



SOCIAL INFRASTRUCTURE



Waltham Forest Infrastructure Delivery Plan 2020

9 Healthcare

Introduction

- 9.1 The Waltham Forest Local Plan 2035 recognises that the places we live, work and spend our leisure time have a direct impact on our health and well-being and the wider role the planning system plays in terms of having access to healthy, safe and inclusive environments. COVID-19 has, is and will continue to impact the local health estate. The Council are committed to working with WEL CCG and other health stakeholders and providers to ensure the borough is responsive to future needs arising. It should be noted that much of the strategic information and analysis set out below was developed prior to the onset of the pandemic. The purpose and value of this IDP being a 'live' document means that future needs arising can be updated, as and when they are brought forward by health providers in the borough.
- 9.2 Healthcare planning is essential for all healthcare services and capital infrastructure assets. Key factors include the efficient integration of the primary care, acute hospital, health and well-being and mental health and social care sectors. It is increasingly recognised that many patients who access one, will often have to access more of the services over their lifetime. While integrated healthcare planning and infrastructure/asset planning across these complex and multi-faceted categories is often challenging, it has the potential to be hugely beneficial to the patients when they need to access healthcare, especially when facing complex needs.
- 9.3 Health infrastructure is all maintained and improved through capital investment, which is a key part of meeting current and future patient needs, supporting our NHS and other service delivery colleagues to do their jobs effectively, in well-designed and safe settings.
- 9.4 Investment in well-designed buildings can also improve productivity and reduce costs across the wider healthcare estate, for example, reducing running and maintenance costs, reducing walking times for staff and creating cleaner, greener buildings for the future.
- 9.5 By virtue of their complexity and need for future flexibility, capital investments in healthcare provision tend to involve the planning system and delivery over multiple years, and as such, the quality of capital plans and delivery projects is higher when they have certainty of timescales and budgets over a multi-year period. The Council recognise this and are committed to facilitating this multi-year investment approach to support growth in the borough, whilst maintaining the ability to provide rapid support and delivery expertise for capital investment in response to unforeseen issues arising

from the COVID19 pandemic or any resulting fiscal policy in light of wider economic considerations.

- 9.6 This IDP therefore focuses on the long-term physical assets, sites and capital required to support the delivery of world-class healthcare in the borough, including Whipps Cross Hospital and primary care including; GP's, pharmacies, dentists and optometry services.
- 9.7 Ultimately, all planning comes down to identifying the needs of the target population and then determining the best means for meeting those needs. However, within the health sector there is uniqueness about the planning process that does not tend to occur with other forms of infrastructure. This includes:
- **The demographic challenge:** with an ageing population and increasing numbers of people with long-term conditions including serious disabilities, increasing demand on the NHS to prevent, cure and manage diseases, alleviate suffering and extend life expectancy, but this creates additional costs.
 - **Complex relationships:** the healthcare industry is also made of many separate entities operating in a virtually uncoordinated manner and often at cross-purposes and characterised by a variety of different customers.
 - **Rising expectations:** the public wanting more from their public services, to match the choice, customer service and personalisation they get elsewhere, and wanting services to be more local and convenient too.
 - **Emotional dimensions:** fluctuations in demand and the fact that health service providers are often dealing with life and changing situations.
 - **Financial characteristics:** different from other infrastructure types whereby the end-user may not make the consumption decision or pay for the service provided. Much of the healthcare estate in the borough is also privately owned and in sub-optimal setting.
 - **Diversity of functions:** different entities perform different functions and single entities, e.g a hospital, performs multiple functions simultaneously. The functions can range from, providing for the healthcare needs of a population to providing a community healthcare provision.

Legislation and Policy Background

National Health Infrastructure Plan

- 9.8 The Health Infrastructure Plan (HIP)¹ sets out the Government's commitment to deliver a long-term, rolling five-year programme of investment in health infrastructure. This includes capital to build new hospitals, modernise our primary care estate, invest in

¹ <https://www.gov.uk/government/publications/health-infrastructure-plan>

new diagnostics and technology, and help eradicate critical safety issues in the NHS estate.

9.9 The plan sets out three key actions needed to make NHS infrastructure fit for the future:

- A new five-year rolling programme of investment in NHS infrastructure – a strategic approach to improving our hospitals, primary and community care estates and health infrastructure, with waves of investment in new infrastructure initiatives.
A multi-year capital settlement will provide greater certainty to develop capacity, plan effectively, get better value for money and unlock delivery of commitments already made;
- A reformed system underpinning capital to ensure funding addresses need – ensuring funding reaches the frontline when and where it is needed, with national infrastructure to support this, and clear accountability for how it is spent; and
- Backing of wider health and care sectors with funding at the capital review – there are several areas we can go further to strengthen health infrastructure in related sectors to support the NHS.

Waltham Forest CCG

9.10 In April 2013 Primary Care Trusts (PCTs) were replaced by Clinical Commissioning Groups (CCGs). Waltham Forest Clinical Commissioning Group (WFCCG)² is responsible for commissioning hospital and community healthcare services in Waltham Forest.

9.11 The Council works closely with WFCCG to identify how health services in Waltham Forest can best meet the needs of local people, both now and in the future and WFCCG then use the resources they are given by central governments to commission services and make sure they are safe, effective and help reduce health inequalities.

9.12 To understand the areas where care needs to focus or improve, WFCCG draw on the expert knowledge of their clinicians, the feedback received from patients and the Waltham Forest Joint Strategic Needs Assessment (JSNA)³.

WEL CCG

9.13 In Waltham Forest and East London (WEL)⁴, the collaborative group of CCGs that includes Newham, Waltham Forest and Tower Hamlets is building on their history of

² www.walthamforestccg.nhs.uk

³ <https://www.arcgis.com/apps/MapSeries/index.html?appid=9204d47eb24d4f288a7fc4c442c9f24d>

⁴ <https://www.walthamforestccg.nhs.uk/about/wel-ccgs-joint-board.htm>

close working to maximise the benefits for patients and improve the quality of our services by implementing a joint board to lead on decisions that can provide the best outcomes for local people.

9.14 This means:

- One way of working; bringing best practice together to work in new ways across the three CCGs
- One team; closer working with our providers and partners, as well as across the three CCGs, with a commitment to borough-based partnerships to drive change for local populations
- One cost base; savings of 20% through a single Joint Management Team, shared office accommodation and new operating model across the three CCGs

9.15 The three boards have agreed to establish a joint board that they have delegated authority to. The purpose of the joint board is to bring together the leadership of the three WEL CCGs to:

- reduce unwarranted variation in the range and quality of services available to people living in the three WEL boroughs by improving outcomes in areas that are below average and driving up outcomes overall;
- provide a joined-up approach to the commissioning of health services, enabling the CCGs to work collectively and effectively with providers to improve the experience and outcomes of care;
- to provide a collective mechanism for agreeing and monitoring the CCGs' delivery of relevant components of the North East London Sustainability and Transformation Programme;
- enable the CCGs to manage financial and other risks collectively while eliminating any unnecessary duplication of functions; and
- work collaboratively with all key partners, including patients, health providers, local authorities and community groups/organisations.

Waltham Forest Joint Strategic Needs Assessment (JSNA)

9.16 The Joint Strategic Needs Assessment (JSNA)⁵ is a statutory requirement for local areas and contributes to improving the health and wellbeing of local people.

⁵ <https://www.arcgis.com/apps/MapSeries/index.html?appid=9204d47eb24d4f288a7fc4c442c9f24d>

- 9.17 The Health and Social Care Act 2012⁶ placed the responsibility for the JSNA to local Health and Wellbeing Boards, with the purpose of reducing inequalities and improving the health and wellbeing of the whole community.
- 9.18 The Waltham Forest JSNA is developed in partnership with local health partners (Clinical Commissioning Group, Healthwatch⁷ etc.) and its overall aim is to improve health and wellbeing outcomes for Waltham Forest residents.
- 9.19 The JSNA does this by providing a strategic overview of the local population, including health and care needs, assets and place-based information to inform the commissioners and decision makers with the best evidence available.
- 9.20 The JSNA website is bringing together information about the borough and the health, wellbeing and wider needs of the local community.
- 9.21 The JSNAs are divided under six themes:
- About the borough
 - Determinants of health
 - Children
 - Lifestyle
 - Health conditions
 - Older people
- 9.22 Waltham Forest JSNA 2019 can be viewed [here](#).

NHS10 Year Plan

- 9.23 In June 2018, Government announced a new five-year funding settlement for the NHS: a 3.4 per cent average real-terms annual increase in NHS England's budget between 2019/20 and 2023/24 (a £20.5 billion increase over the period). To unlock this funding, national NHS bodies were asked to develop a long-term plan for the service. The resulting document, the NHS long-term plan⁸, was published on 7 January 2019. The NHS Long Term Plan can be found here: www.longtermplan.nhs.uk

⁶ <https://www.legislation.gov.uk/ukpga/2012/7/contents/enacted>

⁷ <https://www.healthwatch.co.uk/>

⁸ www.longtermplan.nhs.uk

- 9.24 The plan builds on the policy platform laid out in the *NHS five year forward view* (Forward View)⁹ which articulated the need to integrate care to meet the needs of a changing population.

Primary Health Planning in Waltham Forest

- 9.25 The term ‘health infrastructure’ can cover a very broad range of individual infrastructure types, but principally include premises, medical equipment, IT integration and the readily available supply of the essential workforce, such as doctors, nurses, allied health professionals and administrative support, to enable provision of high quality services and care to the community. The scope of this IDP is such that consideration will focus on the key issues that relate to the provision of physical infrastructure in the form of health related floorspace and locational requirements arising from growth and development as set out in the Draft Local Plan.
- 9.26 Not only must health infrastructure be high quality, it must be responsive to changes in healthcare needs and in the way people are able to access and use services, as had been demonstrated by COVID-19 and the resulting regional, national and international impacts on healthcare demands and provision. Much of the evidence underpinning the analysis in this chapter was undertaken prior to the event in Spring/Summer 2020.
- 9.27 Future Healthcare buildings and facilities will incorporate infection control principles and consider patient flows to enable them to operate in pandemic situations.

Waltham Forest CCG Strategic Estates Plan 2016-2026, Update 2019

- 9.28 The Waltham Forest CCG (WFCCG) Estates Strategy 2016-2026, was developed in 2015-16 in response to the request from NHS England to provide a framework for necessary premises improvements and developments linked to the Five-Year Forward Plan and to support the delivery of the key outcomes of the WF Primary care Strategy.
- 9.29 WFCCG and the Council consider that the strategy, now known as the Strategic Estates Plan (SEP) to be an essential tool that sets out its vision and direction for improving estates. The update also provided an opportunity to test higher levels of growth as envisaged and set out in both the Draft London Plan and the emerging Waltham Forest Local Plan. The 2019 update work has been prepared to ensure it is ‘live’ and has ongoing relevance within a dynamic environment, to identify the impact of new strategies and working arrangements with NHSE¹⁰, East London Health & Care

⁹ <https://www.england.nhs.uk/five-year-forward-view/>

¹⁰ <https://www.england.nhs.uk/>

Partnership¹¹, the Council and other relevant stakeholders. It records the progress to date and future plans for Waltham Forest estates to 2030 and beyond.

The Strategic Estates Plan (SEP) considers:

1. The Waltham Forest Primary Care Strategy as part of North East London
2. Current estate and ensuring the best use of space
3. Changes in demand in population both in terms of size and demographics
4. NHSE and alternative funding opportunities
5. The impact of key NHS strategies including the 2014 Five Year Forward View, the 2019 NHS Forward Ten-Year Plan, Digital/IT strategy, Primary Care Networks, One Public Estate key points/vision integrated care, Strategic Transformation Plan (STP) and Transforming Services Together (TST) workstreams.
6. Quality in primary care and achieving good levels of patient experience, including the developing workforce
7. NHS structure and decision making (especially relating to estates)
8. Planned and potential estate models and locations to support Integrated Care Services (ICS), Primary Care Networks and primary/community care model/vision with a focus on health & wellbeing and whole systems/the patient.
9. Capital and revenue affordability and opportunities to align more closely

Primary Care Commissioning Strategy

9.30 The CCG produced its Primary Care Strategy in 2015 and refreshed as part of the North East London Primary Care Strategy issued in March 2019. As a delegated lead for commissioning primary care GP services, it is in the forefront of delivering improvements in primary care. The strategy is overseen by the Primary Care Commissioning Committee (PCCC).

9.31 The original WFCCG 2015 priorities remain as:

- To improve primary care services to deliver better health outcomes for the local population;
- Improve patient access to, and experience of, primary care services;
- To ensure effective community engagement to help support the deliver of patient centred care;
- To maximise clinical engagement, ensuring strong leadership across all primary care services;
- To embrace technology and ensure that the primary care infrastructure is fit for purpose and supports patients to self-manage; and

¹¹ <https://www.eastlondonhcp.nhs.uk/>

- Practices working collaboratively with other agencies to support the delivery of integrated care.

9.32 The jointly produced 2016 'Transforming Services, Changing Lives Case for Change' for Waltham Forest, East London (WEL) commissioning groups addresses the following factors:

- Population projections and future demand on services;
- Variations in access and quality to primary care medical services;
- Financial sustainability; and
- Developing a workforce that can meet the challenges of the changing NHS landscape and to support the delivery of better health outcomes for the local population.

9.33 The clear vision of the NEL strategy is for:
"Person-centred, integrated and comprehensive care delivered by sustainable general practice that forms the cornerstone of our integrated care systems".

Health Estate Management – WF Estates Working Group (EWG)

9.34 Since the dissolution of the Primary Care Trusts in 2013 the ownership of some primary care estate was dispersed to a number of different receivers, as well as a number remaining in GP ownership. In response to the identified requirements to create efficiencies related to estates across the borough, in 2014, WFCCG established the Estates Working Group (EWG) bringing together all property owners, providers, NHSE, the CCG, nominated GP representatives and the Council to work together to share and seek joint opportunities to deliver a high quality estate in the right place throughout Waltham Forest. This group, now known as Estates Strategy Group (ESG) and its associated governance is the key enabler for the delivery of a co-ordinated estates strategy in the borough. The strategy proposes system-wide transformation and partnership working.

9.35 The key estates partners identified are:

- Barts Health Trust
- North East London NHS Foundation Trust (NELFT)
- The London Borough of Waltham Forest
- Supported by:
 - Community Health Partnerships (CHP)
 - NHS Property Services Ltd (NHSPS)
 - NHS England (NHSE)
 - Neighbouring CCGs & London Boroughs – in particular Newham, Tower Hamlets, City and Hackney, Barking and Dagenham, Havering and Redbridge
 - East London Health & Care Partnership (ELHCP), previously Transforming Services Together (TST)

- Homerton University Hospital NHS Trust
- NEL Commissioning Support Unit (CSU)

Financial Context

- 9.36 In response to the national context, WFCCG is working with the Council, alongside neighbouring Newham and Tower Hamlets CCGs to deliver significant change through the economies of working together across both the primary and secondary acute care commissioning and provider landscape. This is being supported through the Transforming Services Together (TST) programme.
- 9.37 Within this context, some key impacts for financial consideration include:
- The response to the North East London Foundation Trust (NELFT) strategy and its impact on WFCCG voids costs as this provider rationalises its estate usage across the borough;
 - Local authority regeneration plans for high population growth areas must be matched by increase in health care provision, with an appropriate contribution of s106 monies;
 - NHS Property Services Ltd (NHSPS) strategy moved to change market rent, in 2016;
 - Associated costs for improvement to meet minimum standards;
 - The utilisation of estate; how to maximise the usage of NHS monies through various schemes, Improvement Grants (IG), the Estates and Technology Transformation Fund (ETTF), ongoing engagement with the Council (Planning, Property, Regeneration), NHSPS and external funding sources;
 - The potential additional costs of newer and larger premises which may increase the revenue cost pressure on the CCG and general practice;
 - Increasing patient demand and patient expectations influencing the capacity, location, size and quality of premises;
 - Working with colleagues across Waltham Forest to deliver integrated health and care streams (previously Better Care Together); and
 - Costs for the CCG to support the delivery of, monitor and manage estates change and development.
- 9.38 There is also a need for provider organisations to make general efficiencies of at least 2%, as required by NHS Improvement (previously Monitor). Providers are being encouraged, through their own savings initiatives and TST proposals, to reduce average length of stay and thereby contain expected growth in demand for beds utilising the existing estate/bed base.
- 9.39 As local providers rationalise their own usage of estates, this has a tendency to increase the level of void costs for the CCG. The Estates Working Group (EWG) is seeking to

reconcile with NHSPS the charges incurred for voids and ensure rents are accurately charged to the CCG.

One Public Estates (OPE) Programme

- 9.40 In 2016, the Waltham Forest OPE Partnership successfully bid to join the national One Public Estate programme which brings together public sector bodies in a locality to develop a joined-up approach to managing their land and property. The OPE programme is administered by the Office of Government Property within the Cabinet Office, the Local Government Association (LGA) and the Ministry for Housing, Communities and Local Government (MHCLG).
- 9.41 The programme supports local authority led partnerships to work with central governments and public sector partners to take a partnership approach to their respective estates. Partnerships receive grant funding to kick-start projects, exploring co-location and service integration opportunities in order to release surplus assets for new housing, generate capital receipts, reduce estate running costs and create new jobs.
- 9.42 The OPE programme offers:
- Grant funding, typically for feasibility and masterplanning work to kickstart and de-risk projects
 - Advice and expertise in building partnerships with public sector bodies
 - Knowledge sharing and best practice from local and central government
 - Access to senior Whitehall and LGA officials helping break down barriers

Waltham Forest OPE Partnership

- 9.43 The Waltham Forest OPE Partnership Board meets bi-monthly with each partner represented to discuss programme delivery. The partners include, but are not limited to:
- London Borough of Waltham Forest
 - Waltham Forest Clinical Commissioning Group (WFCCG)
 - North East London Foundation Trust (NELFT)
 - Barts Health Trust

East London Health & Care Partnership Strategic Estates Board

- 9.44 Since 2018, the East London Health & Care Partnership (ELHCP) has established an estates board across the 7 East London boroughs to focus on common themes of health care delivery, identifying where collaboration is desirable, helping to achieve economies of scale, to sharing scarce resources and to share best practice. The new structure mirrors that of the London Estates Board (LEB) and the London Estates Delivery Unit (LEDU), all local CCGs/systems have local Estates Forums in place.

9.45 A key role has been prioritising investment bids across the CCGs. All projects in the ELHCP plan have been considered and assessed using criteria that included state of readiness and transformational priorities. All of the projects are now part of a centralised programme plan which is reviewed monthly by the Estates Implementation Working Group.

