrive."

Building and fire safety has been a key focus for the team since the introduction of additional Building Safety legislation in 2023, with significant investment going into the removal of external wall insulation (EWI) and cladding, and enhanced fire safety measures.

The team also supports delivery of the Council's Mission to **lead the way for a net-zero borough** with c.£50 million allocated to responding to the Climate Emergency through investment in the Council's housing stock.

Despite significant pressures on the HRA, the Council has committed c. £350 million of funding towards the housing capital investment programme to 2034/35, to help achieve the goals established in the Housing Strategy 2024–2028 and Mission Waltham Forest.



Figure 28: Building safety works underway

Delivery of physical & social benefits



Good quality, safe housing in support of people's physical and mental health



Upgrading 10,000 domestic and 500 communal electrical supplies by 2029



New bathrooms for a further 3,000 homes by Spring 2029



New kitchens for a further 2,000 homes by Spring 2029



Refurbishment of 150 properties to achieve an EPC B rating by Spring 2025



Delivery of 2,500 new A-rated boilers or central heating systems



100% Decent Homes will be achieved by Spring 2030

Delivery in 2024/25



- ✓ Circa £22 million to date has been invested in 2024/25 on the removal of combustible EWI from high-risk blocks over 18 metres tall. EWI removal is due to be completed on all of these blocks by March 2025.
- ✓ 100 kitchens and 55 bathrooms replaced to date with an additional 75 kitchens and 35 bathrooms to be delivered by spring 2025.
- ✓ Completed 1,617 electrical upgrades in 2024 with 1,200 planned to be completed by spring 2025.
- ✓ Completed a large scale retrofit project and upgrade works to temporary accommodation at Southfield Court.
- ✓ 368 A-rated boilers have been replaced with a further 170 to be replaced before spring 2025.
- ✓ Improvement works completed to 321 properties in 44 blocks of flats, including communal decoration, gutters, drainage, actions identified in Fire Risk Assessments, roofs, window overhauls/replacements and main entrance door replacements.
- ✓ Completed three property conversions.
- ✓ Major structural works at Kimm House completed.
- ✓ Three sheltered housing schemes have had Solar Photo Voltaic panels installed, allowing solar-generated power from newly installed panels to be shared equally between the dwellings, providing lower electricity bills for 92 residents.

Plans for 2025/26–2034/35



- Completion of the Social Housing Decarbonisation Fund programme by spring 2025, refurbishing 150 properties to achieve an EPC B rating.
- Continuation of our building safety works, ensuring sprinklers are installed in all blocks over 18 metres tall by summer 2026, and completion of the overall building safety works programme by autumn 2026.
- Continued delivery of the domestic and communal electrical works programme, extending asset lifespans and enhancing resident safety by upgrading consumer units, installing mains smoke alarms, rewiring and renewal of lateral mains and landlord electrical systems. This programme will cover 10,000 domestic and 500 communal electrical supplies by 2029.
- New kitchens and bathrooms: a further 3,000 properties will benefit from new bathrooms and 2,000 from new kitchens by spring 2029.
- Central heating upgrades – taking a fabric-first approach to energy efficiency – will continue with the delivery of 2,500 new A-rated boilers or central heating systems to properties, together with the replacement of communal heating systems, by 2029.
- Major voids work to be completed on an estimated 750 properties between 2024–2029.
- Targeting 100% of council homes to meet Decent Homes standards by spring 2030.



Figure 29: Domestic and communal electrical works

Low Hall Depot

 Leyton



Completion: **2027**

Low Hall is a key strategic site in the Lea Bridge growth area and a Designated Borough Employment Area in the Local Plan. It is home to Low Hall Depot, the Council's main operations depot for Highways, Parking, Environment and Parks.

The depot currently comprises many facilities and buildings which are at the end or beyond their useful life. This presents health and safety issues, as well as challenges to the provision of high-quality statutory and other services.

The project aims to deliver:

- A fit-for-purpose depot which can support the continued delivery of high-quality services for at least 25 years.
- New infrastructure to enable the use of electric vehicles for service delivery.
- A commercial investment opportunity for new creative/maker spaces along South Access Road by reducing the footprint of the existing depot, subject to Cabinet approval of a business case demonstrating a positive ROI.

Delivery of physical & social benefits



155 new cycle storage spaces delivered



120 EV charging points installed



1,100sqm commercial floor space

Delivery in 2024/25



- ✓ RIBA Stage 1 masterplan design completed and design team appointed to take forward Stage 2 design and new electricity sub-station.
- ✓ Planning Permission secured to make permanent existing temporary facilities
- ✓ Contractor appointed to take forward design and delivery of new 3-bay vehicle workshop
- ✓ Planning Application submitted for new electricity sub-station and new 3-bay Vehicle workshop
- ✓ Contractor appointed for new sub-station
- ✓ Planning permission expected to be secured for new electricity sub-station and new three-bay vehicle workshop by Spring 2025.
- ✓ Construction expected to commence on new electricity sub-station and new three-bay vehicle workshop, subject to planning
- ✓ Stage 2 design for main scheme completed

Plans for 2025/26–2034/35



- **Summer 2025**
 - New electricity sub-station and 3-bay vehicle workshop completes
 - Contractor appointment for main scheme
 - Planning application for main scheme submitted
- **Autumn 2025**
 - Target for planning permission to be secured for main scheme
 - Business case development for new commercial facilities
 - Construction on main scheme commences, subject to planning
- **Winter 2025/26**
 - Cabinet decision on new commercial facilities
- **Summer 2027**
 - Completion of depot refurbishment
- **Autumn 2027**
 - Completion of new commercial facilities, subject to Cabinet approval





5d

PROTECTING COUNCIL FINANCES

With local government finances under severe pressure, it is essential that the Council's capital investment does not add any further financial pressures to council budgets. Where possible, our investment should generate a return on investment or support the reduction of pressures to ensure the Council remains on a firm financial footing.

The project included in this section achieves this by generating additional income for the council, while also delivering several other key Mission Waltham Forest priorities.

Chingford Mount Crematorium

📍 Chingford



Completion: **autumn 2026**

The Chingford Mount Crematorium Development presents a unique opportunity to invest in a sustainable and equitable community asset that will serve residents for generations to come. Established in 1884 and acquired by the Council in 1977, the cemetery is a historic site that, while well-loved, requires attention to meet the needs of the community.



Delivery of physical & social benefits



New crematorium and adjoining chapel, providing all necessary funeral services on one site



BREEAM rating forecast to be 'Very Good' via offering on-site electric vehicle charging, bicycle storage facilities and solar panels



15 local construction and supply chain jobs, 1 apprenticeship and 1 local work placement



14 cycle storage spaces



1 new green space created



2 EV charging points to be installed



568sqm community and cultural floorspace

Set for completion in autumn 2026, this ambitious project will introduce a new crematorium and chapel, offering the borough's first non-denominational funeral services. By consolidating all funeral services in one location, it will significantly improve logistics for grieving families, providing a seamless and dignified experience during difficult times.

Key features that support the delivery of Mission Waltham Forest include:

- Resident-focused service delivery: streamlining funeral services in one site to ensure residents have easier access to essential services during challenging times, enhancing their overall experience.
- Support for the local economy: state-of-the-art facilities will create new opportunities for local funeral-related businesses, helping to stimulate the local economy.
- Enhanced green spaces: by investing in sustainable landscaping, the development will provide tranquil, natural spaces for families to reflect, promoting mental and emotional wellbeing.

- Sustainability and innovation: the project incorporates green technologies, reducing environmental impact while ensuring services meet modern standards.
- Revenue for long-term maintenance: the facility will generate additional income, ensuring that the cemetery remains a well-maintained and valuable community resource.

This redevelopment is a bold investment in the future providing sustainable, accessible services, supporting the local economy, enhancing the community's wellbeing and creating a lasting legacy for the borough.