9.46 ELHCP has delivered a strategic estates plan, encompassing the key elements of the partners and their baseline overview to 2033 vision are:

- To provide strategic leadership for Estate Infrastructure in ELHCP, supporting the Board and the SRO to shape and deliver the estates strategy;
- To develop and maintain an ELHCP estates strategy, produce and manage an ambitious infrastructure investment plan for ELHCP;
- To support the delivery of new capacity that drives clinical transformation and financial sustainability for ELHCP and constituent organisations;
- Support the disposal programme;
- To support the maximisation of condition and utilisation of existing estate;
- Facilitate information and knowledge sharing;
- Actively shape estate as an enabler for clinical transformation and with other ELHCP work streams, such as IT/digital; and
- To build alignment between ELHCP gain maximum benefit from regional and national partners.

WFCCG Digital and IT Strategies

9.47 The digitisation project aims to focus on action that will improve services for patients and staff. It will yield many tangible results such as; instant records access which supports more patient-facing time for clinicians; a decrease in patient record administration time; more secure and resilient records; and potentially a big reduction in space needed for storage.

9.48 WFCCG is delivering its Digital Strategy in three phases, starting with primary care digital services and then extending these to other providers, finally providing a single patient portal to support self-care. The key actions for the strategy include:

- Transition to the new backbone of connections the health and social care network is increasing the speed of access for all clinicians with online security as key – is at implementation stage and practices who have migrated have already noticed speed improvements;
- Free Wi-Fi now in operation in all WFCCG practices;
- Developing a common, GP-led, approach to digital services aligning with the new NHS long-term plan;

- Supporting people in accessing their own care records: This will help people manage their health better from home or through digital services, such as smartphones and other applications or devices;
- Develop a shared electronic health record between the health and social care providers, with based on implied consent (in accordance with GDPR regulations). This will be mainly based on connecting existing systems up so that those caring for patients have access to vital information. This could include information on medication or care plans, recent discharge letters or details of recent emergency department attendances;
- Developing virtual or digital General Practices through web development.
- Developing patient online through iPlato solutions which provide two-way communications between GP practices and the patient and allowing online triage, reducing the need for patients to attend the surgery;
- Working in collaboration with the local council in providing Digital Champions in practices by request in assisting patients in using online services;
- The introduction of the 'new NHS App' allowing patients to make and cancel appointments, with further development planned;
- Developing more cloud based GP practice office functions that may reduce the cost of hardware; and
- Using an 'agile' project-based approach to delivery

9.49 These actions will have implications on the usage of estates, the way care is delivered and the access required for patients. The programmes will be further developed according to the results of the pilot projects as well as engaging with Primary Care Networks (PCN's), local communities, GP's and patients to ensure that all patients, especially those who are most vulnerable or may not utilise digital platforms, are catered for.

9.50 The Council strongly supports digitisation of services. Four further information on the Council's approach to improving digital infrastructure across the borough more generally, please see [Chapter 4](#) of this IDP.

Overview of Existing Estate

9.51 There is a vast array and diversity of estate that is currently utilised for the delivery of primary and out of hospital care in Waltham Forest with property owned or leased by Barts, CHP, NHSPS and NELFT, as well as leased and owned GP practice premises.

Figure 9.1: Waltham Forest Health Estate overview

Property Owner/Leaseholder	Number of premises within WFCCG as at March 2019	Number closed since 2016	Owned	Leased

Community Health Partnerships	2	-	2	-
NHS Property Services	12	1	9	3
North East London Foundation Trust	8	-	5	3
Barts Health Trust	1	-	1	-
Individual GP practice sites	40	8	19	21

The 6 Facet Survey 2015

- 9.52 Analysis by the EWG has identified that GP premises in the borough are in a varying condition across the estate. The 6-facet survey (cost, functional suitability, space utilisation, quality, statutory safety and environmental) concluded that about 2/3rds of current GP premises being in a reasonable condition and 1/3rd in poor condition, requiring significant works or complete replacement. The potential cost to bring all facilities to standard was estimated at approximately £9 million, with the approximate cost of updating all buildings rated as unsatisfactory (scored C & D in accordance with the NHS Estate Codes National Standards) being £5.26 million.
- 9.53 A review of utilisation was also undertaken, in which initial indications are that approximately 18% of space used by the CCG in local health centres (excluding GP premises) is either empty or not fully utilised. Further utilisation studies will be completed to ensure best value for money for service delivery in the future.

Responses of National Drivers for Change

- 9.54 The WFCCG Primary Care Strategy is to work with the overall GP provider community to exploit opportunities to ensure greater joint-working/partnership/collaborative working and therefore a potential overall reduction in the number of GP practices over the next few years, moving towards a minimum practices size list of 10,000.
- 9.55 The current GP practice and list size for each locality is shown below:

Practice & Network	#	Normalised Practice List 7/1/2020
1. Forest 8	8	48,399
Kingshead Medical Practice	1	3,983
Sinnot Road Surgery	1	6,199
The Penryhn Surgery	1	8,169
Larkshall Medical Centre	1	7,886
The Forest Surgery	1	6,524
Dr Shantir's Practice	1	5,217
The Microfaculty	1	4,968
The Bailey Practice	1	4,110
2. Chingford E4	5	52,202
Chingford Medical Practice	1	8,565
Churchill Healthcare	1	12,931

Handsworth Medical Practice	1	15,152
The Old Church Surgery	1	6,975
The Ridgeway Surgery	1	7,058
3. Forest Integrated Health	7	54,737
Crawley Road Medical Centre	1	8,827
Francis Road Medical Centre	1	5,553
Hampton Medical Centre	1	3,061
Lime Tree Surgery	1	7,689
The Allum Medical Centre	1	14,118
The Ecclesbourne Practice	1	9,433
The Lyndhurst Surgery	1	4,628
4. Walthamstow West	5	42,050
Higham Hill Medical Centre	1	5,638
Queens Road Medical Centre	1	7,397
St James Medical Practice	1	13,791
The Seymour Practice	1	6,096
The Grove Medical Centre	1	6,977
5. Central Walthamstow	5	41,343
Addison Road Medical Practice	1	12,586
Claremont Medical Centre	1	2,663
Dr Dhital Practice	1	5,690
The Firs Medical Centre	1	7,623
Waltham Forest Community and FHS Ltd	1	9,125
6. Leyton Collaborative	4	41,560
SMA Medical Centre	1	11,455
The Manor Practice	1	9,422
Leyton Healthcare	1	13,335
The Orient Practice	1	8,087
7. South Leytonstone	6	34,021
Green Man Medical Centre	1	5,352
High Road Surgery	1	1,934
Kiyani Medical; Practice	1	3,392
Langthorne Sharma Family Practice	1	3,182
LL Medical Care Ltd	1	5,830
Harrow Road GP Practice	1	13,920
Total	40	314,312

Figure 9.2: Waltham Forest GP list size (2020)

- 9.56 To support the delivery of the integrated care services, the Council has been working with WFCCG to deliver options for ‘health and care hubs’ where more services can be delivered locally. The strategy being evolved needs to be tailored to the individual locality and will be broader than an individual building or site. The priority will be to deliver services making the maximum use of existing buildings and in the best location for those residents requiring access.
- 9.57 ‘Health and care hubs’ will make use of technology and location to give patients the quickest and most convenient access to care that meets their needs. As such, the Council is working with the CCG through the Better Care Together Programme with the

Managed Care Support Group engaging with GPs, local residents, representative groups and other social and healthcare partners to define and develop working relationships, making the most cost effective use of estate co-locating services, developing collaborations/partnerships and (potentially) mergers which foster improved access to services for local people.

9.58 A health and care hub is defined as a facility that brings together services in an integrated way, often from different agencies. These hubs will be required to meet the minimum standards for accessibility and must support multi-disciplinary working. A hub may not include all elements, but each element should be available within a number of more local facilities:

- Clinical (primary care and community health hubs – client facing and administrative bases)
- Independence & Wellbeing Hubs
- Children and Family Centres
- Administrative buildings
- Specialist hubs (e.g multi-agency safeguarding, specialist screening, diagnostics services)

Vision	Achieving the Vision
<p>Health and care hubs and networks aim to propose a new model of care to address the following:</p> <ul style="list-style-type: none"> ✓ Improved health and wellbeing ✓ Transformed quality of care ✓ Sustainable finances ✓ A network of care and support focussing on prevention and early intervention to improve the quality of life <p>The aim is:</p> <ul style="list-style-type: none"> • To deliver consistent care for individuals but with priorities localised. Care will be provided as close to home as it can be with people going to hospital only when they need the specialist care that only a hospital can provide. • To have health and social care organisations working more closely together to improve the health and wellbeing of people living in Waltham Forest. This means providing services in a more 	<p>WFCCG organises community-based healthcare provision into geographical networks to deliver collaborative models of care, in line with PCNs and community service providers work plans, thus making best use of the workforce and assets.</p> <p>Hubs and networks offer a broad range of services that respond to community issues, needs and priorities as well as building on the assets, strengths and opportunities in the wider community.</p> <ul style="list-style-type: none"> • Definition of a 'Network' is delivering services in a coordinated way across natural communities – social care, health, community and voluntary services and integrated advice and guidance services. • The network would be supported by various types of health and care hubs. A hub is a facility that brings services together, often from

<p>coordinated way to reduce duplication and improve the overall experience and outcomes for the patients who need them.</p> <ul style="list-style-type: none"> • To develop good quality and cost effective estates infrastructure that meets the complex needs of a diverse and increasing population. The boroughs health estate will need to be flexible to support the delivery of new models of care over the next 5-20 years. 	<p>different agencies, in an integrated way. Hubs will be required to meet minimum standards for accessibility and other considerations and must support multi-disciplinary working.</p>
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Expected Impact	Key Benefits
<ul style="list-style-type: none"> • Services are flexible enough to meet future challenges, including an ageing population, an increase in people with long term conditions and new treatments. • Better health and care outcomes through the transformation of health and social care delivery, based in a fit for purpose estate. • Provide system oversight for the development and delivery of local infrastructure programmes. • Anticipating the estates impact of new models of care, particularly the planned shift of care from hospitals to the community. • Dispose of inefficient or functionally unsuitable buildings and sites in conjunction with estates rationalisation. 	<ul style="list-style-type: none"> • Dispose of inefficient or functionally unsuitable buildings and sites in conjunction with estate rationalisation. • Improved consistency and quality of care, both in and out of hospital. • People to be cared for as close to home as they can be, with hospitals concentrating on those patients who need specialist treatment or emergency care. • Provide seamless care – based around the needs of individual patients – between hospitals, the community and peoples homes. This means healthcare professionals are working together, whatever organisation or location they work for, to ensure patients receive joined-up services. • A health and care system with exciting and innovative teams working together.

Figure 9.3: OPE/Hub model of delivery – Vision & Benefits

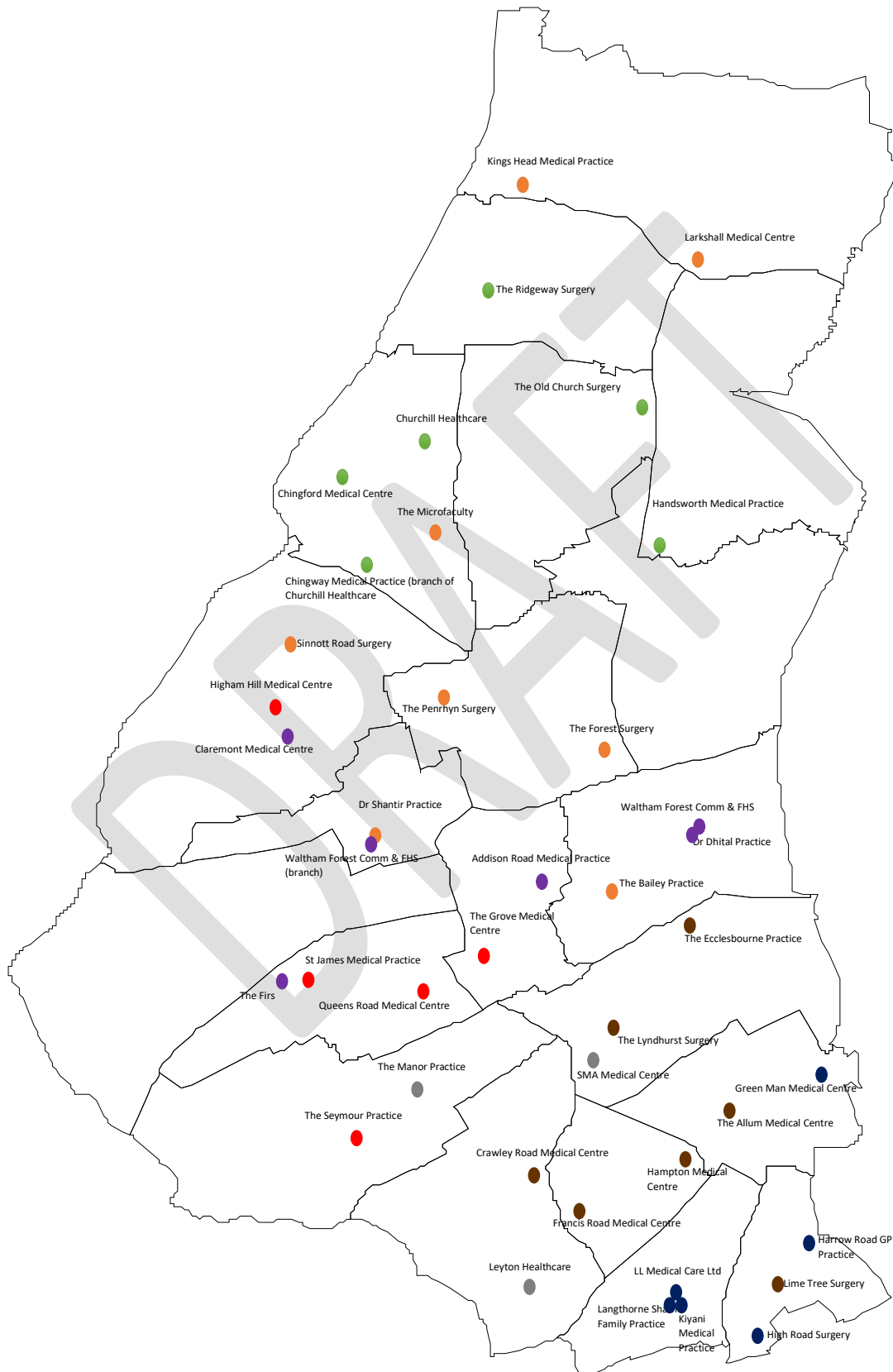
9.59 The overall aim of the WFCCG Estates Strategy is to empower the patient by allowing them to access services closer to home, more efficiently and with the GP of their choice, where possible, ensuring that continuity of care is available through access to patient notes and care records across the primary and acute care.

9.60 WFCCG commits to offering digital and other platforms of access for patients which fit in with their technology and lifestyle as well as ensuring that other options are available for all patients, especially those who are most vulnerable. Following feedback from patients, the CCG commits to reviewing each locality to ensure the most beneficial sites are secured, ensuring a minimum number of parking spaces are available (based on patient list size) for local residents. This is in line with the LA Mini-Holland scheme, which promotes the health benefits of transport via walking and cycling.

Services to be provided across the networks

- 9.61 The CCG has worked in three localities, Chingford, Walthamstow and Leyton/Leytonstone, but with the development of the PCNS, this will require work at a more local level. The ability to deliver services from the estate within the locality will in the main be through increasing the utilisation of accommodation in the form of hubs or in locations acceptable to the patients, as the provision of new estate takes considerable planning.
- 9.62 PCNs will be given the opportunity for the development of services beyond traditional GP services. They will work with the Council, local people and GPs as part of its commissioning intentions and will ensure that local needs are met by such service developments. The Council will work with the CCG, local landlords and estate owners to find best value for money solutions to providing such services. There is a limited amount of modern large estate, therefore working with the network leads, OPE programmes and liaising with the Council on regeneration opportunities will support the identification and delivery of suitable service locations which meet local patient needs.
- 9.63 Work on developing a hub-based approach has been undertaken through the health and wellbeing programme to understand what is required locally and then to ascertain which available estate can fit that need. Alongside activity and specialism data from the TST programme, the CCG will look to support care closer to the home through a variety of developments, including digital. WFCCG and the Council will work closely with other partners to identify where jointly commissioned buildings could offer an improved service for health and social care needs.
- 9.64 The detail below forms the initial representation of what a delivery hub may include, however ongoing collaborative development of local needs will develop the actual delivery of services. The core service of a GP practice will remain at the core of the CCG estates strategy.
- 9.65 The plans of the health and care work stream of the OPE have updated the original identified potential configuration and range of service in each locality area. This aims to maximise the use of existing estate and considers the new opportunities available across the borough.

Figure 9.4: Distribution of Primary Care Networks (PCNs) in WFCCG, July 2020



Health Demand and Modelling

- 9.66 The following analysis and key facts pertaining to the Borough's health estate are based on 2018/19 data.
- 9.67 Waltham Forest currently has:
- 45 sites on NHS England Asset Register
 - 40 GP practices including eight single handed GP owned sites
- 9.68 The Borough has a population density of 6,897 persons per sq km (Greater London average is 4,523 persons), with 10.2% of the population over the age of 65.
- 9.69 The total GP list size across all known sites in the borough is 314,942, as of March 2019. Average list size in March 2019 of 7,499, with a range between 1,888 and 15,562.

GP Practice Modelling in 2019/20

- 9.70 A review of the activity within GP practices in the borough and an analysis of GP practice workload has considered the impact of new population and growth to the demographic, especially the impact of increased elderly patients, who generally make greater demands on primary care services.
- 9.71 Figure 9.5 below considers the growth in the number and % of increased GP appointments that will be required based on the 2018 access figures to 2040. This is considered across the three localities and at ward level, based on location of the GP practice.

Estates assumptions for primary care

- 9.72 WFCCG primary care strategy, the STP /TST strategy and the SEP make the following assumptions for future models of care;
- Major investment and developments will only be recommended for premises where that will serve a minimum of 10,000 patients
 - Higher level of deprivation and an aging population in Waltham Forest increases demand for GP services
 - The number of appointments per person/year, will change with digital technology, group appointments, video conferencing and other new ways of working implemented to cope with the increased demand and patient choice
 - The aging population will add to the demand for primary care services
 - New premises should have good public transport links

- The workload is currently calculated to be average of 110 GP appointments per thousand population per week, but will need to reflect changing patient needs and new ways of working collaboratively
- Increased technological solutions will reduce the footfall required within practice sites

9.73 In 2019 the NEL primary care strategy shows the GP led delivery model, (Figure 9.5 below), with the GP practice team, as the foundation to further services and care.