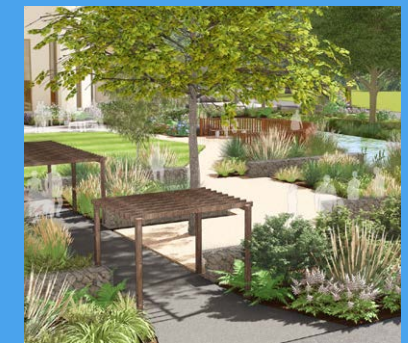
Figure 31: View of Chingford Mount Cemetery

Delivery in 2024/25

- ✓ Stage 2 Design Report, outlining key project design elements and refinements was completed spring 2024.
- ✓ Comprehensive planning and environmental assessments carried out in spring 2024 to ensure the project meets regulatory requirements.
- ✓ Two additional community engagement sessions held in late spring 2024 to update stakeholders and refine the project based on feedback.
- ✓ Stage 3 Design Report completed autumn 2024
- ✓ Preferred cremator supplier identified, winter 2024
- ✓ Planning permission granted January 2025

Plans for 2025/26–2034/35

- Start on site late spring 2025
- Project completion autumn 2026



Figures 32 and 33: Visuals of Chingford Mount Crematorium



5e

EXTERNAL GRANTS

The Council has a successful track record of securing and delivering transformational projects via external investment. This includes substantial GLA Affordable Housing grant to deliver a pipeline of new homes, Transport for London (TfL) grant to deliver green transport initiatives and other Government-funded programmes delivering regeneration projects across the borough. In addition, we have a demonstrable track record of delivering school improvements, thanks to funding provided by the Department for Education (DfE).

Since projects delivered through external funding do not negatively affect the Council's financial position, their delivery continues to accelerate. The capital strategy includes £132.59 million of investment over the next 10 years provided by external sources.



Ongoing Programme

One of our Borough Missions is to ensure that every family and every child are given every opportunity. One of the ways we can achieve this is by providing high-quality school places within local communities. The Schools Capital Programme supports this mission through investment in existing schools and providing new facilities across the borough.

Progress of the programme has continued during 2024/25, delivering mainstream and Special Educational Needs and Disability (SEND) / Alternative Provision (AP) school places to support our residents.

Key projects in the current programme include:

- Yardley Primary School 1FE expansion, Chingford
- Continuation and completion of the secondary expansions programme projects at Kelmscott and Willowfield schools.

- The capital improvement programme, which ensures our school premises remain in good condition and supports the Council to meet its statutory duty to provide suitable mainstream and SEND places.

Rolling Programme – current four-year programme agreed by Cabinet in December 2024.



Figure 34: Willowfield School's new teaching block and rooftop play area

Delivery of physical & social benefits



150 new secondary school places at Norlington School



15 place social inclusion unit at Holy Family School



47 new homes to fund new social care facilities as part of the Leyton Green Partnership Project (17 of which are shared ownership)



112 local construction and supply chain jobs already achieved through Leyton Green Partnership Project



Creating places for additional 150 students and 15 place social inclusion unit at Willowfield school



Installation of a new platform lift to the main building at the Jenny Hammond Primary school



Figures 35 and 36: New teaching spaces at Kelmscott School (Photo © McAvoy and Miru)

Delivery in 2024/25

- ✓ Willowfield School new two-storey teaching block and rooftop play handed over to school as part of the first phase of works.

- ✓ The new High Needs Centre and Family Resilience Centre works completed during summer 2024.

- ✓ Kelmscott School 2FE expansion works (Phase 3) design developed.

- ✓ Planning consent achieved summer 2024 for Yardley Primary School bulge works and works commenced on site.

- ✓ Yardley Primary School 1FE design work undertaken, including early planning engagement, and completion of bulge classroom works at the school.

- ✓ Capital improvement works undertaken to several schools, to replace items such as windows and roofs and maintain existing school sites in good condition.

Plans for 2025/26–2034/35

- **Spring 2025**
 - Completion of 2FE expansion project at Kelmscott School
 - Completion of 1FE expansion project at Willowfield School
 - Consideration of the Yardley Primary School 1FE expansion project at Planning Committee

- **Summer 2025**
 - Further definition and commencement of Capital Repairs Programme project works at various schools



Figure 37: New teaching block at Kelmscott School

Sustainable Transport Programme

📍 Borough-wide



Ongoing Programme

The Council is investing in more pleasant streets and neighbourhoods where people can walk and cycle to create **safe, green neighbourhoods where everyone can thrive**. Another key mission is to **make Waltham Forest a great place to live and age well**, by ensuring people in every part of the borough can live healthier, longer and more independent lives.

Our successful *Enjoy Waltham Forest* (formerly Mini-Holland) programme continues, with over 57km of safe and green cycle lanes now in active use across the borough.

We also continue to **lead the way for a net-zero borough** through several regeneration government-funded programmes, including our Local Electric Vehicle Infrastructure pilot.



Figure 38: Sutherland Road planting and road upgrades completed



Figure 39: Upper Leytonstone Esther Road planting and flood management works completed

Delivery of physical & social benefits



57km of new cycle paths delivered to date



1,200 new cycle storage spaces installed, 900 delivered to date



2,500 new electric vehicle charging points installed, 1,015 delivered to date



26 new school street schemes, 24 delivered to date



Figure 40: Planting Day at Sutherland Road

Delivery in 2024/25



- ✓ Installation of our 1,000th electric vehicle charging socket this year
- ✓ Installation of our 900th bike hangar
- ✓ Two new school streets introduced, (Eden Girls School and Walthamstow School for Girls) bringing the total in the borough to 24
- ✓ New road, cycle tracks, improved crossings and public realm enhancements completed at Hoe Street between Walthamstow Central and Lea Bridge Road
- ✓ Three new pedestrian and cycle crossings completed on High Road Leyton and Church Hill Walthamstow, creating key links between residential areas and main roads
- ✓ Commenced the major improvement scheme on Forest Road, which will see a complete redesign of the road between Bell Junction and Woodford New Road. This includes public walkways, new crossings, public realm, new landscaping, green infrastructure and sustainable urban drainage (SUDs)
- ✓ Continued construction on Sutherland Road for a new green corridor, consisting of a 600m linear rain garden, planting, improved paving materials and SUDs

- ✓ Formerly linked 40km of cycle routes into Transport for London's London Wide Cycleways Cycle Network
- ✓ Started work on the Wadley Road flood mitigation scheme, which is the final part of the Ester Road and Kings Passage scheme
- ✓ Completed public consultation on the Whipps Corridor improvements, aiming to improve infrastructure for pedestrians and cycling
- ✓ Completed the Fillebrook Planter; public realm improvements and SUDs
- ✓ Completed the Chestnuts Field Flood Mitigation scheme, reducing surface-level flooding for the nearby homes and increasing biodiversity
- ✓ Street Lighting design stage commenced for upgrades of 3,000 LED lanterns being installed across the borough to save up to £300k per year on energy costs from 2025/26 onwards
- ✓ Delivered a trial area-based improvement scheme in the Lloyd Park Higham Hill area, aiming to reduce through-traffic and increase traffic calming, better crossings, improved public realm and installation of SUDs
- ✓ Delivered Department for Transport funded projects to help support structural maintenance around the borough, including Waterworks roundabout

Plans for 2025/26–2034/35



Targeting a total of 1,200 bike hangars installed by spring 2026



Targeting a total of 2,500 charging points installed by spring 2026



Increasing the delivery area and awareness of zero-emissions delivery (ZED)



Provision of further school streets



Ongoing delivery of the Forest Road corridor improvement scheme



Flood risk management



Support for the Climate Emergency agenda



Installation of rain gardens and other SUDs features to build climate resilience



Continued partnership working with Transport for London, Environment Agency, Thames Water and the Department for Transport



Ongoing Programme

Chingford Mount and Highams Park

In 2023 the Council secured **£8.4 million** government funding for investment in town centres and parks in Chingford Mount and Highams Park. The programme builds on previous engagement through the Child Friendly City and Safer Street pilots aiming to make Chingford Mount and Highams Park safer, more accessible and inclusive.

Funding for Chingford Mount and Highams Park town centres includes public space improvements to Old Church Road and Albert Crescent with more greenery, seating and landscaping. In Highams Park a new public space will be created within Highams Park Station forecourt and a new link will connect Aldriche Way and Celebration way.

Improvement works to Memorial Park will include new play areas, youth space, resurfaced tennis courts and a multi-use games area. The pavilion building will be refurbished into a cafe and community space.

Chase Lane Park will have a brand-new skate park with scooter park, new play areas, MUGA and resurfacing. Rolls Park tennis courts will be resurfaced with a permanent bubble installed to enable year-round use.



Figure 41 and 42: Community engagement days

Delivery of physical & social benefits



£39m Funding Secured



Transforming Walthamstow, Chingford Mount and Highams Parks town centres



A new Underground Station box in Leyton providing step free access and increasing capacity of the station



Up to £18m GVA forecasted for investment into public spaces, green spaces, pocket parks, play sports and leisure facilities



Revitalising 3 Heritage Assets for local people



Improving community safety with £150k investment in CCTV



1,051sqm of flood mitigation



14,735sqm of new public realm and 1,189sqm of new green space to be created



114 new additional trees



Figure 43: Mural at Chingford Mount

Delivery in 2024/25

- ✓ Works completed to Chingford Rugby club with new fencing, lighting and resurfacing.