Figure 9.5: Expected population growth to 2050 (GLA, 2018)

Ward population increases	2020-2030	2031-2040	2041-2050	Total 2020-2050
Cann Hall	203	586	1,760	2,549
Cathall	334	1,070	3,066	4,471
Chapel End	2,202	638	1,074	3,914
Chingford Green	1,423	247	-345	1,325
Endlebury	354	371	2,058	2,782
Forest	5,283	1,538	118	6,939
Grove Green	272	603	1,628	2,502
Hale End and Highams Park	150	378	2,134	2,662
Hatch Lane	66	17	1,359	1,441
Larkswood	1,186	524	169	1,879
High Street	2,601	963	666	4,321
Higham Hill	-426	45	2,699	2,319
Hoe Street	966	739	251	1,956
Lea Bridge	6,908	1,400	114	8,422
Leyton	9,325	9,596	215	19,136
Leytonstone	663	1,538	1,552	3,753
Markhouse	4,719	870	-894	4,695
Valley	1,147	2,016	-366	2,797
William Morris	3,010	39	2,064	5,113
Wood Street	813	231	1,367	2,410
Total	41,200	23,407	20,690	85,297

Table 9.6: NHS workload increases projected by ward based practice lists

Ward	2020-2030	2031-2040	2041-2050	Total 2020-2050
Cann Hall	2,352	2,758	4,129	9,239
Cathall	2,403	3,462	5,019	10,885
Chapel End	6,839	4,055	3,903	14,797
Chingford Green	4,669	2,449	1,287	8,404
Endlebury	2,318	2,304	4,414	9,036
Forest	11,089	4,554	417	16,059
Grove Green	2,933	3,303	4,341	10,577

Hale End and Highams Park	2,211	2,772	5,373	10,356
Hatch Lane	1,699	1,839	4,517	8,055
Larkswood	4,572	3,528	2,247	10,347
High Street	7,018	4,357	1,407	12,782
Higham Hill	1,685	2,713	7,570	11,968
Hoe Street	3,874	3,626	-386	7,114
Lea Bridge	16,300	6,212	609	23,121
Leyton	20,779	23,020	801	44,600
Leytonstone	2,986	4,481	3,848	11,316
/Markhouse	12,147	5,060	-901	16,306
Valley	4,344	6,582	1,943	12,869
William Morris	7,723	2,391	4,427	14,542
Wood Street	3,066	2,236	2,068	7,370
Total	121,006	91,704	57,032	269,743

Table 9.7: Practice list sizes as at 01/01/2019 and potential growth size from 2020-2050, based on population increase by ward

Practice Name	Practice List 01/01/2019	% List size growth (2020-2050) based on population increase by ward
Kingshead Medical Practice	3,736	11%
Larkshall Medical Centre	8,270	11%
The Ridgeway Surgery	7,350	20%
The Old Church Surgery	6,400	20%
Handsworth Medical Practice	15,562	17%
The Microfaculty	5,078	66%
Chingford Medical Practice	8,657	12%
Chruchill Healthcare	14,019	12%
Chingway Medical Practice (Churchill Branch)	0	
Chingford Total = 8 practices	69,072	19%
Harrow Road GP Practice	13,910	18%
Lime Tree Surgery	8,004	20%
High Road Surgery	1,888	20%
LL Medical Care Ltd	6,024	20%
Kiyani Medical Practice	3,187	20%
Langthorne Sharma Family Practice	2,970	20%
SMA Medical Centre	10,719	11%
The Ecclesbournes Practice	9,500	39%
The Lyndhurst Surgery	4,501	39%
DrZamora-Eguiliuz – (Practice Closed June 2019, but still has patients registerd)	3,614	39%
Dr MR Shah & Partners	6,623	8%
The Manor Practice	8,986	52%
Dr S Phillips & Dr M Patel	6,033	52%
Crawley Road Medical Centre	8,261	64%
Hampton Medical Centre	3,088	64%

Leyton Healthcare	13,283	64%
Orient Practice	8,157	52%
Francis Road Medical Centre	4,679	11%
The Allum Medical Centre	15,489	11%
Green Man Medical Centre	5,568	11%
Leyton/Leytonstone Total = 19 practices	144,493	34%
The Firs	7,975	51%
The Penryhn Surgery	7,967	34%
Dr D Shantir – Dr Santir Practice	5,321	34%
Higham Hill Medical Centre	5,603	15%
Claremont Medical Centre	2,728	15%
Pooled List – Sinnott Road Surgery	6,510	15%
Addison Road Medical Practice	14,102	8%
The Bailey Practice	3,908	8%
Queens Road Medical Centre	8,055	20%
St James Medical Practice Ltd	14,940	20%
Forest Surgery	7,477	51%
Dr RP Dhital – Dr Dhital Practice	5,803	14%
Waltham Forest Community and FHS Ltd	10,784	14%
Walthamstow Total = 13 practices	101,377	22%
Waltham Forest Total	314,942	26%

- 9.74 In 2015, the TST programme for out of hospital care showed the need for an additional 14 clinical and treatment rooms, which require an additional 10 GPs to 2020; and 24 clinical and treatment rooms, which require an additional 16 GPs to 2025 years.
- 9.75 In WF the changes to delivering out of hospital appointments will come through the development of the Barts Whipps Cross full business case for the major redevelopment of the hospital site in 2020.

Assumptions for primary care development linked to demographics and population changes

- 9.76 A significant analysis of the predicted population changes, including the aging and demographic effect of housing developments has been undertaken at a GP practice level. Figure 9.6 and 9.7 illustrate the impact on population increases and the additional projected GP activity required, based on working practice in 2019.
- 9.77 The development of the workload and integrated care services systems will feature as a priority for the PCNs, who will be commissioned to deliver anticipatory care requiring multi-disciplinary team meetings and pro-active interventions.
- 9.78 New ways of working will encourage increased self-care and group activities for wider patient groups across the PCN.

Healthy Urban Development Unit (HUDU) Model

- 9.79 The HUDU Planning Contributions Model (the HUDU Model)¹² has been developed to assist NHS organisations and local authorities address the impact of new residential development and population growth on healthcare services and infrastructure and help secure developer contributions.
- 9.80 The HUDU model which was first created in 2005 and then updated and placed on a website in 2009. A third version of the model was introduced in 2016 and added new functionality and analysis options, notably the ability to analyse the impact of a group of developments (in addition to just a single development), and/or the impact of a housing trajectory or population projection profile over a set period. It also enabled data to be more easily and regularly updated.
- 9.81 The model is updated annually with the latest data and functionality has been added to provide a new approach to assess primary healthcare impacts. A Default Data Sources document is published on the HUDU Model website alongside the Guidance Notes
- 9.82 Housing and population growth in London continues to place significant pressure on existing healthcare services and facilities. Developer contributions, both financial and 'in kind', contribute towards the provision of new or improved healthcare infrastructure. The HUDU model provides a standardised and transparent approach to help calculate potential developer contributions.
- 9.83 Using the housing trajectory and population projection analysis options, the model can be used as a forward planning tool to estimate future healthcare requirements and costs to support the preparation and review of borough infrastructure delivery plans. The model can also help NHS organisations plan for future healthcare provision and make the case for the allocation and release of CIL funding where new capacity is needed to mitigate the impacts of population growth resulting from new development.
- 9.84 The grouped development analysis option enables users to assess the impact of two or more developments based on a shared set of data assumptions. The user is only required to enter the new housing profile and build rates for each individual development. However, the shared default assumptions can be manually changed, and different baseline years can be selected for each individual development. The model generates a summary report for each individual development and a summary report for the group of developments.

¹² <https://www.healthyurbandevelopment.nhs.uk/>

9.85 The model takes into account the proportion of new housing units that will be occupied by people who have moved into the local authority area from outside. This concept is defined as 'Population Gain'. Conversely, new homes may be occupied by existing local authority residents who have moved within the area. The population gain proportion varies by size of housing unit and tenure. The model also takes into account the 'knock-on' effect whereby existing homes within the local authority area are vacated by residents moving into the new development which are subsequently occupied by new in-migrating residents (creating a concept known as 'backfill'). The assumptions used in the model are derived from a sample of ten London borough housing needs surveys. The surveys look at the demand for housing from either existing households, newly forming households in the borough, or in-migrating households from outside the borough, by unit size and tenure. A 'direct' population gain factor is the proportion of in-migration demand.

Primary Healthcare

- 9.86 The model previously assessed the impact on primary healthcare by simply applying a GP per patient ratio to calculate the number of GPs required for the new population and by translating this GP requirement into a floorspace estimate. It is recognised that this approach did not reflect the trend towards a more flexible, multi-disciplinary primary care workforce based on local needs and was based on crude assumptions relating workforce (GP) estimates to floorspace requirements.
- 9.87 The updated model estimates GP / nurse consultations by applying consultation rates by age group to the population outputs. It then uses an approach based on Department of Health (2013) Health Building Note 11-01: Facilities for primary and community care services to estimate the number of clinical (consulting/examination and treatment) rooms required for the new population. By manually altering 28 the default values, the user can take into account requirements to extend access to GP services by increasing opening hours and increasing the utilisation of GP premises.
- 9.88 It is acknowledged that primary care can encompass a wide range of services, including pharmacy and dental services and enhanced services provided by GP practices. In addition, community services may be accommodated in larger healthcare buildings.

Intermediate Care

- 9.89 Intermediate care is rehabilitation care designed to ease the transition between hospital and home and reduce unnecessary hospital admissions and the length of stay. It was key element of the National Beds Inquiry 'care closer to home' scenario' and remains an important part of the health system particularly for older people with complex needs who could be cared for outside of acute hospitals. The findings of the National Audit of Intermediate Care 2017 show that intermediate care remains a relatively small component of the health and social care system. However, there is

potential to increase intermediate care capacity to address an ageing population and deliver integrated health and social care.

Mental & Acute Health

- 9.90 The model estimates Acute and Mental health activity by calculating a rate per 1,000 people per age band using hospital admissions data and the population outputs from the Existing Population screen. The model then applies a forecast annual change in admission levels duration over the project timeline, by admission type (for all ages). The default values are derived from the Hospital Episode Statistics and the National Beds Inquiry.
- 9.91 The model calculates health activity rates per 1,000 people by age band by using hospital admissions data for the following type of activity (method of admission):
- Acute Elective inpatients (planned hospital stays from a waiting list)
 - Acute Non-Elective inpatients (emergency admissions)
 - Acute Day Case inpatients (not involving an overnight stay)
 - Mental Health inpatients
- 9.92 The data is derived from the Hospital Episode Statistics (HES) dataset provided by NHS Digital which gives the number of admissions by age band for each Clinical Commissioning Group in London.
- 9.93 In order to calculate the additional number of Acute and Mental Healthcare beds required the model applies the existing average length of hospital stay¹³ value and existing average bed occupancy rate to elective inpatient, non-elective inpatient and mental health activity. It then applies a forecast annual change in average length of stay and a forecast annual change in occupancy rates to estimate the full impact of the change assumptions over the project timeline on the numbers of beds needed.
- 9.94 Finally, the model includes some fixed assumptions regarding the average occupancy and utilisation of day case beds and intermediate care beds and day places derived from the National Beds Inquiry. The following assumptions cannot be changed by the user:
- the utilisation of acute day case beds is set at 447 patients per year;
 - the utilisation of intermediate (community) day places is set at 260 patients per year;
 - the average occupancy rate for intermediate (community) beds is 90%; and
 - Forecast Annual Change in Occupancy Rates

¹³ Data on average length of hospital stay is derived from the Hospital Episode Statistics (HES) dataset provided by NHS Digital.

Figure 9.8: HUDU Model outputs for Waltham Forest to 2035

Years	Floorspace (in sqm)					Total	Total cost
	Primary Care	Mental Health	Intermediate	Acute Health			
2020 - 2025	1,280.40	77.91	102.83	1,598.87	3,060.01	£14,789,686	
2026 - 2030	2,136.64	114.17	401.70	2,185.23	4,837.74	£26,506,058	
2031 - 2035	1,723.92	49.00	552.76	1,746.07	4,071.75	£25,475,688	
2020-2030	3,417.04	192.08	504.53	3,784.10	7,897.75	£41,295,744	
2020-2035	5,140.96	241.08	1,057.29	5,530.17	11,969.50	£66,771,432	

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Figure 9.9: HUDU Model outputs over the plan period to 2035