- ✓ Signal Walk play area completed with new play equipment, safety surfacing and seating.

- ✓ A colourful new mural was installed in Chingford Mount high street celebrating the areas past and present in spring 2024.

- ✓ Memorial Park and Rolls Park planning permissions granted November 2024.

- ✓ Chase Lane Park design complete for new play areas and skate park and contractor appointed January 2025.

- ✓ Rolls Park tennis courts resurfacing and permanent bubble installation works to complete by March 2025.

- ✓ Memorial Park refurbishment of the underused pavilion building commenced, and operator secured to deliver a community café and programme of activities alongside improvements to play, leisure and sports facilities in the park.

Plans for 2025/26–2034/35

- **Summer 2025**
 - Memorial Park works on site
 - Old Church Road and Albert Crescent works on site
 - Highams Park station car park works on site
 - Aldriche Way link works on site

- **Autumn 2025**
 - Chase Lane Park project completes
 - Memorial Park works completes and Pavilion Cafe opens
 - Aldriche Way link project completes

Walthamstow

In Walthamstow Central, the Council's 'Walthamstow Culture for All' £17.2 million capital investment will unlock Walthamstow's potential as an inclusive, safe and welcoming cultural destination and will see enhancements to its Cultural Spaces and Cultural Hubs. Works will focus on the following sites:

Walthamstow Public Realm and activation programme

The Culture for All programme for Walthamstow Public Realm includes the delivery of new public spaces and greenspace improvements in the town centre. The investment will increase the green spaces across the borough and improve biodiversity through additional tree planting. There will also be the provision of sustainable urban drainage systems (SUDS) to reduce the risk of flooding. The programme is also reviewing opportunities for the delivery of new commercial / community spaces around transport hubs, including improvements to rail arches and public spaces around Walthamstow Central station.

In 2024 two new public spaces were delivered on Hoe Street including Cairo Place (opposite Soho Theatre Walthamstow) and Juniper Pocket Park (at the new University of Portsmouth campus) to support a welcoming, walkable and greener town centre. In 2025 the programme will deliver improvements on Hoe Street, High Street and St James areas and will include delivery of new landscaping, planting, lighting and CCTV installation. Public space improvements have also been delivered at Hatherley Mews, including adjustments to the historic cobbled paving to improve accessibility to the street and local businesses.



Figure 44: Public realm improvements at Cairo Place

A series of public artworks and murals have been installed along Hoe Street which signal Walthamstow as a cultural destination, to celebrate the launch of Soho Theatre Walthamstow and the hospitality and evening economy sectors. A series of wider artwork in the town centre will be delivered in 2025 to support the opening of new public spaces and cultural destinations.

Delivery in 2024/25



- ✓ Accessibility improvements at Hatherley Mews completed spring 2024
- ✓ A series of new murals and theatrical lighting installed along Hoe Street in autumn 2024
- ✓ Planning application submitted for the St James arches in autumn 2024
- ✓ Cairo Place works completed and open to the public
- ✓ Juniper pocket park works completed early 2025
- ✓ Soho Theatre frontage works completed early 2025
- ✓ Hoe Street Public Realm works completed early 2025

Plans for 2025/26–2034/35



- **Autumn / winter 2025**
 - High Street public realm completes
 - St James area public realm completes

Chestnuts House

Chestnuts House is a Grade II* listed mansion building, largely unused for many years, which offers a unique opportunity to better support the growing creative community in Walthamstow. The Council is undertaking crucial repair works that are due for completion in summer 2025. An operator is being appointed to help Chestnuts House become a centre for creative enterprise, innovation and incubation, complementing Walthamstow's Cultural Quarter and town centre offer.



Figure 45: Chestnuts House

Key project milestones achieved



- ✓ Planning permission secured July 2024
- ✓ Repair works commenced December 2024
- ✓ Operator appointed early 2025

Plans for 2025/26–2034/35



- **Summer/autumn 2025**
 - Repair works complete summer 2025
 - Building opens to the public summer/autumn 2025

Hatherley Mews

Hatherley Mews is adjacent to the newly completed Soho Theatre Walthamstow. The scope of works includes the refurbishment of some commercial units, new shop fronts and street scape improvements to improve compliance and accessibility, whilst still maintaining the character of the mews.



Figure 46: Hatherley Mews

Delivery in 2024/25



- ✓ Fire stopping and mains water upgrades to units completed
- ✓ UK Power Networks (UKPN) works to upgrade the current electrical supply commenced
- ✓ Planning committee early 2025

Plans for 2025/26–2034/35



- **Spring 2025**
 - Contractor procurement
- **Summer 2025**
 - Works commence on site

Vestry House

The vision for Vestry House Museum in Walthamstow Village is to provide a welcoming heritage destination and community garden, where residents and visitors can find a place to create, rest and discover the rich stories of Waltham Forest.

The refurbishment will create a multi-use site that increases access to culture, skills and education for young people and residents, whilst making the museum more financially and environmentally sustainable. Works are due to commence in early 2025 with the refurbished museum opening in early 2026.



Figure 47-49: Visuals of Vestry House

**Delivery
in 2024/25**



- ✓ Local Search Library and Archives relocated to Chingford Assembly Hall and opened to the public in October 2024
- ✓ Vestry House Museum decant completed November 2024
- ✓ Main contractor procurement – December 2024

**Plans for
2025/26–2034/35**



- Construction starts on site winter 2025
- Works complete winter 2026
- Museum opens to the public early spring 2026

Leyton Underground Station

 Leyton



Completion: **spring 2026**

Working in partnership with TfL, the Council will enable delivery of significant improvements to Leyton Underground Station to provide step-free access and increase capacity. The Council worked with TfL and the GLA to secure £13.7 million of government funding, matched by the Council's longstanding commitment to fund up to £9 million towards the project's delivery using Community Infrastructure Levy (CIL) contributions.

The upgraded station will benefit from a new entrance and ticket hall, located next to the existing station building. A new overbridge and staircases will increase station capacity and safety, and two new lifts will provide step-free access from street to platform level.



Delivery of physical & social benefits



£14m Government Funding secured, in addition to £9m Council funding



Station capacity increase to meet current demand and future passenger growth



Step free access delivering equality of access for all station users



Improved reliability, resilience, and passenger experience for all



Improved station arrival and appearance at Leyton High Road

Delivery in 2024/25



✓ Construction works commenced autumn 2024

Plans for 2025/26–2034/35



- **Spring 2026**
 - Improvement works to the station complete



5f

STRATEGIC PARTNERSHIPS

In addition to our direct capital investment the Council also works closely with external partners to deliver capital investment plans, which will be transformational for the borough and support the implementation of Mission Waltham Forest.

In addition, the Council continues to work with the NHS to secure government funding, which will be vital to provide a modern fit-for-purpose hospital at Whipps Cross.

5.20 17&Central (The Mall) and Walthamstow Central Station

📍 Walthamstow

📅 Completion: 2029

Walthamstow is a major town centre and the civic, commercial and cultural heart for 300,000 residents of Waltham Forest. It is one of the most accessible locations in the city, with over 20m passenger journeys per annum from the northern terminus of the Victoria Line, two London Overground lines and London's third busiest bus station.



Delivery of physical & social benefits



538 homes including
495 Build to Rent homes
(of which 99 are
discounted market rent)



4,395sqm commercial
floor space



1,034 cycle storage spaces



84 additional trees planted

Figure 51: CGI of new development at The Mall

In the last five years, over 1,000 mixed-tenure homes have been delivered, alongside the 960-seat Soho Theatre Walthamstow, commercial uses, community infrastructure and the opening of University of Portsmouth's London Campus.

Investment is required to sustain this growth and address capacity and accessibility challenges at Walthamstow's transport interchange, supporting the shift to low carbon transport. A public-partnership has been established comprising the Council, TfL and Capital & Regional – long lease holder-operator of 17&Central shopping centre. The partnership has secured planning permission for a new step-free Victoria Line entrance, with the first phase of works to be delivered by spring 2025.