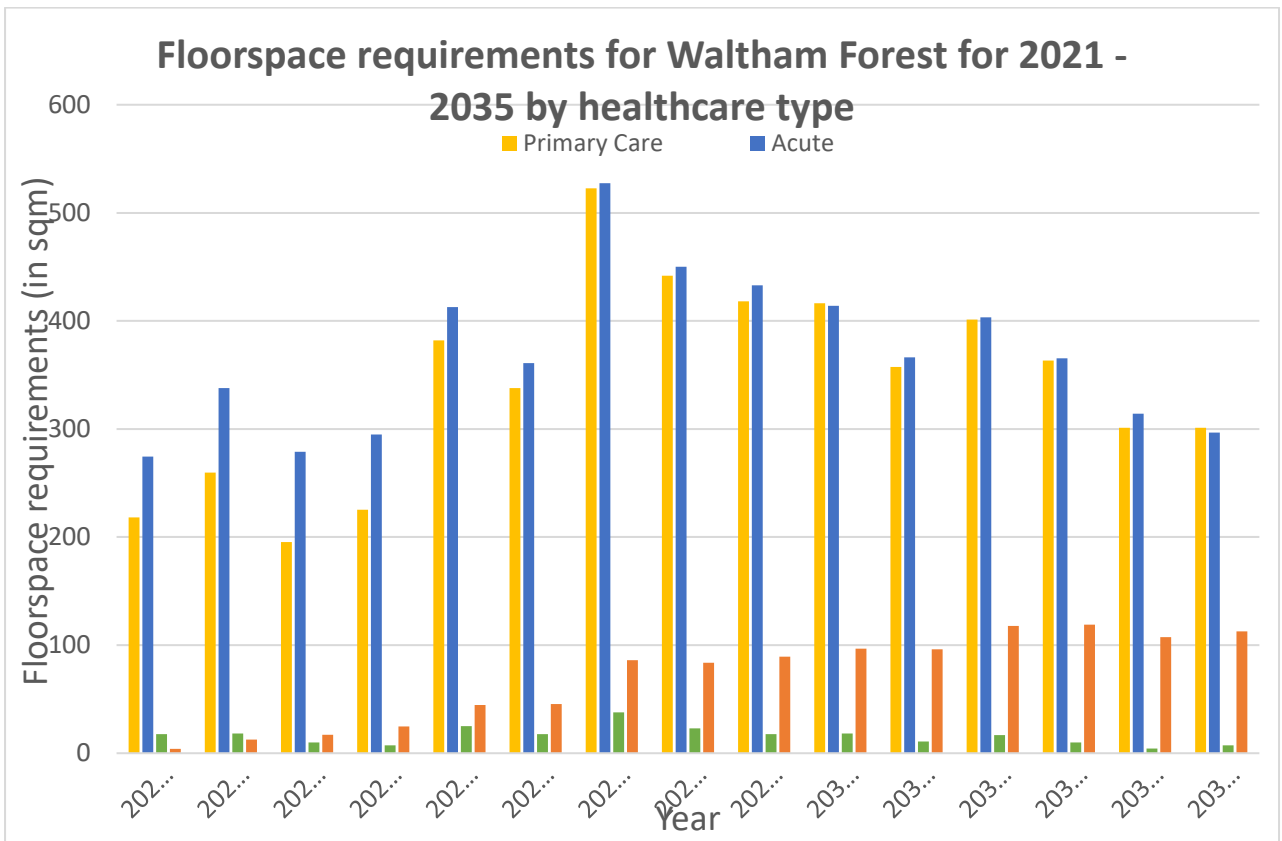


Figure 9.10: HUDU Model outputs to 2035 by Ward

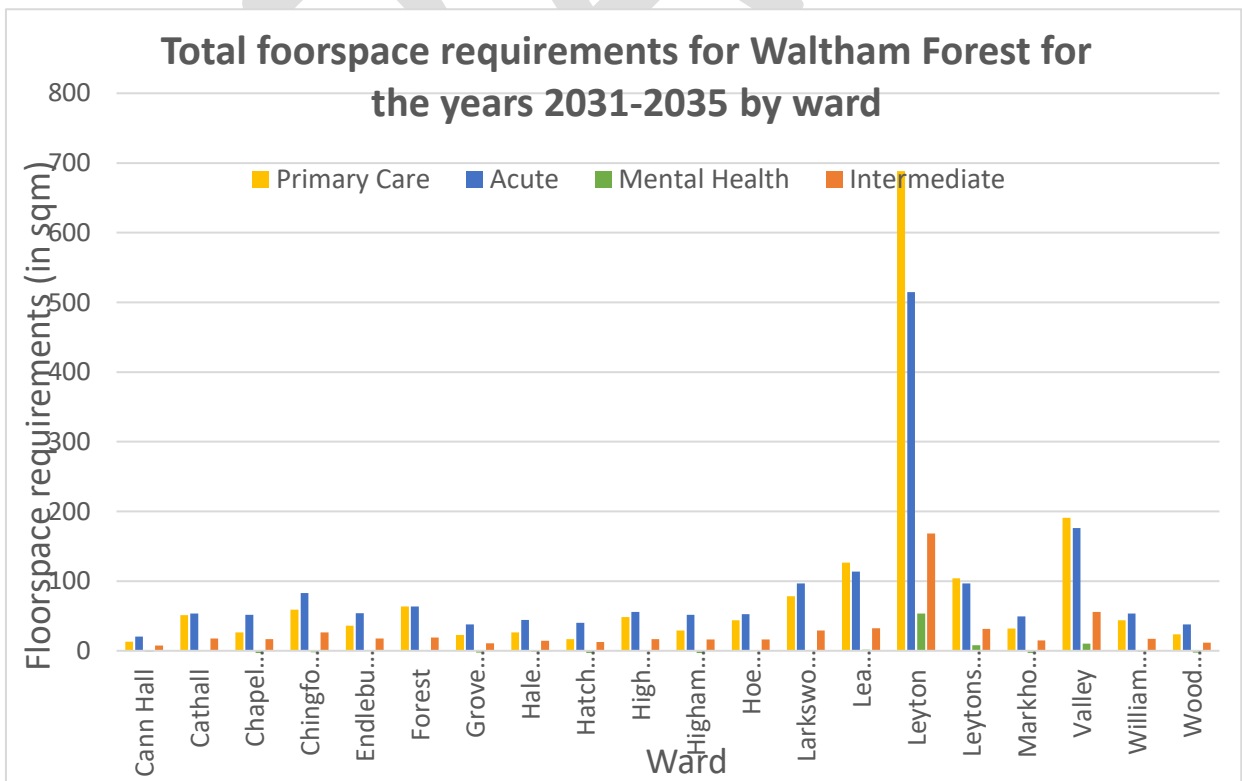


Figure 9.11: HUDU Model outputs for Waltham Forest

Ward	Acute total	2031/32	2032/33	2033/34	2034/35	2035/36
Cann Hall	20.60	3.68	0.12	2.59	6.9	7.31
Cathall	53.64	8.64	6.73	6.99	16.47	14.81
Chapel End	51.76	10.96	9.21	10.41	11.05	10.13
Chingford Green	82.80	14.58	25.42	17.04	13.6	12.16
Endlebury	53.79	13.79	13.4	10.63	9.15	6.82
Forest	63.39	12.91	14.24	17.48	11.45	7.31
Grove Green	37.82	7.98	8.35	7.3	8.9	5.29
Hale End and Highams Park	44.43	10.38	7.94	7.11	11.19	7.81
Hatch Lane	40.02	7.74	7.66	7.95	9.74	6.93
High Street	55.97	21.47	8.17	8.82	10.07	7.44
Higham Hill	51.41	9.51	7.85	10.23	11.93	11.89
Hoe Street	52.67	9.2	10.2	11.9	12.31	9.06
Larkswood	96.62	37.42	18.06	14.55	16.09	10.5
Lea Bridge	113.59	35.8	31.89	14.32	13.51	18.07
Leyton	514.54	62.94	138.59	121.97	84.8	106.24
Leytonstone	96.53	29.61	31.07	8.15	14.91	12.79
Markhouse	49.56	9.79	9.27	10.41	10.19	9.9
Valley	175.89	42.09	40.41	57.42	19.46	16.51
William Morris	53.30	9.64	7.29	12.22	14.02	10.13
Wood Street	37.74	8.23	7.49	7.85	8.48	5.69
TOTAL	1,746.07	366.36	403.36	365.34	314.22	296.79
Ward	Mental Health Total	2031/32	2032/33	2033/34	2034/35	2035/36
Cann Hall	-0.98	-0.49	-0.49	-0.49	0.49	0
Cathall	0.00	-0.49	-0.98	-0.49	0.98	0.98
Chapel End	-3.43	-0.49	-0.98	-0.98	-0.49	-0.49
Chingford Green	-1.96	-0.49	0	-0.49	-0.49	-0.49
Endlebury	-0.49	0	0	0	0	-0.49
Forest	0.49	0	0.49	0.98	-0.49	-0.49
Grove Green	-2.45	-0.49	-0.49	-0.49	-0.49	-0.49
Hale End and Highams Park	-1.47	-0.49	-0.49	-0.49	0	0
Hatch Lane	-2.94	-0.49	-0.49	-0.98	-0.49	-0.49
High Street	-0.49	1.47	-0.49	-0.49	-0.49	-0.49
Higham Hill	-3.43	-0.98	-0.98	-0.98	0	-0.49
Hoe Street	-0.49	0	-0.49	0	0	0
Larkswood	0.00	1.96	-0.49	-0.49	-0.49	-0.49
Lea Bridge	1.47	1.96	1.47	-0.98	-0.98	0

Leyton	53.41		5.39	16.66	13.23	7.35	10.78
Leytonstone	7.84		2.94	3.43	-0.49	0.98	0.98
Markhouse	-2.94		-0.49	-0.98	-0.49	-0.49	-0.49
Valley	10.29		2.94	2.94	4.41	0	0
William Morris	-0.98		-0.49	-0.49	0	0	0
Wood Street	-2.45		-0.49	-0.49	-0.49	-0.49	-0.49
TOTAL	49.00		10.78	16.66	9.80	4.41	7.35
Ward	Intermediate Total		2031/32	2032/33	2033/34	2034/35	2035/36
Cann Hall	7.54		1.17	0	1.17	2.34	2.86
Cathall	17.81		2.34	1.69	2.34	5.72	5.72
Chapel End	16.64		2.86	2.86	2.86	4.03	4.03
Chingford Green	26.26		4.03	7.41	5.72	4.55	4.55
Endlebury	17.81		4.03	4.03	4.03	2.86	2.86
Forest	18.98		2.86	4.03	5.72	4.03	2.34
Grove Green	10.92		1.69	2.34	2.34	2.86	1.69
Hale End and Highams Park	14.43		2.86	2.34	2.34	4.03	2.86
Hatch Lane	12.61		1.69	2.34	2.86	2.86	2.86
High Street	16.64		5.72	2.34	2.86	2.86	2.86
Higham Hill	16.12		2.34	2.34	2.86	4.03	4.55
Hoe Street	16.12		2.34	2.86	4.03	4.03	2.86
Larkswood	29.25		9.75	5.2	4.55	5.72	4.03
Lea Bridge	32.24		9.23	8.58	4.03	4.03	6.37
Leyton	168.22		16.64	41.34	40.17	29.9	40.17
Leytonstone	31.59		8.06	9.75	2.86	5.72	5.2
Markhouse	14.95		2.34	2.86	2.86	2.86	4.03
Valley	55.77		11.44	12.09	18.98	6.89	6.37
William Morris	17.29		2.34	1.69	4.03	5.2	4.03
Wood Street	11.57		2.34	1.69	2.34	2.86	2.34
TOTAL	552.76		96.07	117.78	118.95	107.38	112.58
Ward	Primary Care Total		2031/32	2032/33	2033/34	2034/35	2035/36
Cann Hall	13.20		1.76	-2.64	0.88	7.04	6.16
Cathall	51.04		7.04	3.52	5.28	18.48	16.72
Chapel End	26.40		6.16	2.64	4.4	7.04	6.16
Chingford Green	58.96		11.44	20.24	11.44	8.8	7.04
Endlebury	36.08		9.68	7.92	7.92	6.16	4.4
Forest	63.36		11.44	15.84	20.24	9.68	6.16
Grove Green	22.88		6.16	3.52	4.4	6.16	2.64
Hale End and Highams Park	26.40		5.28	2.64	3.52	8.8	6.16
Hatch Lane	16.72		2.64	2.64	2.64	5.28	3.52
High Street	48.40		22.88	5.28	7.04	7.92	5.28

Higham Hill	29.04		4.4	1.76	5.28	8.8	8.8
Hoe Street	44.00		7.92	7.04	9.68	11.44	7.92
Larkswood	78.32		38.72	11.44	10.56	10.56	7.04
Lea Bridge	126.72		43.12	38.72	12.32	13.2	19.36
Leyton	688.16		76.56	185.68	163.68	113.52	148.72
Leytonstone	103.84		33.44	36.08	5.28	15.84	13.2
Markhouse	31.68		7.92	4.4	7.04	7.04	5.28
Valley	190.96		46.64	44.88	67.76	17.6	14.08
William Morris	44.00		7.92	6.16	9.68	11.44	8.8
Wood Street	23.76		6.16	3.52	4.4	6.16	3.52
TOTAL	1,723.92		357.28	401.28	363.44	300.96	300.96
Ward	Capital Cost Total		2031/32	2032/33	2033/34	2034/35	2035/36
Cann Hall	262,417		36,767	-17,403	26,288	108,182	108,583
Cathall	781,228		104,242	67,768	88,856	267,767	252,595
Chapel End	583,239		117,319	85,862	106,817	140,622	132,619
Chingford Green	1,043,007		176,143	325,484	213,153	172,241	155,986
Endlebury	672,541		164,567	156,723	142,259	118,465	90,527
Forest	910,933		162,167	210,381	277,370	159,275	101,740
Grove Green	437,598		91,587	85,463	85,805	113,259	61,484
Hale End and Highams Park	533,725		108,697	77,793	79,380	155,674	112,181
Hatch Lane	426,203		70,723	75,874	79,706	113,929	85,971
High Street	746,948		305,554	94,218	114,636	132,061	100,479
Higham Hill	597,525		92,249	68,873	110,742	160,826	164,835
Hoe Street	709,208		115,896	120,594	161,256	179,350	132,112
Larkswood	1,264,339		521,073	211,024	184,192	207,330	140,720
Lea Bridge	1,688,812		531,903	489,481	186,488	191,508	289,432
Leyton	8,901,027		954,097	2,316,594	2,111,443	1,507,557	2,011,336
Leytonstone	1,481,140		438,569	488,707	99,781	240,946	213,137
Markhouse	591,577		116,569	96,268	125,565	127,675	125,500
Valley	2,678,118		610,378	610,590	927,906	283,666	245,578
William Morris	719,500		115,631	89,639	163,421	198,386	152,423
Wood Street	446,603		96,769	76,070	89,652	110,301	73,811
TOTAL	25,475,688		4,930,900	5,730,003	5,374,716	4,689,020	4,751,049

Planned GP premises developments

9.95 As of September 2020, there are three schemes with Estates Working Group approved PIDs, for development projects to meet the needs of the population and take the opportunities offered by LBWF and other developers. These are briefly set out below:

St James Surgery, Walthamstow

- 9.96 The strategic case for the replacement St James's Health Centre has been agreed as there was a time limited opportunity to obtain 1,500 m2 accommodation and external space within plot C of the LBWF South Grove housing development.
- 9.97 The Kavar practice in the current surgery has c15,000 list size and the new accommodation and ways of working will meet the needs of the increased population, which is anticipated to reach over 20k. The health centre design provides 22 consult/exam rooms, 3 treatment rooms, training and meeting spaces. The practice will be co-located with Barts Health who deliver sexual health and musculo-skeletal services. Additionally, accommodation for new wellbeing and integrated care are being considered.
- 9.98 Section 106 funding has been used to support fit out to NHS healthcare standards. The health centre is forecast for completion in spring 2023.
- 9.99 The estimated capital cost is c£6.7m including VAT, which will required an additional annual GP rent reimbursement of £65k .

Sutherland Road Surgery, Walthamstow

- 9.100 The Sinnott Road Practice will be relocating to new premises within the Sutherland Road regeneration scheme. The scheme has gone through WFCCG governance internally and externally (LBWF) as it is a collaborative project. The practice will hold a 20 years lease with LBWF, who have a 125-year head lease on the space.
- 9.101 The fit-out for the scheme has been tendered by Ingleton Wood LL at an estimated £1.324m. Funding is being sought from S106 monies and ETTF (but this is unlikely to be agreed with current levels of available NHS capital). The practice will be able to open 6 months after the fit out commences.
- 9.102 The surgery will have 7 consulting and 3 treatment rooms, with several multi-purpose counselling and meeting rooms.
- 9.103 Although the current practice list is only 6,500 patients, the existing premises were considered unsuitable and too cramped. This opportunity will enable the practice to take undertake clinician training and to open their lists to new patients.

Coronation Square, The Score redevelopment, Leytonstone

- 9.104 LBWF is supporting the regeneration of the neighbourhood around Coronation Square in Leyton, E10. A new health centre, with over 2000m² of health accommodation, is proposed to be developed to serve 30,000 existing and new residents on and surrounding the site. New community space, with improved transport links, housing, retail centre, a pharmacy, a crèche and a gym will also form part of the complex.
- 9.105 The health centre will enable the practices from Oliver Road to relocate and work alongside other for local health and social care partners including the voluntary care sector (VCS) which would align with the One Public Estate's strategy.
- 9.106 The development is being built by Taylor Wimpey UK Ltd. Following approval of the full planning application, enabling works commenced on site in November 2020. The health facility will be completed to shell stage by 2024 with the fit out completed and the surgery ready to open in September 2026.

Figure 9.12: Artist impression planned The Score/Coronation Square development



Premises options for 21st century health care in Waltham Forest

- 9.107 The Council alongside WFCCG wants to support the creation of the most efficient and effective modern healthcare estate for its residents and the staff working in the buildings, addressing inequalities and wherever possible taking opportunities. Undertaking new projects traditionally requires years of planning as scheme wind through the process of finding business partners, NHS approvals and local authority planning approval. Third party owners are often reluctant to undertake backlog maintenance as funding can be difficult and the rental reimbursement may not cover

the outlay within a realistic timescale. Additionally, many premises from which the GPs currently deliver care may not be suitable for extensions or cost-effective improvement. As part of their role the Care Quality Commission are setting more robust criteria to ensure patient safety within the health care setting.

- 9.108 As part of this SEP WFCCG proposes to identify its long-term plan to deliver the right health and wellbeing centres, in the right place at an affordable level, balancing ambitious plans against realistic solutions. Any long-term planning with primary care requires caveats, these include the impact of CQC recommendations, the workings of the new PCNs, the independent and fluid nature of primary care contractors and their options to merge or co-locate.
- 9.109 Succession planning for practices and equity in access for patients are key factors in progressing the primary care element of the estate's strategy. As part of their role the EWG will review all premises where the lease is due for renewal within 5-7 years to ensure opportunities can be addressed in a timely manner. GP owned buildings will be reviewed to ensure that the monies paid through the rental for refurbishment meet the CQC standards required.
- 9.110 The WF future vision for new developments is set out below to 2030 showing the priority for new builds some are already identified others are proposed as key priorities in which to commence investment, either because the buildings are not fit for purpose or due to the anticipated population growth (table 9.5.1), Table 9.5.2 shows the premises likely to be retained and reviewed accordingly to available resources and patient need.as part of the ongoing dialogue with practices and PCNs.

New Builds required

- 9.111 It is anticipated that the scale of the new build investment (c. £53m) will enable the co-location of GP practices into modern fit for purpose health centres. Any co- location decision will be the individual GP practices choice, in line with NHSE primary care guidance that stipulates GP freehold sites cannot be 'forced' to move to a new site. PCNs and practices will be consulted on the borough wide plan as part of the SEP plan programme.

Figure 9.13: Potential new build GP locations

Ward	Potential New Builds
Endlebury	Silverthorne Complex or Alternative Site
Hatch Lane	Nasberry (NELFT) or Alternative Site
Valley	Chingford HC (NELFT) or Alternative Site
Higham Hill	Sutherland Road (LBWF) - In progress
Markhouse	St James - South Grove (LBWF) - In progress
Leyton	Leyton Green HC (NELFT) or Alternative Site
Lea Bridge	Lea Bridge - Site with LBWF or Alternative Provider
Leyton	Score Building (LBWF) Coronation Square - In Progress
Cathall	Thorne Red Oak Lodge Land (NELFT) or Alternative Site
Cathall	Langhorne HC (NELFT) or Alternative Site

9.112 It is likely that GP practices and PCN networks will see the benefits of a sustainable solution for their existing and enhanced services to a larger population and so will be motivated to choose to relocate. WFCCG will not support funding for uneconomic schemes and extensions to practice buildings where the practice has been offered an alternative and has chosen not to move.

9.113 In addition to new builds a number of larger existing GP sites, with patient lists generally above 10K, have been identified as having the potential for development to manage increased services and population. In the period of the SEP 2016-2026 these sites are retained and it is anticipated that the owners, where necessary, will make the investment in expansion or backlog maintenance. These sites are:

- Harrow Road GP practice
- SMA Medical Centre
- The Allum Medical Centre
- Crawley Road Medical Centre

9.114 The practices currently occupying the CHP sites at Wood Street and Comely Bank will continue.

9.115 The SEP created the principle in 2016 that distance of travel for residents must be reasonable and this is continued in this update. Subject to the planned consultation with PCNs, and their plans to ensure a good standard of facility and operational coverage, the following have been identified as options to ensure full accessible geographical coverage:

- Kingshead Medical Practice
- Larkshall Medical Centre
- The Churchill Branch

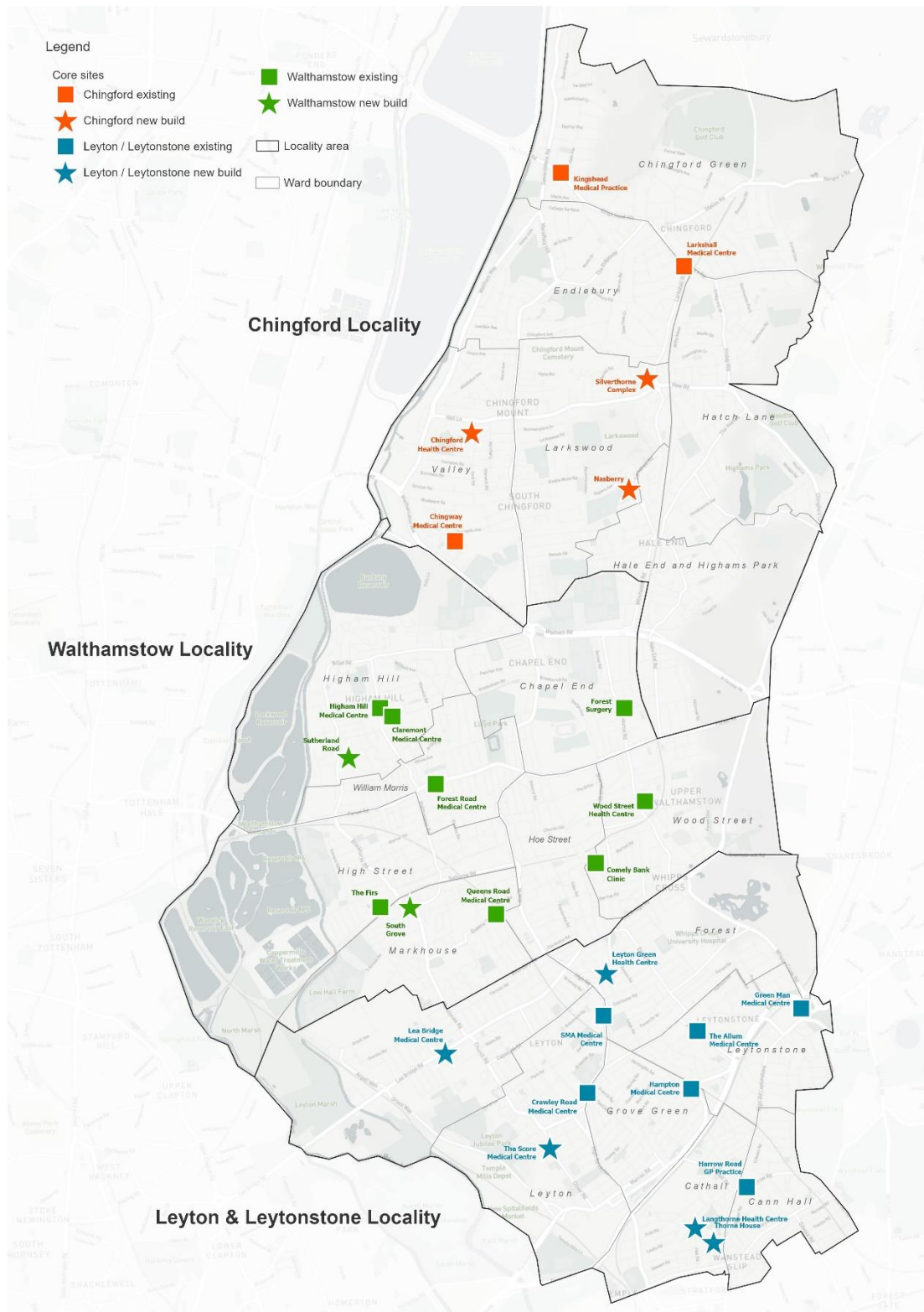
- The Microfacility
- Green Man Medical Centre
- Forest Surgery
- Queens Road Medical Centre
- Higham Hill Medical Centre
- The Firs

9.116 The amount of change may increase or decrease depending on the outcome of consultations with practices, and each decision as stipulated by NHS and CCG policy will be subject to the desires of the practices and patient consultation.