The Council is seeking private sector investment and development partners to:

- Deliver up to £90 million of investment in constructing the new entrance at Walthamstow Central Station, building on £5 million investment by the council-led partnership for works completing in 2025.
- Deliver the c.43,000 sq ft extension to 17&Central's shopping centre and Town Square public space.
- Work in partnership to develop proposals for council-owned, Local Plan allocated sites in the vicinity of the transport interchange for residential-led, mixed-use developments with the potential for 1,500 new homes.



Figure 52: CGI of new development at The Mall

Delivery in 2024/25



- ✓ Planning permission secured by the Council, TfL and Capital & Regional for 538 new homes, c.47,300 sq ft additional retail, business and community floorspace expanding the 17&Central shopping centre, a new Town Square and new underground ticket hall and station entrance.
- ✓ Initial stage of works to the new station box, funded through the Council's investment of developer contributions.
- ✓ Contractor appointed and enabling works underway, with delivery completing by spring 2025.

Plans for 2025/26–2034/35



- The Council is working closely with TfL on the funding strategy for delivering the full station box alongside Capital & Regional's second phase of development.



6

FUNDING STRATEGY

6.1 Funding the Capital Investment Portfolio

The Council's proposed capital programme shown at Table 6 in section 5.1 totals £712.04 million. Table 53 shows how the Council intends to fund its investment programme.

FINANCING SOURCES	2024/25 Forecast £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000	2028/29 Estimate £000	2029/30 Estimate £000	2030/31 Estimate £000	2031/32 Estimate £000	2032/33 Estimate £000	2033/34 Estimate £000	2034/35 Estimate £000	TOTAL £000
General Fund												
Government Grant	(25,280)	(37,596)	(18,000)	(18,722)	0	0	0	0	0	0	0	(99,600)
Other Contributions	(8,126)	(9,007)	(9,162)	(723)	(52)	0	0	0	0	0	0	(27,069)
Revenue Contributions	(1,231)	(906)	0	0	0	0	0	0	0	0	0	(2,137)
Capital Receipts	0	0	0	0	0	0	0	0	0	0	0	0
Self-Finance via Future Disposal	0	0	0	0	0	0	0	0	0	0	0	0
Prudential Borrowing - General Fund	(35,438)	(68,108)	(18,013)	(2,706)	(856)	0	0	0	0	0	0	(125,121)
Total GF Financing	(70,075)	(115,617)	(45,175)	(22,151)	(908)	0	0	0	0	0	0	(253,927)
Adjustment - Sales from GF to HRA	24,165	0	39,261	0	0	0	0	0	0	0	0	63,426
Total GF Financing adjusted for GF sales to HRA	(45,910)	(115,617)	(5,914)	(22,151)	(908)	0	0	0	0	0	0	(190,501)
HRA												
Government Grant	(7,914)	(1,685)	(7,247)	(881)	(625)	0	0	0	0	0	0	(18,353)
Other Contributions	(15,783)	(7,786)	(17,450)	(1,487)	(1,487)	(1,487)	(1,487)	(1,487)	(1,487)	(1,487)	(1,487)	(52,915)
Revenue Contributions	(16,868)	(16,104)	(16,527)	(16,963)	(17,262)	(17,567)	(21,879)	(22,316)	(22,762)	(23,218)	(23,682)	(215,147)
Capital Receipts	(15,372)	(8,302)	(5,100)	(4,580)	(4,580)	(550)	(550)	(550)	(550)	(550)	(550)	(41,234)
Prudential Borrowing - HRA	(46,820)	(16,014)	(27,087)	(11,080)	(11,699)	(16,099)	(12,476)	(12,742)	(13,012)	(13,287)	(13,569)	(193,885)
Total HRA Financing	(102,757)	(49,891)	(73,411)	(34,991)	(35,653)	(35,703)	(36,392)	(37,095)	(37,811)	(38,542)	(39,288)	(521,534)
Total Financing adjusted for GF sales to HRA	(148,667)	(165,508)	(79,325)	(57,142)	(36,561)	(35,703)	(36,392)	(37,095)	(37,811)	(38,542)	(39,288)	(712,035)

Table 53: How the Council intends to fund its investment programme.

Treasury Management Strategy

The Council's Treasury Management Strategy supports the Capital Investment Strategy by ensuring that the Council's capital investment and associated borrowing is financially sustainable. It includes:

- New borrowing requirements and debt management arrangements
- A Minimum Revenue Provision (MRP) Policy Statement
- The Annual Investment Strategy
- The Treasury Management Policy Statement
- Prudential Indicators for Capital and Treasury Management

Treasury and reserves

The Treasury Management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet its service delivery activity and the ambitious plans established here in the Council's Capital Investment Strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The annual Treasury Management Strategy covers the relevant treasury/prudential indicators, the current and projected debt positions, MRP policy and the Annual Investment Strategy.

Reserves are an essential part of good financial management. They help the Council to manage unpredictable financial pressures and plan for future spending commitments. The level, purpose and planned use of reserves are important factors for the Council to consider in developing the MTFS and setting the annual budget. Earmarked reserves are funds set aside to meet known or predicted future spending or ringfenced by previous Council decisions, some of which are linked to the capital programme or provide resources that can be used to support capital schemes. Reserves will be monitored throughout the year as part of the routine financial monitoring and the level of reserves reported as part of the year-end accounting processes. Further details on reserves are available in the Council's Reserves Strategy.

Non-treasury and treasury investments

Treasury Investments arise from the Council's cash flows and debt management activity, and ultimately represent balances which could be invested until the cash is required for use in the course of business. For these types of investments, the security and liquidity of funds are placed ahead of the investment return. The management of associated risk is set out in the Treasury Management Policy and the Annual Investment Strategy. Non-treasury investments are made mainly for financial reasons and include non-current assets such as investment properties and loans to third parties. Such investments are only undertaken where the Council has the appropriate legal powers to do so and after an assessment of risk and financial sustainability.

Prudential indicators

The Council must set prudential indicators each year, which include parameters for borrowing, including the upper limits for the value, nature and maturity of the debt incurred as part of its Treasury Management Strategy. The Council's prudential indicators revolve around its capital expenditure plans and its Capital Financing Requirement.

Capital Financing Requirement

Expenditure which is financed by borrowing (be it internal or external) gives rise to an increase in the Council's Capital Financing Requirement (CFR). The CFR is therefore a measure of the Council's indebtedness and represents its underlying borrowing need; it will increase with unfunded capital expenditure and decrease as the Council makes MRP contributions. Table 54 shows the projected capital financing requirement from delivering our Capital Investment Strategy.

The CFR distinguishes between the amounts relating to the HRA and those that do not. This reflects the statutory requirement for the HRA to be a ringfenced account that is self-sufficient and does not subsidise, nor is subsidised by, other council financing arrangements.

	2024/25 Forecast £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000	2028/29 Estimate £000	2029/30 Estimate £000	2030/31 Estimate £000	2031/32 Estimate £000	2032/33 Estimate £000	2033/34 Estimate £000	2034/35 Estimate £000	TOTAL £000
CFR as at 31 March												
General Fund	329,997	387,389	322,157	314,818	305,618	295,508	285,098	274,573	263,835	253,427	243,278	
HRA	345,373	361,387	388,474	399,554	411,253	427,352	439,829	452,571	465,582	478,869	492,438	
Total CFR as at 31 March	675,370	748,776	710,631	714,372	716,872	722,860	724,927	727,143	729,417	732,297	735,716	
Annual change												
General Fund	(9,117)	57,392	(65,232)	(7,339)	(9,200)	(10,110)	(10,410)	(10,525)	(10,738)	(10,408)	(10,149)	(95,837)
HRA	46,820	16,014	27,087	11,080	11,699	16,099	12,476	12,742	13,012	13,287	13,569	193,885
Total annual change	37,703	73,406	(38,145)	3,741	2,499	5,988	2,067	2,216	2,274	2,880	3,419	98,049
Reason for change												
Prudential Borrowing	82,258	84,122	45,100	13,786	12,556	16,099	12,476	12,742	13,012	13,287	13,569	319,006
Self-Financed from Future Disposals	0	0	0	0	0	0	0	0	0	0	0	0
Capital Receipts	(12,217)	(1,022)	(34,000)	0	0	0	0	0	0	0	0	(47,239)
Sales from GF to HRA	(24,165)	0	(39,261)	0	0	0	0	0	0	0	0	(63,426)
Other Changes	0	0	0	0	0	0	0	0	0	0	0	0
MRP Charge	(8,173)	(9,694)	(9,984)	(10,045)	(10,056)	(10,110)	(10,410)	(10,525)	(10,738)	(10,408)	(10,149)	(110,292)
Total change	37,703	73,406	(38,145)	3,741	2,499	5,988	2,067	2,216	2,274	2,880	3,419	98,049

Table 54: Projected Capital Financing Requirement Forecast

Capital Financing Requirement - General Fund

	2024/25 Forecast £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000	2028/29 Estimate £000	2029/30 Estimate £000	2030/31 Estimate £000	2031/32 Estimate £000	2032/33 Estimate £000	2033/34 Estimate £000	2034/35 Estimate £000	TOTAL £000
General Fund CFR as at 1 April	339,115	329,997	387,389	322,157	314,818	305,618	295,508	285,098	274,573	263,835	253,427	339,115
Prudential Borrowing	35,438	68,108	18,013	2,706	856	0	0	0	0	0	0	125,121
Schemes Funded from Future Disposals	0	0	0	0	0	0	0	0	0	0	0	0
Capital Receipts	(12,217)	(1,022)	(34,000)	0	0	0	0	0	0	0	0	(47,239)
Sales to HRA	(24,165)	0	(39,261)	0	0	0	0	0	0	0	0	(63,426)
Other Changes	0	0	0	0	0	0	0	0	0	0	0	0
MRP Charge	(8,173)	(9,694)	(9,984)	(10,045)	(10,056)	(10,110)	(10,410)	(10,525)	(10,738)	(10,408)	(10,149)	(110,292)
General Fund CFR as at 31 March	329,997	387,389	322,157	314,818	305,618	295,508	285,098	274,573	263,835	253,427	243,278	243,278

Table 55: Projected GF Capital Financing Requirement

Capital Financing Requirement - HRA

	2024/25 Forecast £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000	2028/29 Estimate £000	2029/30 Estimate £000	2030/31 Estimate £000	2031/32 Estimate £000	2032/33 Estimate £000	2033/34 Estimate £000	2034/35 Estimate £000	TOTAL £000
HRA CFR as at 1 April	298,553	345,373	361,387	388,474	399,554	411,253	427,352	439,829	452,571	465,582	478,869	298,553
Purchases from GF	945	0	0	0	0	0	0	0	0	0	0	945
Less: Government Grants	(567)	0	0	0	0	0	0	0	0	0	0	(567)
Less: Capital Receipts	(4,658)	0	0	0	0	0	0	0	0	0	0	(4,658)
Net Prudential Borrowing - Purchases from GF	(4,280)	0	0	0	0	0	0	0	0	0	0	(4,280)
Other Prudential Borrowing	51,100	16,014	27,087	11,080	11,699	16,099	12,476	12,742	13,012	13,287	13,569	198,165
Capital Repayments	0	0	0	0	0	0	0	0	0	0	0	0
HRA CFR as at 31 March	345,373	361,387	388,474	399,554	411,253	427,352	439,829	452,571	465,582	478,869	492,438	492,438

Table 56: Projected Capital Financing Requirement Forecast

Borrowing activity

The Council's forward projections for borrowing are summarised below. Table 57 shows the projected external debt against the CFR, highlighting any over or under borrowing.

	2024/25 Forecast £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000	2028/29 Estimate £000	2029/30 Estimate £000	2030/31 Estimate £000	2031/32 Estimate £000	2032/33 Estimate £000	2033/34 Estimate £000	2034/35 Estimate £000
Gross Projected Debt	539,450	619,945	588,970	600,118	610,267	624,009	633,879	643,856	653,691	664,229	675,492
Capital Financing Requirement	675,370	748,776	710,631	714,372	716,872	722,860	724,927	727,143	729,417	732,297	735,716
Under/(Over) borrowing	135,920	128,830	121,661	114,255	106,605	98,851	91,048	83,287	75,727	68,068	60,225

Table 57: Borrowing compared to the Capital Financing Requirement

As part of ensuring the financial sustainability of the Council and its investments, the Council sets a series of prudential indicators, including limits on levels of borrowing.

- **The operational boundary** is the limit which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund 'underborrowing' by other cash resources.

- **The authorised limit for external debt** represents the maximum level of external borrowing. It reflects the level of external debt that could be afforded in the short term but may not be sustainable in the longer term. The authorised limit is presented to Full Council for consideration and approval, as part of the Treasury Management Strategy Statement.

The projected authorised limit and operational boundary are shown in Table 58.

	2024/25 Forecast £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000	2028/29 Estimate £000	2029/30 Estimate £000	2030/31 Estimate £000	2031/32 Estimate £000	2032/33 Estimate £000	2033/34 Estimate £000	2034/35 Estimate £000
Authorised limit:											
Borrowing	739,651	820,657	778,979	783,359	786,349	793,172	795,706	798,420	801,239	804,682	808,674
Operational boundary:											
Borrowing	611,090	676,894	642,283	645,386	647,395	652,549	654,148	655,866	657,595	659,912	662,759

Table 58: Comparing the Authorised External Debt Limit to the Operational Boundary

Financial implications

The Council's proposed GF capital programme of £253.93 million is financed from five main sources:

- External funding
- Internal funding from Revenue Contributions / Reserves
- Capital Receipts
- Self-financed via Future Disposals
- Borrowing

Table 59 below, summarises the amounts of each of these sources during the planned investment profile.

GF FINANCING SOURCES	2024/25 Forecast £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000	2028/29 Estimate £000	2029/30 Estimate £000	2030/31 Estimate £000	2031/32 Estimate £000	2032/33 Estimate £000	2033/34 Estimate £000	2034/35 Estimate £000	TOTAL £000
Expenditure	70,075	115,617	45,175	22,151	908	0	0	0	0	0	0	253,927
External Funding	(33,407)	(46,603)	(27,162)	(19,445)	(52)	0	0	0	0	0	0	(126,669)
Revenue Contributions / Reserves	(1,231)	(906)	0	0	0	0	0	0	0	0	0	(2,137)
Capital Receipts	0	0	0	0	0	0	0	0	0	0	0	0
Self-Financed via Future Disposals	0	0	0	0	0	0	0	0	0	0	0	0
Total GF Prudential Borrowing	(35,438)	(68,108)	(18,013)	(2,706)	(856)	0	0	0	0	0	0	(125,121)

Table 59: GF borrowing requirement

External funding

This comprises grants and contributions, totalling £197.93 million and is broken down as follows:

- **Grants (£117.95 million)** are mainly from the government and are usually given for specific uses, with attendant terms and conditions. Most of the grant income received is to enable the Council to fulfil its statutory duties in the area of schools, adult social care and disabled facilities. TfL grants fund infrastructure projects.
- **Other contributions (£79.98 million)** Although they could be from various sources including government, these are mainly provided by private developers in order to mitigate specific effects of new developments in the borough. Historically, these have been s106 receipts but since 2014, have been largely replaced by CIL, which is much more flexible in its uses. Further details of how the Council has raised and used developer contributions are in Section 6.2 of this strategy.

Internal funding

This comprises the following:

- **Direct revenue financing (£217.28 million)** represents revenue contributions that have come directly from the Council's revenue budget, either in the form of reserves or underspends, as part of the MTFS. Revenue is used to fund capital projects that are expected to generate revenue savings in the future to help close the funding gap.



Borrowing

The extent to which capital expenditure in the programme is not funded by grants, contributions or capital receipts is the Council's borrowing requirement, which can be satisfied internally or externally:

- **Internal borrowing** makes use of the Council's surplus cash balances and reserves derived from working capital, rather than having to borrow at high interest rates. It does not need to be repaid in the same way as formal externally borrowed funds. Although there is an opportunity cost of not having invested the surplus cash, it is still prudent on the part of the Council to take this course, given that investment returns are low and counterparty risk is eliminated.
- **External borrowing** involves sourcing funds on the open market. Most of the Council's borrowing is with the Public Works Loan Board (PWLB) due to its favourable rates for the public sector. The Council may seek external funding from elsewhere depending on the prevailing interest rates.

The Treasury Management Strategy determines the actual borrowing requirement, incorporating the use of both internal and external borrowing. For external borrowing, the Corporate Treasury will consider its current and future borrowing requirements, which will then determine the actual interest cost.

Revenue implications

Table 60 below summarises the indicative revenue implications of the proposed capital programme on the GF, assuming all new financing requirement is external borrowing.