Table 9.14: Premises to be retained and reviewed as set out in WFCCG SEP

Retained practice sites	Address	Practice Code	Current GP Practice
KINGSHEAD MEDICAL PRACTICE	178 Kings Head Hill, Chingford	F86700	KINGSHEAD MEDICAL PRACTICE
LARKSHALL MEDICAL CENTRE	1 Larkshall Road, Chingford	F86664	LARKSHALL MEDICAL CENTRE
CHINGWAY MEDICAL CENTRE	7 Ching Way, London E4 8YD	F86627	Chingway Medical Practice (Churchill Branch)
HARROW ROAD GP PRACTICE	2-8 Harrow Road, Leytonstone	F86666	HARROW ROAD GP PRACTICE
SMA MEDICAL CENTRE	693-695 High Road, Leyton	F86038	SMA MEDICAL CENTRE
THE ALLUM MEDICAL CENTRE	Fairlop Road, Leytonstone, London	F86036	THE ALLUM MEDICAL CENTRE
CRAWLEY ROAD MEDICAL CENTRE	479 High Road, Leyton	F86044	CRAWLEY ROAD MEDICAL CENTRE
		F86712	HAMPTON MEDICAL CENTRE
GREEN MAN MEDICAL CENTRE	1 Hanbury Drive, Leytonstone	F86621	GREEN MAN MEDICAL CENTRE
FOREST SURGERY	2 Macdonald Road, Walthamstow	F86026	FOREST SURGERY
		F86086	DR DHITAL PRACTICE
WOOD STREET HEALTH CENTRE	6 Linford Road, Walthamstow	F86644	WALTHAM FOREST COMMUNITY AND FHS LTD
		F86607	ADDISON ROAD MEDICAL PRACTICE
COMELY BANK HEALTH CENTRE	46 Ravenswood Road, London	F86689	DR BAILEY PRACTICE
CLAREMONT MEDICAL CENTRE	29-31 Claremont Medical Centre, Walthamstow	F86708	CLAREMONT MEDICAL CENTRE
QUEENS ROAD MEDICAL CENTRE	48 Queens Road, Walthamstow	F86030	QUEENS ROAD MEDICAL CENTRE
HIGHAM HILL MEDICAL CENTRE	258-260 Higham Hill Road, Walthamstow	F86679	HIGHAM HILL MEDICAL CENTRE
THE FIRS	26 Stephenson Road, Walthamstow, London	F86001	THE FIRS
		F86005	THE PENRYHN SURGERY
FOREST ROAD MEDICAL CENTRE	354-358 Forest Road, Walthamstow	F86626	DR SHANTIR PRACTICE

Figure 9.15: Proposed GP provision in Waltham Forest



Key Developments and Timescales for Delivery

9.117 To meet the SEP Vision of providing all residents in the borough with equal access to 21st Century healthcare facilities and cope with the indicated 17.4% or 48,00 new residents coming to the borough by 2030, eleven new builds are planned in the period to 2031 at a total cost of £53.1m. These are set out in the table below:

Figure 9.16: Primary Healthcare expected costs and timescales

Area	New Builds	Site Sourcing	Status	Facility Opening Date	Est. Capital £m with land	2040 Population Served	% Pop Growth: 2020-2040
Walthamstow	Sutherland	LBWF Regen	On Site	2020/21	£2.4	6,417	-1%
Walthamstow	St James	LBWF Regen	PID in process	2024/25	£3.4	19,366	23%
Leyton-Leytonstone	Coronation Square	LBWF Regen	PID in process	2026/27	£9.4	41,106	55%
Chingford	Silverthorn	Existing HC	Do minimum	2027/28	£6.2	14,588	5%
Leyton-Leytonstone	Lea Bridge (MCPcapable)	To be found	Do minimum	2025/26	£4.1	24,438	52%
Total for Do Minimum Scenario: Developments in process and expected reactive changes					£25.5	105,915	
Leyton-Leytonstone	Leyton Green HC	Existing HC	Full SEP Vision	2024/25	£7.2	31,148	28%
Chingford	Nasberry	Existing HC	Full SEP Vision	2024/25	£3.6	16,333	3%
Leyton-Leytonstone	NELFT Oak	Existing HC	Full SEP Vision	2024/25	£2.4	8,635	6%
Leyton-Leytonstone	Langthorne (MCPcapable)	Existing HC	Full SEP Vision	2027/28	£3.0	15,177	6%
Chingford	Chingford (MCPcapable)	Existing HC	Full SEP Vision	2027/28	£7.2	32,735	18%
Walthamstow	Forest Road replacement	To be found	Full SEP Vision	2030/31	£4.3	18,167	38%
Total for implementation SEP Vision providing equal access to all residents					£53.1	228,110	
Chingford					£17.0	63,656	11%
Leyton-Leytonstone					£26.0	120,504	35%
Walthamstow					£10.1	43,950	24%

9.118 The SEP Vision extends beyond new builds and is putting in place options for local health and social care to cope with an aging population (9,429 more residents will be over the age of 65 by 2030, a growth of 31%) and Integrated Care Strategy developments in larger area-wide MCP capable hubs.

9.119 The Vision seeks to retain good quality and sustainable properties that exist in the borough, including Wood Street, Comely and a number of GP sites with over 10,000 list size. In order to bring about this change, the existing 41 sites will reduce to 24 sites, which will be mainly larger properties as it is expected that GPs and PCNs will desire the benefits of moving onto sites where they can expand and provide improved working conditions.

Figure 9.17: S106 Funding needed based on population growth to 2030 and to 2050

	2018 to 2020	GLA population increase			Total increase
		2020 to 2030	2030 to 2040	2040 to 2050	
Chingford	507	4,326	3,552	5,009	13,394
Leyton/Leytonstone	2,214	22,988	16,331	8,453	49,986
Walthamstow	4,555	13,886	3,525	7,228	29,193
Waltham Forest - Total	7,276	41,200	23,407	20,690	92,574

S106 contribution calculations	Chingford	Leyton/Leytonstone	Walthamstow	Waltham Forest
Population increase to 2030	4,834	25,202	18,441	48,476
New consulting rooms based on growth	2.7	13.9	10.2	26.8
Equivalent GIA m2 built all consulting rooms	220	1145	838	2203
Land	222,982	1,162,616	850,705	2,236,304
Fees	15,609	81,383	59,549	156,541
Build	835,468	4,356,088	3,187,422	8,378,978
Full cost consulting room - land plus build	1,074,059	5,600,088	4,097,676	10,771,823
S106 contribution desired to 2030	1,074,059	5,600,088	4,097,676	10,771,823

Population increase 2030 to 2040	3,552	16,331	3,525	23,407
New consulting rooms based on growth	2.0	9.0	1.9	12.9
Equivalent GIA m2 built all consulting rooms	161	742	160	1064
Land	163,864	364	162,593	1,079,820
Fees	11,470	52,735 753,	11,382	75,587
Build	613,964	2,822,701	609,204	4,045,868

Full cost consulting room - land plus build	789,298	3,628,800	783,179	5,201,276
S106 contribution desired 2030 to 2040	789,298	3,628,800	783,179	5,201,276

Population increase 2040 to 2050	5,009	8,453	7,228	20,690
New consulting rooms based on growth	2.8	4.7	4.0	11.4
Equivalent GIA m2 built all consulting rooms	228	384	329	940
Land	231,066	389,960	333,435	954,462
Fees	16,175	27,297	23,340	66,812
Build	865,758	1,461,103	1,249,315	3,576,176
Full cost consulting room - land plus build	1,112,998	1,878,361	1,606,091	4,597,450
S106 contribution desired 2040 to 2050	1,112,998	1,878,361	1,606,091	4,597,450

Total population increase 2018 to 2050	13,394	49,986	29,193	92,574
New consulting rooms based on growth	7.4	27.6	16.1	51.1
Equivalent GIA m2 built all consulting rooms	609	2272	1327	4207
Land	617,912	2,305,940	1,346,734	4,270,586
Fees	43,254	161,416	94,271	298,941
Build	2,315,190	8,639,892	5,045,941	16,001,023
Full cost consulting room - land plus build	2,976,355	11,107,248	6,486,946	20,570,550
S106 contribution desired 2018 to 2050	2,976,355	11,107,248	6,486,946	20,570,550

Whipps Cross University Hospital

9.120 Whipps Cross¹⁴ is the boroughs main district general hospital located in Leytonstone, built in 1903, and situated on an 18 hectare site that provides care to over 200,000 patients each year. In their current form, however, the Whipps Cross Hospital buildings are not suitable for providing the modern healthcare that patients and NHS staff deserve. Over £88m of funding would be required for backlog maintenance to update the physical fabric of the buildings and thus Barts Health and local partners, including the WFGCC and the Council, are committed to securing a once-in-a-lifetime opportunity to design a new hospital from scratch. It is also a unique chance to be at the forefront of national efforts to transform how healthcare is provided for local people, as set out in the NHS Long-Term Plan.

9.121 Key partners involved in taking forward the redevelopment of Whipps Cross include:

- Barts Trust
- North East London Foundation Trust (NELFT)
- Local GP's and Social Care representatives
- London Borough of Waltham Forest
- London Borough of Redbridge



Figure 9.18: Existing Whipps Cross Site:

9.122 The collective vision of all partners is for a new hospital within a wider health and wellbeing setting, alongside new homes, leisure, culture and other community facilities. The Barts Health group and delivery partners are sharing some early ideas about

¹⁴ <https://www.bartshealth.nhs.uk/whipps-cross>

the potential site of a new hospital, the services it will provide, and the scope of the building, in our publication, [Building a Brighter Future for Whipps Cross \(pdf 2MB\)](#)

- 9.123 The [Government announced](#) in September 2019 that it will invest in a brand new hospital at Whipps Cross. This has been confirmed in a [letter](#) from Rt Hon Matt Hancock MP, Secretary of State for Health and Social Care.
- 9.124 As part of wider NHS reform, Barts Trust have also acknowledged that a rethink to the way care is delivered is required. The needs of the areas dynamic population are changing and locally, as well as nationally, greater integration of services is a priority in delivering better care to all patients. Barts Trust have been working with local health and social care partners to develop a clinically led strategy for Whipps Cross. You can read about our proposed clinical models in our [Health and Care Services Strategy \(3MB\)](#).

Emerging Vision for Whipps Cross

- 9.125 The emerging conclusion is that a brand new modern hospital should have the same range of acute services as now, yet provide improvements in the quality of care, with faster and more convenient access for patients. A new Whipps Cross hospital will therefore continue to provide all the core services currently offered, including A&E and consultant-led maternity care. However, many of these services could be delivered differently from the ways they are now. Implementing that would mean:
- faster access to appropriate and specialist treatment;
 - rapid diagnostic tests and same-day results
 - better care co-ordination, with more care closer to home
- 9.126 The idea is that at the point of entry to hospital, a senior clinician would assess patients and direct them towards to the right treatment, with appropriate diagnostics. People with particularly complex needs would be identified early and assigned a care coordinator. Multi-disciplinary teams within the hospital would work with GPs, mental health practitioners and others in the community to ensure care is joined up and every pathway would adopt digital solutions such as shared care records and virtual appointments.
- 9.127 The Council support the view that a new hospital with a full range of acute health services for a growing population could be built on a fraction of the land now occupied at Whipps Cross. Our [site masterplan options.pdf \(3MB\)](#) envisage a new, taller, building on about one-fifth of the site, bringing all the hospital's services closer together under one roof. The remainder of the site would be released for much-needed new homes and community facilities.

Whipps Cross and Waltham Forest Planning Executive

- 9.128 In order to progress the delivery of a new state of the art hospital for the borough, a Planning Executive for the site has been created to provide strategic direction and leadership, ensuring that Trust and borough-wide plans are developed and implemented in a way that delivers on the vision and strategic objectives of the Whipps Cross Redevelopment Programme and the Waltham Forest local plan.
- 9.129 The Planning Executive is responsible for overseeing the development and implementation of the whole site masterplan that delivers the new hospital alongside plans for the wider redevelopment of the site.
- 9.130 The Planning Executive acts as a forum for local borough engagement and oversight, ensuring that the site meets Trust and local, regional and national objectives and is developed in a way that aligns with people’s expectations about the future provision of local services.

Strategic Outline Business Case – Autumn 2020

- 9.131 On Friday 4 September 2020 the Secretary of State for Health and Social Care approved the Strategic Outline Case (SOC) for the redevelopment of Whipps Cross. The SOC summary is available to read [here](#).
- 9.132 The next stage is for the Trust to develop a Business Outline Case (BOC) which will provide more detail of plans to improve health and care services for the local population, design a new hospital building that is fit for purpose and develop the site for the local community.
- 9.133 The Trust has printed a one-page summary of its Vision for the future - Read the Vision [here](#).
- 9.134 The next stage is for the Trust to develop its Outline Business Case (OBC), which will provide more detail of plans to improve health and care services for the local population, design a new hospital building that is fit for purpose and develop the site for the local community.

Consultation and Engagement

- 9.135 As well as delivering newsletters digitally and through letter boxes Barts NHS Trust has drawn together representatives from the streets near the hospital to form a Residents’ Forum.
- 9.136 Forum members receive regular briefings from the Trust about the redeveloping so they can share that information and share with the Trust the views of residents.

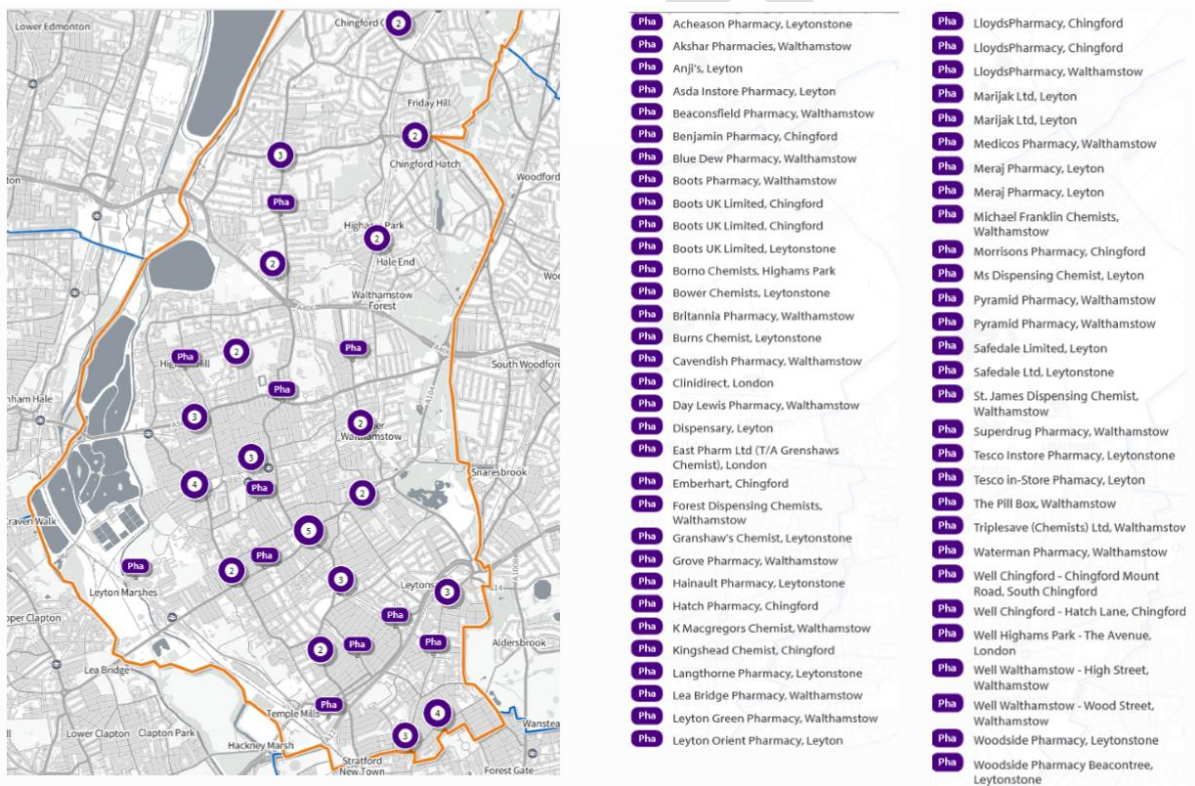
9.137 For further information on the redevelopment of Whipps Cross, please visit the Council’s website at: <https://www.walthamforest.gov.uk/content/regeneration-whipps-cross-hospital-development>

Pharmacies

9.138 The borough currently has 59 pharmacies, four of which are based in health centres at:

- Handsworth Avenue Health Centre
- Wood Street Health Centre
- St James Health Centre
- Langthorne Health Centre

Figure 9.19: Map of Pharmacies in the Borough



Waltham Forest Pharmaceutical Needs Assessment 2018

9.139 It is a statutory requirement for a Pharmaceutical Needs Assessment (PNA) to be developed and published every three years (or earlier where significant changes have occurred) by each area covered by a Health and Wellbeing Board (HWB). The purpose of the PNA is to plan for the commissioning of pharmaceutical services and to support the decision-making process in relation to new applications or change of premises of pharmacies.

9.140 [The Waltham Forest Pharmaceutical Needs Assessment 2018](#) noted that the borough had an average of 22 pharmacies per 100,000 population, which is greater than the England and London averages of 21.3 and 21.4 respectively.

9.141 All localities have at least one community pharmacy, however the rate varies across the borough with the south having a greater number of pharmacies per head of population than the north. Overall access is considered to be good. In addition, all localities have services available during weekday evenings, Saturdays and Sundays.

9.142 The Waltham Forest Pharmaceutical Needs Assessment will be updated in 2021.

Meeting Future Needs

9.143 Demand for community pharmacies may eventually increase due to national policy and population growth. Current national policies highlight the potential of community pharmacy to deliver enhanced community-based healthcare access thereby reducing demand on urgent and primary care services. The Council and its partners believe opportunities exist to utilise pharmacies as an integral part of the delivery of hub models of care.