REVENUE IMPACT	2024/25 Estimate £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000	2028/29 Estimate £000	2029/30 Estimate £000	2030/31 Estimate £000	2031/32 Estimate £000	2032/33 Estimate £000	2033/34 Estimate £000	2034/35 Estimate £000	TOTAL £000
Capital Financing - Interest	9,255	11,424	15,592	16,695	16,860	16,913	16,913	16,913	16,913	16,913	16,913	171,305
Capital Financing - MRP	5,334	7,265	7,243	7,483	7,730	7,839	7,894	7,426	7,627	7,741	7,851	81,433
Sinking Fund adjustment	5,078	978	(3,169)	(4,011)	(4,424)	(4,585)	(4,640)	(3,672)	(3,373)	(2,986)	(2,597)	(27,401)
MTFS BUDGET ASSUMPTIONS	19,667	19,667	19,667	20,167	20,167	20,167	20,167	20,667	21,167	21,667	22,167	225,336

Table 60: Indicative revenue implications of the multi-year GF Capital Investment Programme

Over the term of the Capital Investment strategy (from 2024/25 to 2034/35), the GF revenue cost of the capital portfolio is budgeted to be a cumulative £225.35 million. This includes projected interest payable of £171.30 million and an allocation for the repayment of debt of £81.03 million – the MRP. This excludes the repayment of existing PFI related liabilities, which have been budgeted for separately in accordance with their financial models.

In each year, revenue budget has been set aside to cover financing costs (MTFS budget assumptions). The difference between this amount and the net revenue position represents contributions to/from a smoothing reserve over the life of the programme.

This enables the Council to manage its capital programme in a sustainable way. The MTFS budget is forecast to remain at £19.67 million through to 2026/27, increasing by £1 million from 2027/28 to 2031/32, before gradually increasing to £21.67 million in 2032/33, before reaching £22.17 million from 2034/35 onwards. This is projected to provide sufficient budget to cover the financing costs.

The capital financing costs also include the relevant costs of HRA schemes that were developed within the GF and then appropriated back to the HRA. This includes Juniper House, Central Parade, Families and Homes Hub and Priory Court. The impact of these appropriations is reflected within the Capital Financing Requirement (CFR) and as a result, the GF is compensated for the cost of these schemes by the HRA.



6.2 Developer Contributions

The Council recognises that to maximise the delivery of its Capital Investment Portfolio each scheme will need to consider a range and mix of funding options to enable delivery. This could include borrowing, grants, self-financing or using developer contributions – including the Community Infrastructure Levy (CIL), Section 106 (s106) agreements and Section 278 Highways Agreements.

CIL and s106 (collectively known as ‘planning obligations’ or ‘developer contributions’) income is used to help fund the provision of supporting infrastructure to mitigate the impact of development and maximise the benefits and opportunities from sustainable growth, such as employment opportunities, green and open spaces, new health and educational facilities or affordable homes. Many schemes included in this strategy received or are fully funded by CIL or s106 funding to deliver supporting infrastructure requirements. Equally, a lot of larger schemes pay CIL or s106, contributing to wider infrastructure needs across the borough. This funding complements and adds to the Council’s direct capital investment.

The Council has embedded robust internal governance arrangements with an Inclusive Infrastructure Planning Forum, which aligns to the Capital Investment Portfolio and Place Board, providing political and strategic direction to our capital portfolio. These forum and boards ensure:

- a) that the Council allocates its CIL and s106 funding to schemes that deliver the best outcomes for the borough, aligned to Mission Waltham Forest priorities;
- b) a coordinated and holistic approach to infrastructure planning.

All applications for CIL funding are required to demonstrate value for money and a positive or neutral impact on the Climate Emergency, health, wellbeing and community safety. The supported bids for funding are agreed by Portfolio Lead Members (PLM) and Cabinet, where necessary.

CIL collected from new developments within the borough is split into two pots: Strategic (SCIL) and Neighbourhood CIL (NCIL). SCIL is intended to support the delivery of strategic pieces of infrastructure. NCIL is money that can be spent on anything that is concerned with addressing the demands that development places on an area, including, but not limited to, infrastructure. NCIL is required to be spent in consultation with the community in areas where development is taking place.

The Council has defined three NCIL Collection Zones (north, central and south of the borough), which are used for the allocation of NCIL funding. The three zones create an optimal balance between linking the growth benefits to a local area and allowing flexibility in delivering cross-ward boundary projects. NCIL collected within each of the zones is ringfenced towards future projects located within the same zone and spent on:

- the provision, improvement, replacement, operation or maintenance of infrastructure; or
- anything else that is concerned with addressing the demands that development places on an area.

Under an innovative new NCIL allocation pilot, ward members directly select project proposals with broad support and wide benefits, with funding allocations approved by CSAMG and the PLM for Housing and Regeneration.

The Council also annually publishes its Infrastructure Funding Statement (IFS). This sets out the infrastructure projects and priority areas the Council used CIL funding to help deliver in the last financial year, including cultural spaces, green spaces and parks, highways and sustainable transport. The IFS also details all monies collected, allocated and spent within a given financial year and, prior to publication, it is approved by Cabinet and the PLM.

Significant CIL contributions towards investment in our rail and road transport infrastructure are to be match-funded by TfL and other external funding secured, including from the Government-funded programme (formerly Levelling-Up Fund). Section 5 of this document sets out strategic investments being made by the Council, many of which have been supported by additional developer contributions where strict allocation criteria have been met.

6.3 Risk management

Major regeneration and housing projects constitute most of the Council's capital portfolio. These inherently carry risk, some of which is outside the Council's control. The Council's planning and governance processes have been developed in such a way as to mitigate these risks. Table 61 sets out these key risks and mitigation measures:

Risk	Mitigation
Local government financial pressures	Reduced funding, increasing costs and demand for services and changes to legislation have created significant financial pressures for local government. As a result, in 2024 the Council developed a prioritisation framework used to review its schemes within the capital programme, which includes a set of indicators that must be met for projects to remain in or be added to the capital programme. Careful monitoring and review ensure the ongoing affordability of the programme and supports the long-term financial sustainability of the Council.
Project viability	There are significant challenges to project delivery at present due to current market conditions. The Council reviews project viability at all key gateway stages via established project / programme and council governance. Where appropriate, schemes will continue to be developed and will remain as pipeline schemes until they can demonstrate they are viable and meet the indicators set out in the capital prioritisation framework. The Council has secured in principle agreement to a significant level of GLA grant and is also exploring other funding models to address viability challenges and ensure continued delivery.

Risk	Mitigation
Inflation	<p>Capital delivery costs are vulnerable to inflation, which has been particularly high over recent years and currently sits at 2.5% (as at December 2024). The Council has undertaken impact assessments across the Capital Investment Portfolio to understand the potential programme/ financial impact of cost inflation and programme delays. This includes the cost of construction materials, which increased significantly over recent years but has continued to decrease overall since mid-2023 (Department for Business and Trade, November 2024).</p> <p>In costing the capital portfolio, an allowance for inflation and a level of contingency has been built into each scheme to mitigate this risk. For its larger construction programmes, the Council has entered into Development Agreements and fixed price contracts to protect its commercial position and exposure to increased delivery costs as far as possible.</p> <p>Close monitoring of the portfolio through the governance and assurance processes set out in section 7 support the early highlighting and mitigation of further risks in relation to inflation.</p>
Workforce	Workforce availability and continuity is monitored carefully to ensure the delivery of capital schemes despite ongoing challenges, including those resulting from Brexit, the Russia-Ukraine war, an ageing workforce and a shortage of particular skilled trades within the construction industry.
Interest rate increases	<p>The Council's capital portfolio has a borrowing requirement and is therefore exposed to fluctuations in interest rates. The PWLB interest rate is currently 6.15% on a 40-year annuity basis in January 2025, (in comparison to 5.3% in January 2024), which has an impact on the amount of interest payable by the Council. Interest rates are variable, and further rises could make the capital programme unaffordable.</p> <p>External borrowing is projected to increase by £319.01 million over the current year and the following 10 years – this increase relates primarily to the HRA capital programme. HRA borrowing is undertaken within the affordability parameters of its 30-year business plan to mitigate inflation risks. The Council has used prudent interest estimates in order to mitigate this risk.</p>

Risk	Mitigation
Capital receipts	<p>The Council has developed a detailed approach to sales and marketing for units within several of its major residential-led schemes and procured external advice to support this approach in order to protect and realise maximum financial return for the Council.</p> <p>The Council's risk management strategy remains in place to review ongoing risks. Close monitoring of the property market and the Council's response to rate increases through review of its sales and marketing strategy continues to provide the required assurance. Decisions to fund shortfalls through borrowing, as well as capital prioritisation to ensure schemes remain affordable are controlled by the Council's Section 151 Officer to ensure prudence.</p>
Legislative	<p>Changes in statute and regulations will impact capital projects, as they must comply with current legislation. This has the potential to impact existing scheme viability, development of new schemes and increase overall costs in order to meet new legislative standards.</p> <p>As mitigation, the Council horizon scans to remain aware of any changes to legislation which might affect projects and responds accordingly through proper governance channels. To date, the impact of changes to legislation (such as the Building Safety Act 2022) have been mitigated through robust assurance, delivery and contract management practices.</p>
Market conditions	<p>The portfolio is complex and the successful delivery of various aspects depends to a large extent on the commercial environment. Examples are property rental income, capital receipts and future health of the property market. Assumptions are made which underpin projections. The Council relies on expert advice to mitigate this risk.</p>
Transfer	<p>Increasingly, major projects are not delivered by the Council itself, but by developers – either alone or jointly with the Council. Whilst using a developer transfers risk from the Council, this means extra costs and therefore a careful balance is required.</p>

Risk	Mitigation
Project delivery	<p>In the main, these are unforeseen delays and increases in costs. Apart from building in contingencies there are a range of measures that can mitigate the risks. Large schemes are subject to Gateway Reviews, with projects 'reaffirmed' by Cabinet where major financial or key strategic decision making is required, providing additional assurance.</p> <p>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. During the life of the project, risks are monitored with risk registers being properly maintained and updated.</p> <p>Regular highlight reporting keeps key stakeholders informed to allow early intervention where necessary. In the case of complex major projects, professional experts are used at all necessary stages to ensure effective delivery.</p>
Portfolio delivery capacity	<p>The investment portfolio set out in this Capital Strategy totals over £712 million. A priority is to ensure sufficient project delivery expertise, enabling support and supply chain capacity is available to deliver the Council's investment portfolio outcomes, on time and to agreed budgets.</p> <p>The Council has embedded arrangements which mean SROs and dedicated project delivery resources are allocated to key investment programmes and projects. Appropriate resource plans (and service level agreements) are developed to provide sufficient enabling expertise. Supply chain capacity will primarily be managed at the project and programme level, with residual risks escalated through the Council's governance as necessary.</p>
Funding	<p>A significant proportion of the Council's schemes relies on grant funding and contributions from third parties. Any delays and/or non-receipt of this funding can lead to an adverse impact on the deliverability and/or financial viability of capital projects. The Council undertakes effective monitoring to ensure the relevant grants are drawn down together with regular dialogue with the relevant funding bodies to ensure all options are explored in the event grant funding is affected.</p>

Table 61: Portfolio-level risks and mitigation



7

PORTFOLIO DELIVERY ASSURANCE

7.1 Delivery Assurance Framework

To robustly manage the capital investment programme, the Council continually reviews and refines its Delivery Assurance Framework, to support strategic planning and delivery of its Capital Investment Portfolio.

The Delivery Assurance Framework is managed by an internal delivery and leadership team underpinned by strong, well-established officer and member governance.

The framework brings together four core functions that individually and collectively ensure the successful delivery of the Council's investment priorities. Figure 62 sets out these functions.



Figure 62: Capital Delivery Assurance Framework

The Council is currently delivering a substantial capital programme with a large proportion of schemes within the programme onsite and under construction. During 2024/25 economic and inflationary pressures facing the construction industry have continued to remain a significant risk to our delivery plans. In response, additional project and portfolio-level measures have been put in place to ensure delivery continuity. This includes:

- Prioritising and assuring our schemes currently in construction phases and therefore most at risk of current economic and market conditions.
- Enhanced prudence around making investment that places pressure on the MFTS.
- Entering long-term, cross-portfolio funding arrangements with the GLA, to support longer-term estate regeneration priorities.
- Exploration of new financial models and institutional investment opportunities.
- Rephasing of delivery programmes to mitigate increasing costs.
- Commercial arrangements that constructively risk share with delivery partners.
- Two-stage procurement processes for design and build contracts to provide increased cost certainty and greater potential to work collaboratively with contractors to improve buildability and reduce costs, where required.
- Early design freeze at the end of procurement to avoid additional costs from changes in scope.
- Robust financial modelling and close, regular budget management.
- Robust governance arrangements to enhance risk management practices at project and portfolio levels.
- Additional financial contingencies at portfolio level, prioritised for schemes in construction phases and robust governance to manage use of these funds.
- Using a diverse range of innovative delivery models and spread of delivery partners across the capital portfolio.
- The re-establishment of a Corporate Landlord model to enhance estate asset operational and financial management.
- Continued use of the Capital Prioritisation Framework (set out in Section 2) to ensure that investment decisions deliver the highest priorities for our residents, whilst robustly protecting the Council's financial position.

In 2024/25

During the past 12 months the Capital Portfolio Management Office (PMO) – in collaboration with the sponsoring Capital Strategy and Asset Management Group (CSAMG), chaired by the Corporate Director of Financial Services – have implemented enhancements to our Delivery Assurance Framework and portfolio management practices.

These include:

- Undertaking an annual detailed review and challenge of all project and programme level financial spend plans. This review ensures accuracy and an achievable overall portfolio-level annual budget forecast, helping to support the Council with more prudent management of overall GF and HRA capital budgets.
- Continuing to deliver monthly financial and delivery monitoring reports to CSAMG to ensure regular and accurate reporting, and senior oversight.
- Quarterly reporting of capital portfolio-level financial performance to the Council's Senior Leadership Team and to Cabinet.
- Continuing to annually review the Capital Investment Strategy to ensure the Council is meeting the CIPFA Prudential Code and requirements for capital investment.
- The design, build and implementation of capital management modules in the Council's new enterprise resource planning system (Oracle Cloud) to enhance capital financial management.

7.2 Capital Prioritisation Framework

In 2023/24 the Council implemented a Capital Prioritisation Framework, designed to support the decision-making process for which capital investment projects and programmes are brought forward or continued. The framework will continue to be used in 2025/26 to ensure that schemes developed are focused on delivering council and resident priorities, but also that capital investment decisions are firmly focused on protecting the Council's financial position.

To provide further assurance, all new major capital investment decisions must receive Senior Leadership Team (Chief Executive and Strategic Director) approval in addition to decision making through the Council's capital governance processes. The Council continues to operate a rolling Capital Investment Portfolio, ensuring that decision making can be made at times when it is within the best interests of the Council. Figure 63 details the business case process for capital investment.

7.3 Portfolio delivery assurance and governance

The Council has well established corporate governance and capital portfolio monitoring arrangements. The Council's CSAMG is central to this. Meeting monthly, its purpose is to assure our capital investment and to ensure the financial assurance monitoring of the capital portfolio is integrated into the Council's budget monitoring cycle. This annual cycle of portfolio delivery assurance and governance is shown in figures 64 and 65 and will continue to feed into the Council's MTFS.