Mental Health

9.144 The Council works closely with Waltham Forest Clinical Commissioning Group (WFCCG), North East London Foundation Trust (NELFT), primary care and their sector providers deliver mental health services and provision in the borough and to meet the standards and requirements set out in the [NHS Five Year Forward View Plan](#).

9.145 The Council and WFCCG have worked together and have established a Lead Commissioning arrangement for mental health services. This is reducing the fragmentation of service commissioning and the delivery of more seamless pathways for health and care that is making important connections with services that have a wider impact on the determinants of health – this has been of particular importance in the development of the Local Plan which has sought to adopt a wider public health approach to plan making.

9.146 The following key priorities have been identified by partners in the borough for Mental Health services:

- Commission Recovery College for mental health users - a new service to improve independence and self- management;
- Increase the number of mental health service users in employment;
- Recommission mental health supported accommodation services;
- Review housing pathways;
- Develop and outcome-based specification for mental health services;
- Complete single point of access (SPA); and
- Develop Dementia Hub for patients and carers.

Child and Adolescent Mental Health Service (CAMHS) Project Board

- 9.147 A project board made up of senior managers across the Council, WFCCG, and NELFT has been formed to identify and manage the issues and risks within the Child and Adolescent Mental Health Service (CAMHS) in line with the Waltham Forest Child and Adolescent Mental Health Transformation Plan 2015-2020 – Refresh October 2017.
- 9.148 The Transformation Plan sets out a joint strategic direction, clear vision and principles for bringing about the radical and cultural change required across the whole child and youth mental health system, in order to deliver tangible improvements to provision and outcomes for children and young people in Waltham Forest over the next five years.
- 9.149 This plan builds upon findings from the recent Local Authority (LA) and Clinical Commissioning Group (CCG) CAMHS reviews and incorporates the findings and strategic directions of a number of existing local documents, including:
- Health and Wellbeing Strategy (2015-2020)
 - Mental Health Strategy (2015)
 - Special Education Needs Disability (SEND) Needs Assessment (2015)
 - Fostering Sufficiency Strategy
 - WF CCG Commissioning Strategic Plan (2015).
- 9.150 There has been additional investment in the CAMHS service and as a result of this additional investment from the CCG in 2018/19, six additional workers have been recruited and the waiting list is reducing. However, it has been established that more additional resource is still required to bring down the current waiting time for CAMHS referrals. In light of this, the partnership is working to secure funding to recruit additional workforce into CAMHS.

Increasing Population, Increasing Demand

- 9.151 Figure 9.20 shows the expected increase in mental health disorders for this age group over the next twenty years. These predictions were developed by applying the GLA mid-range population projections ChiMAT's prevalence estimates for Waltham Forest. Again, this only reflects changes in age structure but no other potential changes in underlying risk factors e.g. changes in ethnicity structure and socioeconomic factors.

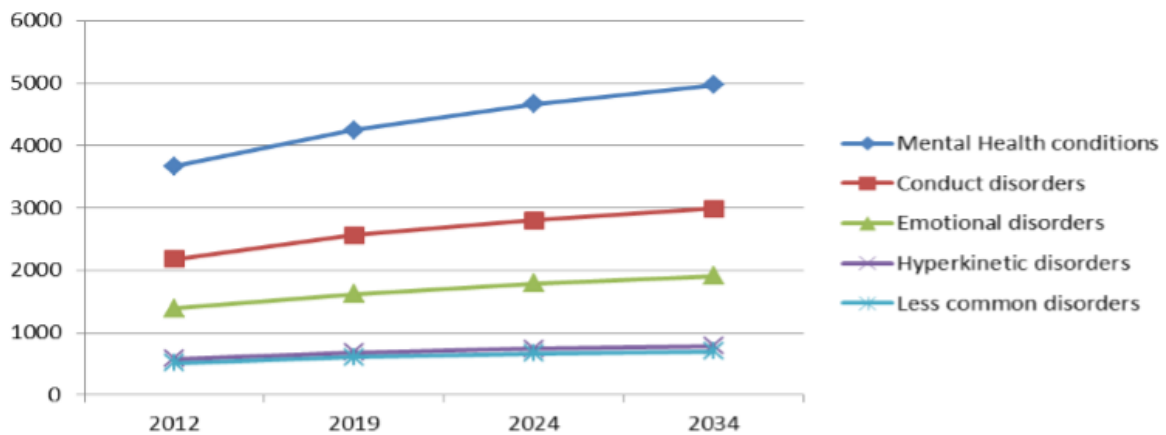


Figure 9.20: Projected increase for each mental health disorder in 5-16 year old population of Waltham Forest during 2012-2034

Future Provision

- 9.152 It is known that the prevalence of certain disorders varies by ethnic group, for example conduct disorder. Population growth in Waltham Forest will be proportionally higher in non-white populations over the near future, thus the incidence of mental health issues in children and young people is likely to vary in less predictable ways.
- 9.153 Responsibility for children and young people’s mental health and wellbeing rests with the integrated CAMHS Commissioning Board, which reports to the multi-agency WF Children Wellbeing Board.
- 9.154 The Children Health and Wellbeing Board (HWBB) brings together partners from across education, health, social care, the voluntary and community sector to understand mental health needs and oversee the development and delivery of the local CAMHS Strategy.
- 9.155 The group is co- chaired by the Waltham Forest Public Health Director and Clinical Director of CCG who leads on Children Services. The group includes representatives from Health Watch, voluntary sector, lead councillors and commissioners from the local authority and CCG. There are also clear links with the local CAMHS user participation group and young commissioners.

Dental Services

9.156 The borough and surrounding areas are well served with dental provision. Residents can find services closest to their given location at: www.nhs.uk/service-search.

New Dental Provision

9.157 Engagement with NHS England has confirmed that generally there is no funding for expansion, but services are recommissioned where contracts are closed for various reason or in some cases new services procured following reconfiguration of existing services e.g. Intermediate Minor Oral Surgery or endodontics.

9.158 Any new commissioning or recommissioning is underpinned by an oral health needs assessment undertaken by Public Health England (PHE) to identify areas of need.

9.159 There is no set time or cycle for this to happen but takes place when funding has been identified following contract closures or rebasing of existing contracts etc.

Optometry Services

9.160 NHS primary eye care is mainly provided under a General Ophthalmic Services (GOS) contract between NHS England and the contract holder (practice owner). The GOS contract makes provision for NHS funded sight tests which is free to the patient at the point of delivery to those that meet the eligibility criteria: <https://www.nhs.uk/using-the-nhs/help-with-health-costs/free-nhs-eye-tests-and-optical-vouchers/>

9.161 There are two categories of GOS contracts: Mandatory Services (fixed premises) and Additional Services (domiciliary care). These services cover the provision of NHS sight test and optical appliances.

9.162 The London Region has 895 Mandatory Services contracts and 280 Additional Services contracts. Waltham Forest has 21 identified service contracts and a further 9 identified additional services providers located outside the borough that serve residents of Waltham Forest.

Figure 9.21: Mandatory Service Contracts in Waltham Forest, NHSE 2020

MANDATORY SERVICES (FIXED PREMISES)					
Borough	Company Name	Trading Name	Address	Town	Postcode
Waltham Forest	ASDA Stores Ltd	ASDA	1 Leyton Mill, Marshall Road	London	E10 5NH
Waltham Forest	Chingford Specsavers Ltd	Specsavers Opticians	26 Old Church Road	CHINGFORD	E4 8DD
Waltham Forest	E4 EYES		12 Old Church Road, Chingford	LONDON	E4 8DD
Waltham Forest	EYEDEAL VISION	EYEDEAL VISION	40 Station Road, Chingford	LONDON	E4 7BE
Waltham Forest	EYESPY ICARE LTD	IN HOUSE OPTICAL	746 High Road	London	E11 3AW
Waltham Forest	J McAndrew Opticians	New Era Optical	114B High Street	LONDON	E17 7JY
Waltham Forest	LEVEL LINK LTD	WOOD STREET OPTICIANS	153 Wood Street	LONDON	E17 3LX
Waltham Forest	Low Hall Specsavers Ltd	Specsavers Opticians	Sainsburys 11 Walthamstow Ave	London	E4 8ST
Waltham Forest	Mahj Ltd	Amin Opticians	27 High St, Walthamstow	London	E17 7AD
Waltham Forest	OPTICAL WORLD		853 High Road	LEYTON	E10 7AA
Waltham Forest	Vickery & Utteridge Ltd	Vickery & Utteridge Optometrists	64 Station Road, Chingford	LONDON	E4 7BA
Waltham Forest	Walthamstow Visionplus Ltd	Specsavers Opticians	203 High Street, Walthamstow	LONDON	E17 7BH
Waltham Forest	Costco Wholesale UK Ltd		1 Shadbolt Avenue, Off Harbet Road, Chingford	LONDON	E4 8GP
Waltham Forest	HENRY MORGAN	HENRY MORGAN	3 Bank Buildings, The Avenue, Highams Park	London	E4 9LE
Waltham Forest	SCRIVENS OPTICIANS	SCRIVENS (CHINGFORD)	13 Old Church Road, Chingford	LONDON	E4 6SJ
Waltham Forest	SCRIVENS OPTICIANS	SCRIVENS OPTICIANS (LEA BRIDGE)	583 Leabridge Road	LONDON	E10 6AJ
Waltham Forest	SCRIVENS OPTICIANS	SCRIVENS OPTICIANS (LEYTON)	262 High Road, Leyton	LONDON	E10 5PW
Waltham Forest	Taqdam Spectrum Ltd	Dermott Eyecare	245 Chingford Mount Road, Chingford, London,	London	E4 8LP
Waltham Forest	SCRIVENS OPTICIANS	SCRIVENS OPTICIANS (HOE STREET)	212 Hoe Street	LONDON	E17 3AY
Waltham Forest	EYE FASHIONS (OPTICAL CENTRE)		7 Palace Parade, High Street	LONDON	E17 7BU
Waltham Forest	MANDAKINI PATEL	M PATEL OPTICIANS	49 Hainault Road	LONDON	E11 1EA

Figure 9.22: Additional Service providers serving residents in Waltham Forest

ADDITIONAL SERVICES - DOMICILIARY CARE (providers who cover Waltham Forest)				
Company Name	Trading Name	Address	Town	Postcode
Blink Eye Care	Blink Eye Care	4 Wigton Gardens	Stanmore	HA7 1BG
Community Eyec	Vision Call	Lan2Lan House, Brook Way, Leatherhead	Surrey	KT22 7NA
Community Eyec	Vision Call Essex	Suite 57 - 59, Unit 5 Stansted Courtyard, P	Takeley	CM22 6PU
Complete Price E	The Outside Clinic	Old Town Court, 10-14 High Street, Old To	Swindon	SN1 3EP
EYE DEAL SPECT	EYE DEAL SPECTACLES LTD	108 De Vere Gardens	Ilford	IG1 3EE
Optom Solutions	Ricky Tuominen	17 Shenfield Road	Woodford Green	IG8 9AR
Optomlink Ltd	Optomlink Ltd	97 St Andrews Drive	Stanmore	HA7 2LZ
Timothy Soter Bu	Mobile Optical Services	96 Canonbie Road	London	SE23 3AG
Visual Care Opti	Visual Care Options	Coppergate House, 10 Whites Row	London	E1 7NF

9.163 General Ophthalmic Services (GOS) are nationally defined which any eligible contractor may choose to provide. Any person, individual or corporate body, may apply to NHS England for a GOS contract provided they meet the national requirements set out in the Contract Regulations and do not fall within specified exclusion criteria – there is no formal procurement process in place for the commissioning of GOS services and as long as contractors meet the regulatory requirements, there are no restrictions on how many contracts can be issued by NHS England. A Contractor does not need to be a health professional and may own multiple practices. However, clinical care must be provided by a qualified practitioner (Performers) usually optometrists or sometimes ophthalmic medical practitioners. The content of GOS contracts are largely prescribed by the Contract Regulations and there is very limited scope to vary locally.

9.164 Patients can choose to attend any practice of their choice rather than being restricted to an area where they live and London as a whole generally has good coverage for the provision of GOS. Given the current model of ‘contracting’ rather than commissioning, there is no strategic approach to the ‘commissioning’ of new services, however, under normal circumstances NHSE would be in receipt of applications for new contracts throughout the year – sometimes as part of the process of existing providers who are selling their practice and sometimes completely new practices. Given the pandemic situation, NHSE have stated that they are unlikely to receive many new applications for

contracts and in some cases will see existing contracts terminated due to financial difficulties faced by providers eg Scrivens Opticians & Hearing Care in Walthamstow who have requested termination of their GOS contract.

- 9.165 GOS providers only receive a fee for the actual service element eg sight test, and all other costs associated with the business are borne by themselves hence most providers if not all, will rely on private sight tests and sales rather than solely on the income from their GOS contract.
- 9.166 WF/WEL Clinical Commissioning Group are responsible for Hospital Eye Services (HES) and for extended primary eye care services – those beyond the remit of the basic GOS sight test e.g. minor eye condition schemes.
- 9.167 NHSE Central Team will be reviewing the provision and framework for NHS funded sight tests as part of a wider piece of work in relation to the transformation of ophthalmology services and clinical pathways, however, this will take some time, but it is possible that there may be some changes to the GOS contracts and how services are commissioned.
- 9.168 Residents and stakeholders can find services closest to their given location at: www.nhs.uk/service-search.

Health Infrastructure Conclusion

- 9.169 The Borough and its various health partners, stakeholders and providers have an active programme of ongoing and planned improvement that will increase healthcare capacity within the area and the Council will continue to monitor and review the impacts, taking into account new facilities as they are delivered, the effects of population changes and the future requirements identified by WFCCG, NELFT and other health providers – particularly in the wake of COVID19.
- 9.170 A total of 12 health projects have been identified in this IDP. These are set out in the [Infrastructure Delivery Schedule](#) in Appendix 1.
- 9.171 No expected Infrastructure Delivery Schedule projects arising from Pharmacy, dental or optometry sections.

10. Education & Childcare

- 10.1 The Council is the Local Education Authority and has a statutory duty to ensure that there are sufficient school places for all children of statutory school age living in the borough.
- 10.2 Paragraph 94 of the NPPF 2019 states that it is important that a sufficient choice of school places is available to meet the needs of existing and new communities. The NPPF goes on to state that local planning authorities should take a proactive, positive and collaborative approach to meeting this requirement, and to development that will widen choice in education, including that they should:
- a) give great weight to the need to create, expand or alter schools through the preparation of plans and decisions on applications; and
 - b) work with schools' promoters, delivery partners and statutory bodies to identify and resolve key planning issues before applications are submitted.

Background

- 10.3 From 2007 to September 2019, the Council expanded Waltham Forest Primary Schools by 36 forms of entry (FE) with an additional 73 temporary classes being incorporated. The Secondary School estate has been expanded by 10FE during the same period (Eden 4FE, Willowfield 2FE, Holy Family 2FE and Heathcote 2FE), with an additional class being incorporated at Leytonstone School in September 2019. This equates to approximately 10,000 new school places.
- 10.4 Despite housing benefit caps, Brexit and the more recent pandemic resulting in families leaving the Borough it is expected that the population will continue to rise in line with other boroughs in the outer London region and this will rise further with the growth and development as set out in the Draft Waltham Forest Local Plan to 2035, albeit, at a lower rate than seen previously in the borough.

Statutory Responsibilities

- 10.5 The Council has a Statutory Duty to:
- Ensure sufficient school places – (Section 4(1) Education Act 1996 as amended)
 - Increase opportunities for parental choice – (Section 2 of the Education and Inspector Act 2006, Education Act 1996 as amended)
 - Comply with any preference expressed by parents provided compliance with the preference would not prejudice the provision of efficient education or efficient use of resources – (Section 86 Schools Standards and Framework Act 1998);
 - Ensure fair access to educational opportunity – (Education Act 1996 as amended)

- 10.6 The Local Authority has the General responsibility for education, as defined in the Education Act 1996, which states that the local authority shall (so far as their powers enable them to do so) contribute towards the spiritual, moral, mental and physical development of the community by securing that efficient primary education and secondary education and further education are available to meet the needs of the population of their area (Section 13).
- 10.7 Section 14 (Functions in respect of provision of primary and secondary schools) goes on to state that the local authority shall secure that sufficient schools for providing primary and secondary education are available for their area; and that the schools available for an area shall not be regarded as sufficient unless they are sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education. "Appropriate education" means education which offers such variety of instruction and training as may be desirable in view of—
- (a) the pupils' different ages, abilities and aptitudes, and
 - (b) the different periods for which they may be expected to remain at school, including practical instruction and training appropriate to their different needs
- 10.8 The Council, as both Local Planning Authority and Local Education Authority, will ensure that the Local Plan supports the exercise of their statutory functions, as set out above, with a view to—
- (a) securing diversity in the provision of schools, and
 - (b) increasing opportunities for parental choice.
 - (c) the need for securing that special educational provision is made for pupils who have special educational needs
 - (d) make alternative provision for pupils at risk of exclusion or unable to attend school due to illness, exclude from school for more than six days.

Early Years

- 10.9 Local Authority responsibilities under the Childcare Act 2006 include a duty to undertake an assessment of the sufficiency of local childcare provision. From 1st September 2008, Section 7 of the Childcare Act 2006 placed a legal duty on local authorities in England to secure free early years provision for eligible two, three and four year olds (and five year olds who are not of compulsory school ages) in their area. All three and four year olds and 40% of two year olds (subject to meeting criteria) are entitled to 15 hours of free nursery education for 38 weeks of the year. This applies until they reach compulsory school age (the term following their fifth birthday). Free nursery education can be delivered by public or private sector providers and parents can pay for additional hours or services.

- 10.10 The statutory requirements imposed through the Apprenticeship, Skills, Childcare and Learning Act 2009 mean that the London Borough of Waltham Forest must ensure that there is sufficient provision of not only early education places, but also children's centres.
- 10.11 From 1st September 2017, Section 1 of the Childcare Act 2016 placed a legal duty on the Secretary of State to secure additional free early years provision for eligible parents and carers of three and four year olds (and five year olds who are not yet of compulsory school age) in their area. Eligible families will be entitled to an additional 15 hours of free nursery education for 38 weeks of the year in addition to the existing 15 hours of universal entitlement. This duty may be discharged to local authorities under Section 2 of the Childcare Act 2016.