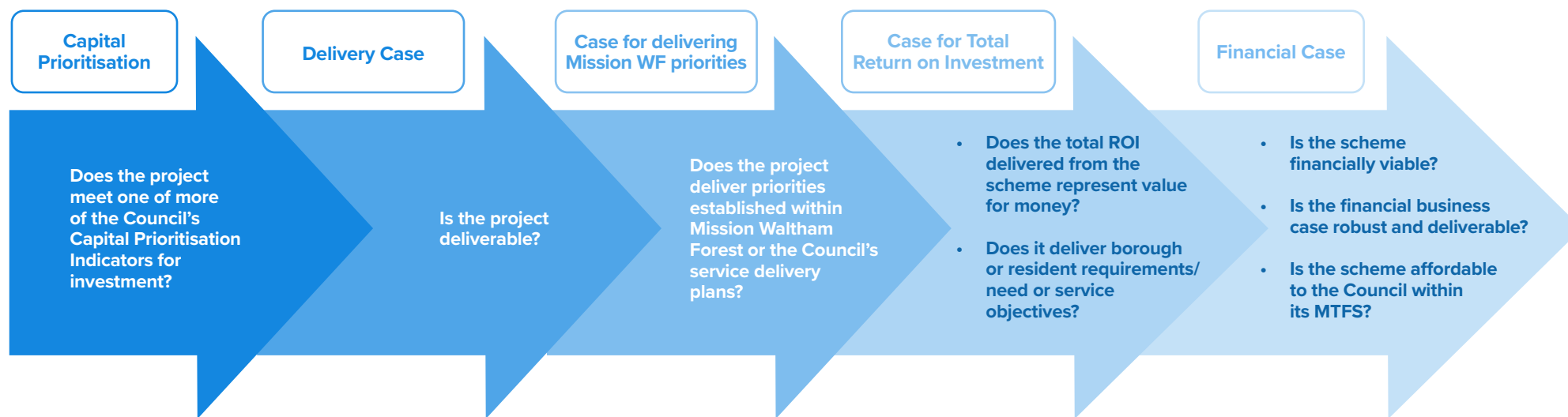


Figure 63: Capital prioritisation and business case framework

Capital Portfolio Governance

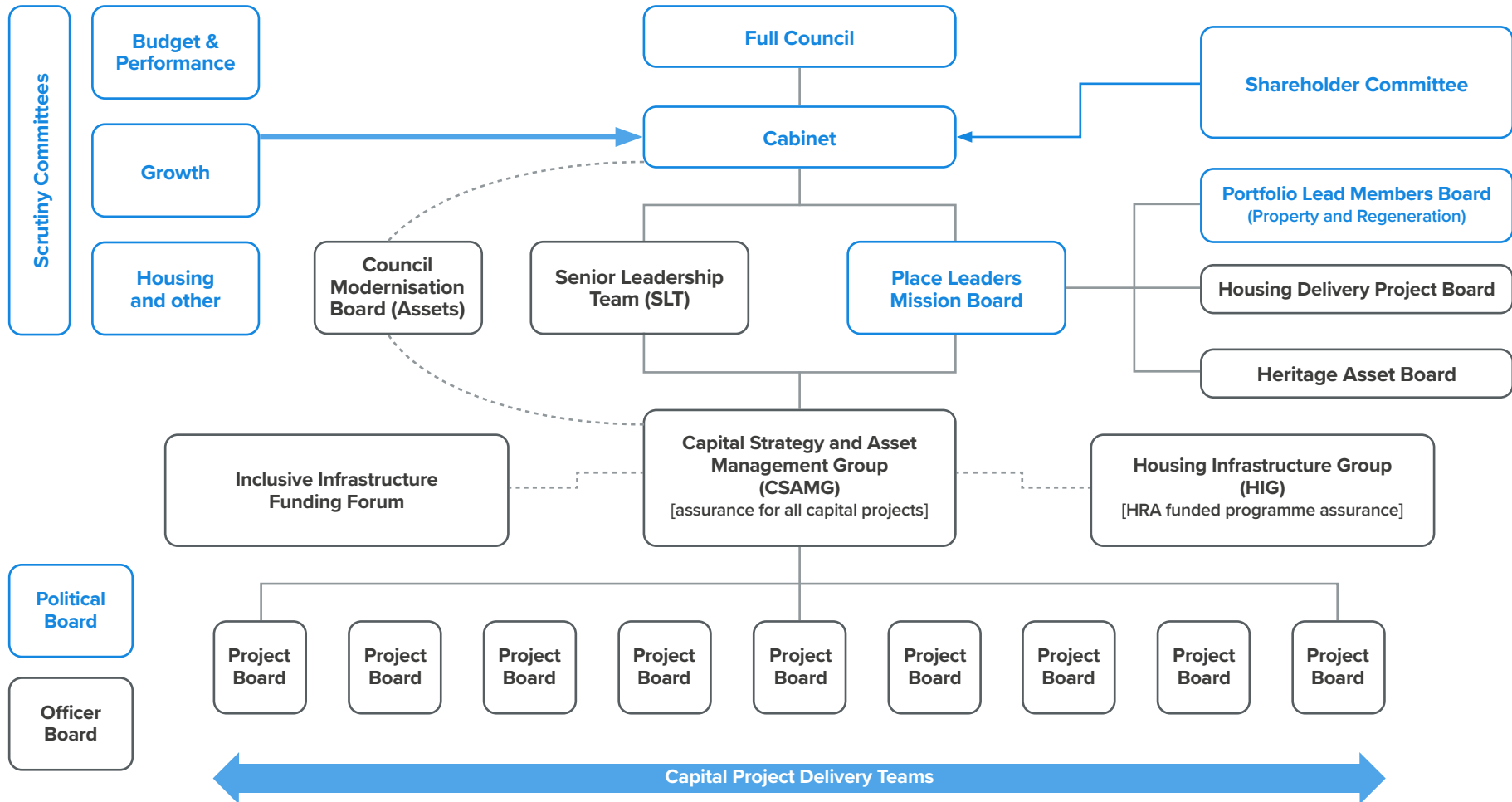


Figure 64: Capital portfolio and corporate governance flowchart

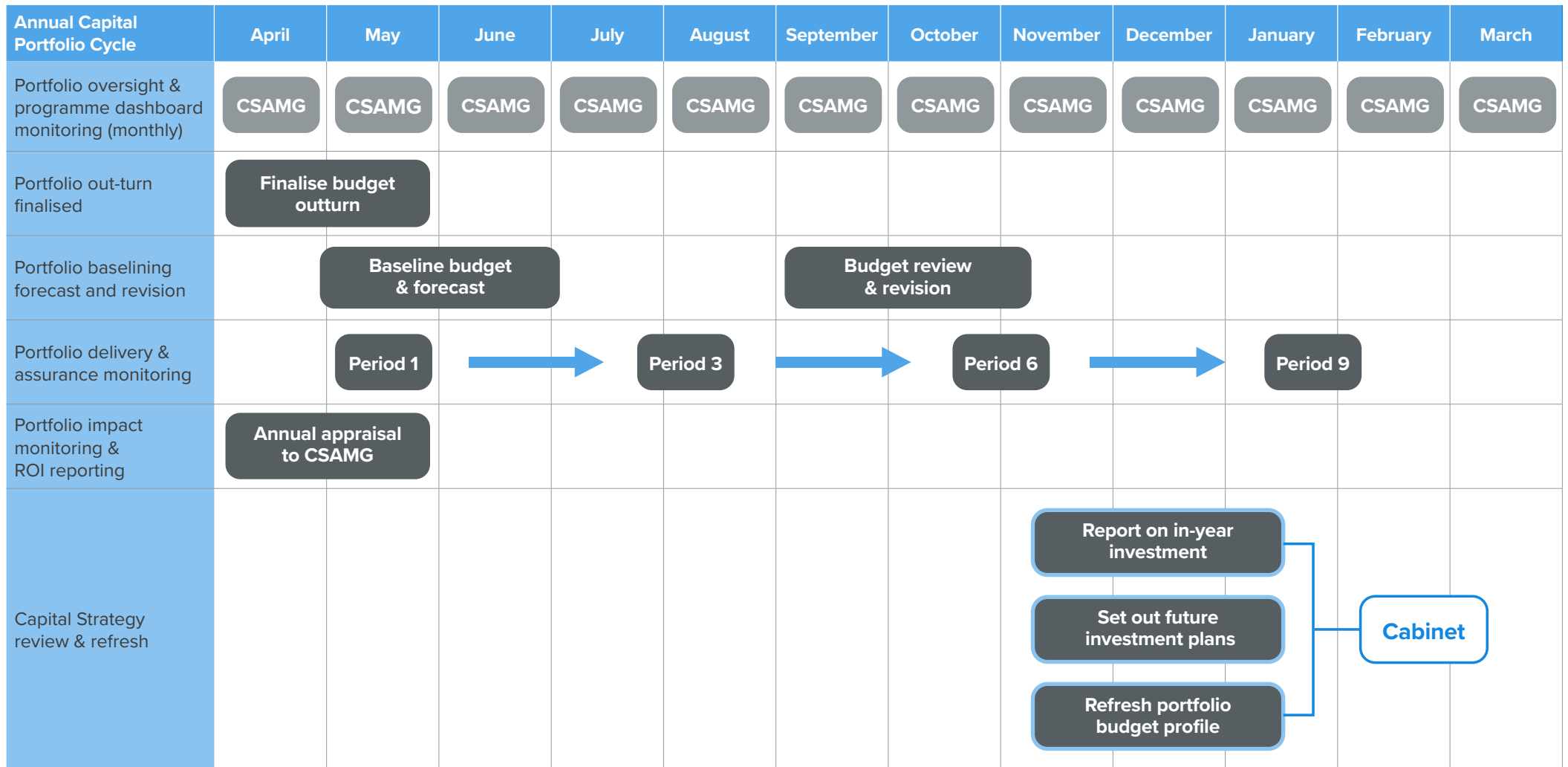


Figure 65: The Council's annual cycle of portfolio delivery assurance

February 2025