Special Education Needs and Disabilities (SEND)

- 10.12 The Borough also supports residents with special educational needs and/or learning disabilities aged 0 to 25 years old. The borough is expecting an increase in the number of residents requiring Special Education and Disability (SEND) provision and access to alternative educational provision.
- 10.13 A national Review of pupil Exclusions, led by Sir Edward Timpson, was published by central government in April 2019. To ensure that Waltham Forest's children and young people get the best start in life and maximise their life chances, the Council undertook a review of school inclusion and alternative provision over the spring and summer of 2019 in line with the 'Timpson report' recommendations for Local Authorities.
- 10.14 Following the review, the Council created and consulted upon a 'strategy and operating model' document which proposes significant changes to the delivery of Inclusion and Alternative Provision that will lead to much needed improvements across the service. The aim is to support children and young people of all ages and integrate more effectively with other key services to support children with Special Educational Needs and Disability (SEND) and mental health support needs.
- 10.15 The Government defines AP as 'Education arranged by local authorities for pupils who, because of exclusion, illness or other reasons, would not otherwise receive suitable education; education arranged by schools for pupils on a fixed period exclusion; and pupils being directed by schools to off-site provision to improve their behaviour¹⁵.'

Current Provision - Early Years

- 10.16 FEE&C provision includes private and voluntary sector, full day care, pre-schools, crèches, child minders, breakfast, after-school and holiday clubs and nursery classes in schools. This multiplicity of provision, working in partnership, enables a wide range of flexible childcare options to be available.

¹⁵ Alternative Provision: Statutory Guidance for Local Authorities DfE (2013)

- 10.17 Early year's provision is delivery of the early years foundation stage curriculum between birth and compulsory school age, and is delivered via a range of schools, and Ofsted registered private, voluntary and independent (PVI) sector providers and childminders. The borough relies heavily upon the PVI sector, which provides approximately 50% of all Early Years' provision.
- 10.18 In practice, many of our school nurseries and PVI sector preschools and childminders offer a mix of part-time and full-time places (from 9-3 during term time). Working parents will need to access additional daycare for their children if they are in employment. PVI sector daycare nurseries and childminders will offer either sessional places (similar to those in the schools and preschools sector) or full-time places which are generally 8-6 all year round and many are available for children under the age of three. There are currently 3 maintained nursery schools, 44 school nursery classes, 81 PVI sector daycare nurseries and preschools and approx. 200 childminders across the borough.

1 & 2 Year Olds

- 10.19 The statutory duty to deliver two year old places commenced on the 1st September 2013. Nationally approximately 40% of children are eligible for a place. The eligibility criteria include those families that are working but on a low income, children in foster care, children looked after, children under special guardianship, adopted children, children with additional needs. In Waltham Forest approximately 1500 children are eligible for a place. Places must be allocated to eligible two year old children the term after their second birthday. Discretion remains with the LA to fund a childcare place outside this criterion. The process of managing the childcare market is a difficult one not least because the LA does not control the private, voluntary and independent (PVI) sector that provides the majority of childcare in the borough. Childcare sufficiency assessment reports therefore provide the LA with essential detail on the supply of childcare in Waltham Forest and assists in making clear any actions the LA needs to take to effectively manage the market.
- 10.20 During 2018/19 14 schools, 53 PVI sector providers and 7 childminders in Waltham Forest provided free early education places to eligible 2 year olds. The participation rate in January 2018 was at 48%, which was below the national and London averages of 72% and 61% respectively. The recent Life Chances Commission report also noted that outcomes for Waltham Forest early years children were good, but that more 2 year olds needed to take up their place to maximise impact and increase outcomes further. A key factor in this low take up rate is the availability of places.
- 10.21 Clearly the government's new offer of a free place to every eligible two year old child will result in a need for some new places. The LA continues to carefully manage this process ensuring that existing providers are not adversely affected whilst at the same time meeting the needs of eligible parents.

10.22 The governments Welfare Reform agenda could mean that more two year old children in Waltham Forest may become eligible for a free early education place on the basis of their families income.

10.23 Areas where we have high numbers of two year old childcare places will need to be monitored and where they begin to reach capacity, the opportunity to increase their provision will need to be explored.

2 & 4 Year Olds

10.24 All 3 or 4 year old children have a universal entitlement to 570 hours of free early education across the year in either a school or Ofsted registered PVI sector childcare setting. Children are eligible for a place the term after their third birthday. In September 2017 the government extended this entitlement to 1140 hours of free early education for working parents. Clearly the government's new offer of additional free hours will result in a need for some new places. The LA continues to carefully manage this process ensuring that existing providers are not adversely affected whilst at the same time meeting the needs of eligible parents.

10.25 During 2018/19 45 schools offered the universal entitlement, of those 35 also offered the extended entitlement to working parents. 75 PVI sector providers offered the universal entitlement, of those 70 also offered the extended entitlement to working parents.

Future Provision in the Borough

10.26 The key challenge for the Council is to ensure there are sufficient places available and eligible families are aware of the offer to take up a place for their child. The Early Years, Childcare & Business Development Service continue to work with participating providers to develop more places.

10.27 Our approach to FEE&C provision in Waltham Forest needs to respond to the capacity demands arising from local communities, where pressures may result from increasing births, and the needs generated by new developments. However, we recognise that Early Years education provision is not solely about capacity and numbers and has a key role in promoting choice, quality and diversity in the range of FEE&C provision available. We will work with key partners to ensure that when new FEE&C provision is needed, any provision created represents value for money, is sensible and is delivered in a timely manner to meet the statutory need.

10.28 In addition, the Local Authority recognises its changing role with the development of academies and other providers and is committed to working with all educational establishments to ensure choice, diversity and excellence for parents and early years children.

10.29 Ensuring that there are sufficient early years and childcare places as well as being a statutory requirement¹⁶, is also a key priority in Waltham Forest as outlined in a number of strategies including Creating Futures, The Life Chances Commission and the Leaders Priorities. These documents outline the need to:

- Improve residents' life chances.
- Improve quality and take up of early years education
- Ensure that the need to provide sufficient childcare places is embedded across the Council's housing, planning, and regeneration activities.
- Improve access to affordable childcare
- Secure funding for the creation of new childcare places

10.30 The Council will work with these providers to bring their standards up, improving their capacity to deliver good quality childcare to meet demand over the plan period.

10.31 Early years continue to be a critical time of development and learning for children to get the best start in life. This means that they will be ready to succeed at school, have excellent foundations for learning and are equipped well for achievement in life, no matter what their background.

10.32 We want every child and young person to make good progress in their development and learning from birth, to achieve well and to have the best opportunities in life as they become young adults. Every child and young person have the right to go to a good or outstanding Early Years and Childcare setting and school and have access to the best support for their learning and achievement. No child should be disadvantaged by not being able to attend a good quality Early Years and Childcare setting or school.

Early Years Needs to 2035

10.33 Projecting need for early year's facilities is a complex task, due to the following reasons:

- Demand is dependent upon the macro-economic climate. The premise being that the better the economy performs the more money people will have to spend on early education and childcare. In addition, a better economy might point to more parents being employed which might result in a greater need for childcare. It is worth noting that if incomes rise then fewer families will be eligible for free childcare for 2 year olds.
 - The fact that the vast majority of care is provided privately or through schools and is outside of the remit of the Council;
 - The ever-changing age-profile of the borough's young population;

¹⁶ Secure sufficient childcare so far as is reasonably practicable, for working parents, or parents who are studying or training for employment, for children aged 0-14 (or up to 18 for disabled children).
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/718179/Early_education_and_childcare-statutory_guidance.pdf

- Uncertainty surrounding preferences of the borough’s parents to use early education and childcare facilities, as opposed to providing care at home;
- The number of types of facility that provide early year’s care.

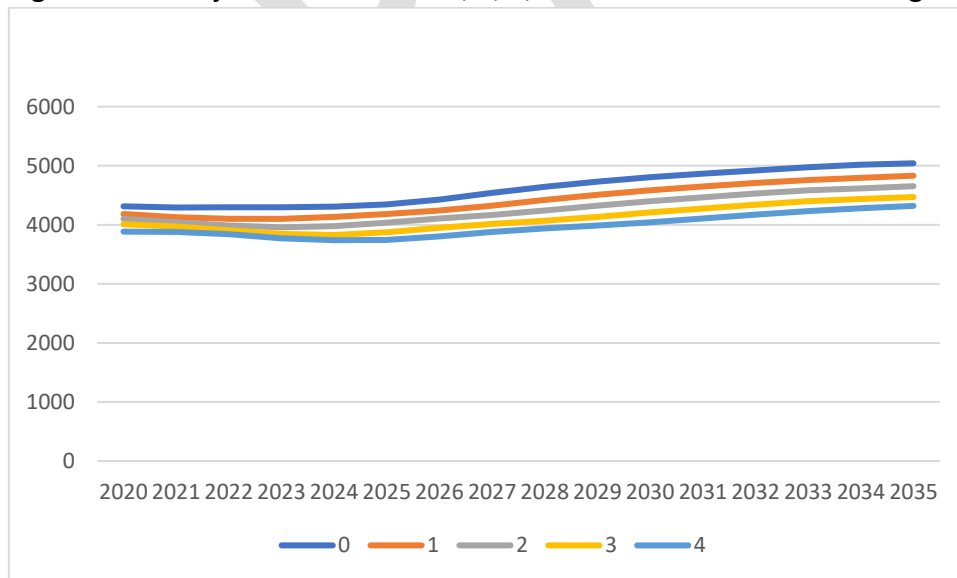
10.34 It is expected that demand for early education and childcare provision will increase over the next 10 – 15 years. This is due to population increases as well as the fact that it is expected that a higher proportion of parents will be willing to seek childcare for two year olds.

10.35 In terms of population increases, as seen in Figure X and X below, it is projected that the number of 2 to 4 years olds within the borough over the next ten years will increase by over 1,650 in total.

Figure 10.1: Projected number of 1, 2, 3, 4 & 5 Year Olds in the Borough to 2035

Age	2020	2025	2030	2035	Total Increase to 2035 (Projected)
1	4313.59	4343.93	4805.17	5040.23	726.64
2	4184.41	4180.38	4583.92	4830.56	646.15
3	4101.96	4038.13	4400.11	4652.81	550.85
4	4008.26	3871	4206.99	4469.1	460.84
5	3881.97	3742.53	4043.21	4318.83	436.86

Figure 10.2: Projected number of 1, 2, 3, 4 & 5 Year Olds in the Borough to 2035 (Chart)



10.36 As seen in Figures 10.1 and 10.2, the majority of the growth in 1-5 year olds is expected in the latter 10 years of the plan period i.e post 2025, with some projected reductions in the short term to 2025.

Delivering Future Needs

- 10.37 A number of factors will contribute to the need to deliver more early education and childcare provision over the next 15 years.
- 10.38 In addition to planned projects, as above, there is a potential need to deliver 1,650 additional Early Years places in the medium to longer term, which would equate to 16-17 additional nursery facilities in the borough.
- 10.39 In terms of what the Council needs to deliver, both in terms of quantum and location, this position is kept under review by the Council Early Years Team.

Securing New Provision through the Planning System

- 10.40 Large developments (upwards of 250 dwellings or 500 employees) are most likely to trigger the need for on-site provision. Where on-site provision is not possible, any space to be provided off-site for a new early years childcare provision, must be of an appropriate size and location. The land will need to be of a sufficient size to accommodate a 50 + place nursery and its associated outdoor recreation space.
- 10.41 The site sizes identified in the policy are derived from the guidance within The Early years foundation stage statutory framework (EYFS) which includes statutory space requirements for an early years provision. (The site should also be accessible to the catchment it is intended to serve. It should typically be located no more than a 1 mile walking distance from any of the dwellings on the development it is primarily intended to serve, so as to enable households to access the early years childcare provision by walking and minimise the number of car-based trips associated with drop-off and pick-up.
- 10.42 Where onsite or local delivery is no possible, financial contributions may be sought to help extend existing provision or provide a new facility as part of another development opportunity.
- 10.43 There will also be an expectation that contributions for Early Years and Childcare will be required for commercial employment sites where there are likely to be in excess of 500 full time equivalent employees.

Case Study: Juniper House, Walthamstow

Juniper House is a key regeneration scheme in the heart of Walthamstow delivering a new landmark building including 91 residential units (50% of which will be affordable), 950m² of commercial space and a new 53 place nursery



Image: Artist impression of proposed Juniper House

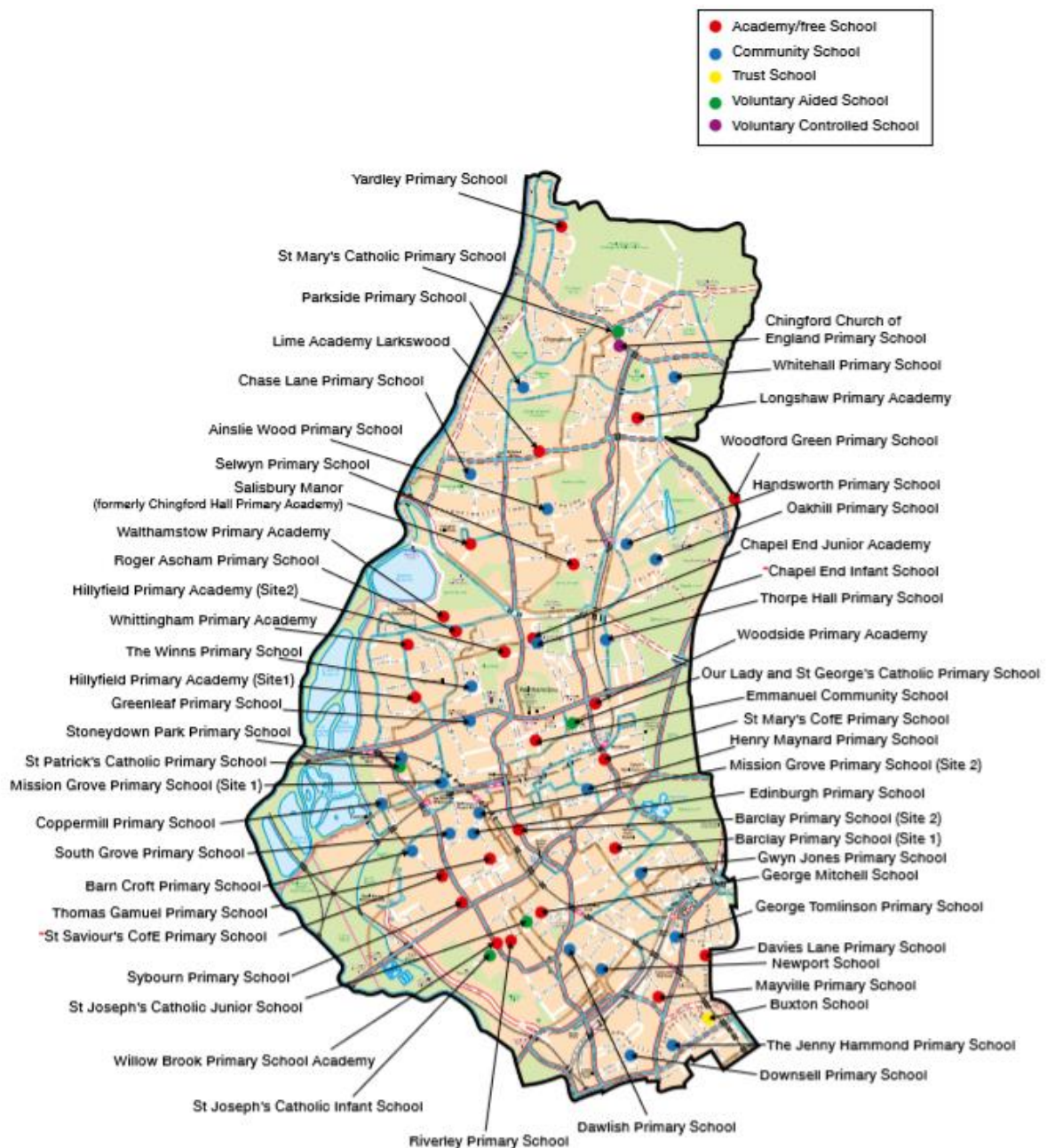
The scheme is currently on site and is due for completion in Summer 2022.

- 10.44 Planning permission has been granted for new Early Years provision as part of the Walthamstow Dog Stadium scheme.
- 10.45 The Council is also seeking to secure, subject to planning, new Early Years provision as part of the Town Hall Campus, 2C Fulbourne Road, and a number of other development schemes currently at pre-application/negotiation stage.

Primary Schools

- 10.46 As of September 2020, Waltham Forest is home to 53 mainstream schools providing primary education, two of which also provide secondary education. Included in this total are two infant schools and two junior schools. For September 2019, 88% of pupils were offered their first preference school and 97% were offered one of their top three preferences.

Figure 10.3: Existing Schools estates in Waltham Forest (Primary)



10.47 Further information on Waltham Forest school admissions and school places can be found on the Council's website at: www.walthamforest.gov.uk/service-categories/applying-school-place

Secondary

10.48 As of September 2020, Waltham Forest is home to 17 mainstream schools providing secondary education, two of which also provide primary education. For September 2019, 68% of pupils were offered their first preference school and 88% were offered one of their top three preferences.

Figure 10.4: Existing Schools Estate in Waltham Forest (Secondary)



10.49 Pupil Admission Numbers (PANs) for all secondary schools can be seen in Figure 10.5 and 10.6 below. Further information on Waltham Forest school admissions and school places can be found on the Council's website at: www.walthamforest.gov.uk/service-categories/applying-school-place

Pupil Place Planning Methodology

Basis of Forecasts

10.50 To make projections of pupil numbers at authority level, the Council's Pupil Place and Infrastructure Planning team use:

1. Birth data received from the ONS and GLA.
2. Population data to project the transfer rate of children due to start Reception and Year 7 intake.
3. Historic pupil data (January School Census) to project the number of pupils in the other year groups.
4. The impact of housing developments - housing data from the Local Plan housing trajectory and the GLA housing database is analysed. Those developments which have been completed and the relevant child yield are used to inform the projections, and progress of upcoming developments and agreed planning permissions are monitored.

10.51 The Council calculates independently a projection of pupil numbers for the whole borough before making projections for each of the boroughs 10 individual planning area which consist of wards. The reasonableness of the individual projections can then be checked by comparing it with the projection for the whole authority. This is then adjusted as necessary taking account of any local knowledge of education opportunities, migration patterns and developments available to local parents, such as new free school provision or permanent expansions incorporating a second site.

Figure 10.5: Current Primary (Reception) Pupil Admission Number (PAN), Number on Roll (NoR) and resulting Vacancy Rate in Waltham Forest Schools – September 2020

Planning Area	PAN	NoR	Vacancies
Chingford East	210	185	27
Chingford North	240	239	1
Chingford West	300	286	14
Walthamstow East	540	505	35
Walthamstow North East	360	361	3
Walthamstow North West	450	372	79
Walthamstow West	600	516	84
Leyton East	390	385	9

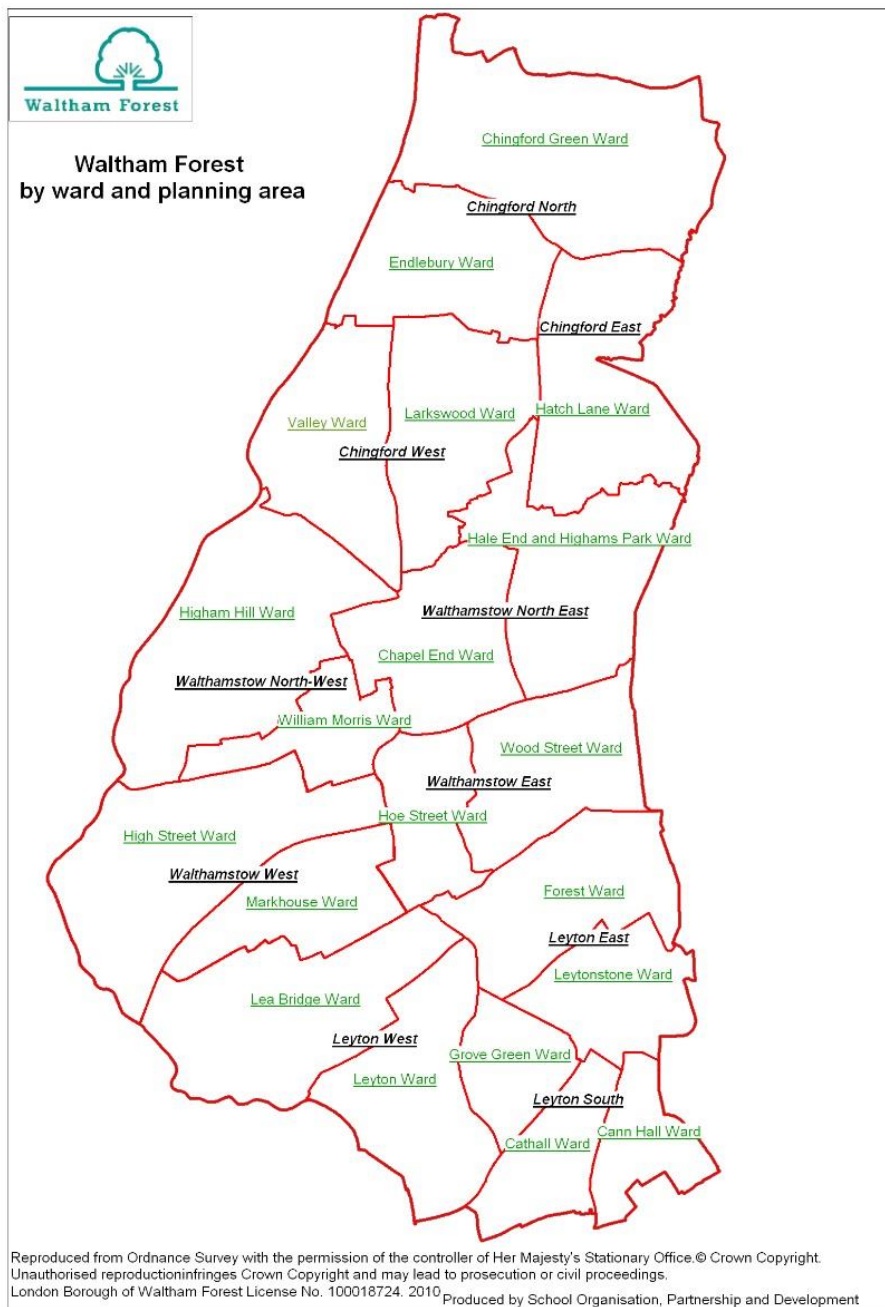
Leyton South	480	360	120
Leyton West	360	343	19
Total	3930	3552	391

Figure 10.6: Current Secondary (Year 7) Pupil Admission Number (PAN), Number on Roll (NoR) and resulting Vacancy Rate in Waltham Forest Schools – September 2020

Planning Area	PAN	NoR	Vacancies
Chingford	930	821	110
Walthamstow	1294	1242	54
Leytonstone	966	927	40
Total	3190	2990	204

10.52 The above analysis demonstrates that there is currently c10% capacity in Primary/Reception and c6% capacity in secondary provision (September 2020), however there may be pockets where demand is higher based on the spatial distribution of the school's estate. The Council's School Place Planning Team closely monitors demand and supply at the local level to ensure the estate operates to its maximum and most efficient potential.

Figure 10.7: Waltham Forest School Planning Areas



Primary projections - Methodology

10.52 The main method used in Waltham Forest is the cohort survival method. The base information used for forecasting the number of children entering Reception is the number of births within the Authority and the number of children in Reception classes (obtained from the January School Census for previous years). The birth figures are provided by the ONS and GLA.

10.53 Once the number for Reception has been projected, survival ratios are then applied to each age cohort as they move through the system. Cross border movement, both in and out of the borough, is captured within existing transfer rates used to calculate the projections using historic census data and is planned for accordingly.

Secondary projections – Methodology

10.54 Secondary Phase historical data is used to calculate the transfer rate from Year 6 to Year 7. A transfer rate of 91% has been applied to the Year 6 projected rolls to calculate the projected Year 7 intake. This is based in part on a 5-year average transfer data. In addition, we have historically been a net exporter of pupils at Year 7, but we have been seeing this trend slow much more as our neighbouring boroughs are less able to accommodate Waltham Forest resident applications. Our projections support the expected increase in retention rate going forward. We then track the number of pupils year on year to gain a cohort survival ratio.

10.55 The secondary rolls are projected to rise from 2019/20 onwards as a result of the rising primary rolls.

Migration

10.56 Due to the nature of migration into Waltham Forest from other London LAs, other parts of the UK and abroad, it is difficult to accurately predict the number of new arrivals for coming years. Our projections are informed by historical knowledge. Historically, the Council have received over 300 late Reception applications per annum. Historic data on the patterns of migration seen in recent years has been integrated into our projections and is planned for accordingly.

10.57 Waltham Forest liaises closely with neighbouring boroughs to discuss new developments, planned new school provision, etc. However on advice from the DfE, each local authority only considers the impact of their own residents in their projections. Cross border movement is taken into consideration using historical data, so any new large housing developments or new school provision which is located in another borough is not allowed for in current projections, but the initial impact will be used to adjust future projections.

10.58 To allow for this volatility and in accordance with recent communications with the DfE regarding our primary forecast being affected by migration throughout the academic year and the need to input late bulge classes, the projections have also allowed for an uplift in areas where we might reasonably expect to see late migration, based on recent evidence.

10.59 The Council also actively monitors live application data received from the School Admissions Service, which is tracked carefully to allow us to quickly implement a bulge class if needed.

Accuracy checks

10.60 The accuracy of previous projections is reviewed as a starting point for the production of a new series of projections. In this way inconsistencies or issues with the previous projections can be identified and adjusted before the new set of projections is produced. Significant school organisation changes planned and implemented are taken into consideration in working out projections.

Potential variations

10.61 Noting that not all planning permissions go on to be built out, checks are undertaken on the actual number of developments with planning approval and actual units completed each year and the resulting child yield, to ensure the assumption made within the projections is accurate.

Recent and Planned Secondary Expansions

10.62 In 2017 Heathcote School and Science College (Secondary School located in Chingford in the North East of the borough) and Holy Family Roman Catholic School and Sixth Form (secondary school in Walthamstow East in the centre of the borough) both expanded by two forms of entry creating 120 new places for secondary pupils.

Schools Capital Programme 2019-2023

10.63 The Schools Capital Programme for the financial years 2019-2023 sets out how the Council proposes to support its statutory duties and priorities to provide sufficient pupil places in Waltham Forest schools and maintain community school buildings. The Schools Capital Programme is reported annually to the Council Cabinet.

10.64 The programme is supported by various funding streams which include capital allocations from the Education and Skills Funding Agency (ESFA), the Council's own resources and third-party developer contributions

10.65 In December 2019, Cabinet approved the Schools Capital Programme of £99.13 million, allocated to projects planned for delivery until the financial year 2022/23. £16.485 million was spent in the 2019-20 financial year on committed projects, and additional in year resources of £3.354 million have subsequently been received. The total available to spend to 2022/23 is £86 million.

10.66 Three secondary expansion schemes are currently on site progressing towards delivery in 2020 and 2021. These are:

1) Leytonstone School 6FE (Leyton East).

- 10.67 An additional 'bulge' class of 30 pupils over the permanent published admission number was admitted in September 2019 and September 2020. The additional pupils were initially accommodated within the existing school. Consultation for 1FE permanent expansion will be undertaken for September 2021.
- 10.68 Contract works commenced on site on 28 May 2019.
- 10.69 Works within the locally listed building to create additional general teaching classrooms and ancillary accommodation, a new library and to create an additional staircase have been ongoing, although progress has been impacted by materials shortages due to the current unprecedented Covid19 restrictions.
- 10.70 The school remained in operation delivering teaching and learning throughout the construction programme.

2) Norlington Boys School (Academy)(Leyton South).

- 10.71 An additional 'bulge' class of 30 pupils over the permanent published admission number opened in September 2020. A further additional 'bulge' class of 30 pupils over the permanent published admission number is planned for September 2021. Contingent on the two sequential bulge classes filling, formal expansion by 1FE will happen from September 2022.
- 10.72 Works are on site to create a new sports hall and ancillary landscaping works, to remodel existing accommodation to create additional general teaching classrooms, dining and servery areas. In addition, the school is bounded on one side by railway arches which they rent as additional play areas and subject to legal and lease agreements two of these are planned to be enclosed to provided teaching and learning spaces.
- 10.73 Internal refurbishment, the new sports hall and MUGA) are progressing well, and works to the sports hall are due to be completed by the end of September 2020.
- 10.74 The school remains in operation delivering teaching and learning throughout the construction programme.

3) Kelmscott School (Walthamstow West)

- 10.75 An additional 'bulge' class of 30 pupils over the permanent published admission number is planned for September 2020. A further additional 'bulge' class of 30 pupils over the permanent published admission number is planned for September 2021.

Contingent on the two sequential bulge classes filling, consult on permanent expansion by 2FE for September 2022.

10.76 To minimise disruption to the school, which will remain in operation throughout the construction, three distinct construction phases are proposed. The initial phase which commenced on site 14 March 2020 includes remodelling three classrooms, extending the existing dining area and building a new studio and associated toilets.

10.77 The second phase is to build a new general teaching classroom block in time for the permanent expansion, and the third and final phase is limited refurbishment and remodelling of existing accommodation to support specialist subject suiting.

Secondary and Alternative Provision Capacity

10.78 In addition to the above projects, proposals are currently being developed to deliver:

- A potential 1FE expansion and Alternative Provision Unit in the Central area of the borough by 2023. Contingent on the two sequential bulge classes filling, consult on permanent expansion by 1FE for September 2023.
- A potential 1FE expansion and Alternative Provision Unit in the south of the borough by 2023. Contingent on the two sequential bulge classes filling, consult on permanent expansion by 1FE for September 2023.

10.79 Both the above proposals will help meet future identified needs in the borough, as well as deliver much needed investment, providing facilities fit for modern educational needs.

10.80 The Council is also aware that Chingford Foundation School (Academy) is also exploring permanent expansion.

Future School Delivery to 2035

10.81 There are plans in place to meet anticipated demand between now and September 2023. The Council will meet peak demand through a mix of temporary and permanent expansions of existing secondary schools. The strategy of developing a mix of bulge and permanent expansions has been developed in recognition of the fact that demand for places in schools fluctuate. A further issue is the unpredictability of Academy and Free School activity, which is managed by central government. The strategy is designed to avoid the risk of over expanding the estate and placing additional revenue strains upon schools.

10.82 Before a school's planned admission number is permanently expanded, the school must have taken two bulge classes which filled. This strategy has been consulted on at Schools Organisation and Admissions Board (SOAB) and agreed at Strategic Education

Asset Management Board (SEAM) and is aligned with a revenue protection strategy for schools which has been adopted by Schools Forum.

10.83 The £85.87 million committed against projects already in the Schools Capital Programme includes allowances for projects approved by Cabinet and by delegated authority but that are yet to be completed. Design and consultation work presently underway will deliver further projects that will complete during the next four years, including:

- Completion of new and refurbished facilities to support vocational training and widening the curriculum at Belmont Park Special School as part of the Leyton Green Partnership Project.
- Design development on proposals to facilitate temporary (bulge) and permanent secondary school expansions.
- Expansion and improvements at Suntrap Forest Centre with outdoor learning activities to enhance the curriculum offer to all ages and secure a sustainable business model for its future operation.
- Developing a further programme of planned maintenance works at Waltham Forest's community schools.
- Developing proposals to meet condition, suitability and increased demand for places in alternative provision (including but not limited to Pupil Referral Units).
- Developing proposals to provide SEND and Alternative Provision facilities in mainstream schools.

10.84 While there is currently capacity in the primary estate across the borough, the projected increase in demand for places in the North of the Borough is being closely monitored and funds have been identified in the Capital Programme to meet the demand via a further 1FE expansion, if required.

10.85 The Council also continues to positively engage with those expressing interest or seeking to provide additional free school/academy provision in the borough.

Future SEND Provision

10.86 Belmont Park Special School is currently planning to take additional pupils to support inclusion within the existing school which has recently been extended to include a new drama studio, recoding facilities, construction, hairdressing and catering facilities, therapeutic hub spaces and some internal remodelling to general and specialist areas.

10.87 Heathcote school is currently undertaking some minor remodelling works are being undertaken to support the school to take a small inclusion unit to support pupils who are at risk of permanent exclusion from school.

- 10.88 Development studies are currently being undertaken with regard to additionally resourced places being created in mainstream schools to support inclusion and support pupils at risk of exclusion across the borough.
- 10.89 In addition, a Families resource hub with a 20-place inclusion unit for high needs children is in design development. This is intended to be a therapeutic hub collocated with the youth offending service. This is intending to support children and young people across the borough.
- 10.90 The creation of a 14-19 Special Educational Need unit attached to a mainstream school for children with needs that fall within the autistic spectrum is also being developed alongside the consideration of an additional primary phased unit.
- 10.91 Future updates regarding these project aspirations will be included in this IDP.

All age groups: Suntrap Forest Education Centre

- 10.92 Suntrap Forest Education Centre is an outdoor local community resource in Epping Forest. Since opening in 1967, Suntrap has welcomed primary schools, secondary schools, sixth form colleges, nurseries, children centres and family groups to explore the natural environment within Epping Forest. Suntrap offers a unique service as it is curriculum based, supporting early years through to A-Level.
- 10.93 The core facilities include:
- Seven acres of field and garden managed as mini habitats;
 - Three ponds (including a wheelchair-accessible raised pond);
 - Four large classrooms equipped with digital projector and visualiser;
 - A variety of vertebrate and invertebrate animals (which may be handled); and,
 - All terrain wheelchair accessibility.
- 10.94 The current investment addresses condition and health and safety issues and expands the education offer to include residential short stays as well as camping. It offers Waltham Forest pupils a unique educational opportunity within a forest setting and the current investment ensures a more sustainable future.

Figure 10.8: Artist impression of Suntrap Forest Education Centre



10.95 Works include a timber dining and cooking pavilion, residential pods in the forest, extensive landscaping works to enhance the site sustainability and accessibility, as well as enhanced teaching and learning spaces indoors and externally.

Cost: £4.8m

Timescales: Spring 2021

Education Capital Repairs (and Maintenance) Programme (CRP).

10.96 Every year the LA receives Department for Education allocations to maintain and improve the condition of school buildings and grounds.

10.97 This funding is made up of:

- school condition allocations (SCA), given to eligible bodies responsible for maintaining school buildings
- devolved formula capital (DFC), allocated to schools and other eligible institutions
- the condition improvement fund (CIF), a bidding round for single academy trusts, small multi-academy trusts (MATs), small voluntary aided (VA) bodies and sixth-form colleges

10.98 The LA deliver a programme of repairs and Maintenance works across the maintained school estate. The work is prioritised using DfE criteria and guidance and based on asset management survey data. The programme prioritises Health and Safety Issues, the external fabric of the buildings (roofs, windows, walls, structural integrity etc). The programme of works will typically include roof renewals, window replacements, boiler renewals, electrical upgrades, toilet refurbishment and general classroom improvements.

10.99 This programme also addresses any issues arising during the year that might lead to a school closure for example a boiler failure and any additional surveys and any works

arsing required to address newly identified risks (aerated concrete roofs / fibrous plaster ceilings etc).

10.100 Value for money is achieved through a mix of measured terms contracts, framework agreements, minor works contracts and by clustering together similar works.

Assessing the Impact of Growth to 2035

10.101 Housing developments Data derived from the Planning Department regarding approved planning applications and applications currently being considered is available to inform knowledge of developments in the borough. We also have access to the London Development Database and Business Objects reporting tool that allows us to check housing completions and approved planning permissions. The child yield expected as a result of completed housing developments has been included in the projections.

10.102 It is often asked how future places are planned for when looking at the effect of housing developments. The truth is nobody knows for certain who will occupy new houses and where the occupants will arrive from. This will depend on the type / density of the developments i.e. a 3-bedroom affordable home is likely to attract a different number of persons of different ages to a 1 bedroom privately owned unit.

10.103 There are a number of models available that try to predict the likely numbers of children and adults that may occupy new developments. Waltham Forest uses the model supplied by the GLA's Intelligence Unit. More information on the methodology is available at: <https://data.london.gov.uk/dataset/population-yield-calculator>

10.104 The Council's child yield assumptions for primary and secondary school needs arising from new development are as follows:

Figure 10.9: Waltham Forest Child Yield Assumptions for Primary and Secondary provision

GLA Calculator yield calculations								
	Primary/Reception Intake				Secondary/Year 7 Intake			
Beds	1	2	3	4	1	2	3	4
Market	0.006049	0.017533	0.025555	0.022307	0.001075	0.005431	0.021682	0.021741
Social	0.009031	0.044277	0.085451	0.098616	0.004426	0.021489	0.099834	0.153193

10.105 Bedroom number assumptions are drawn from the Council's housing trajectory, ensuring the model accounts for the most recently approved development schemes in the borough.

Testing the Local Accuracy of Assumptions

10.106 Recently the education service carried out some analysis alongside planning to test the accuracy of the GLA yield calculator. This has been achieved by comparing numbers of children now living in previously completed housing developments (by using the school census data) to the projected child yield the calculator suggests. Whilst it is planned to further investigate the accuracy of the tool the results of this analysis have shown that in most cases tested the tool's forecasts are 10% over actual numbers in the primary phase and 30% over in the secondary phase.

10.107 The Council also regularly consult schools regarding the individual school roll projections for their school and a projection for the planning area they are in. All the adjustments raised by schools on their individual projections have been considered and revised in the borough projections where appropriate.

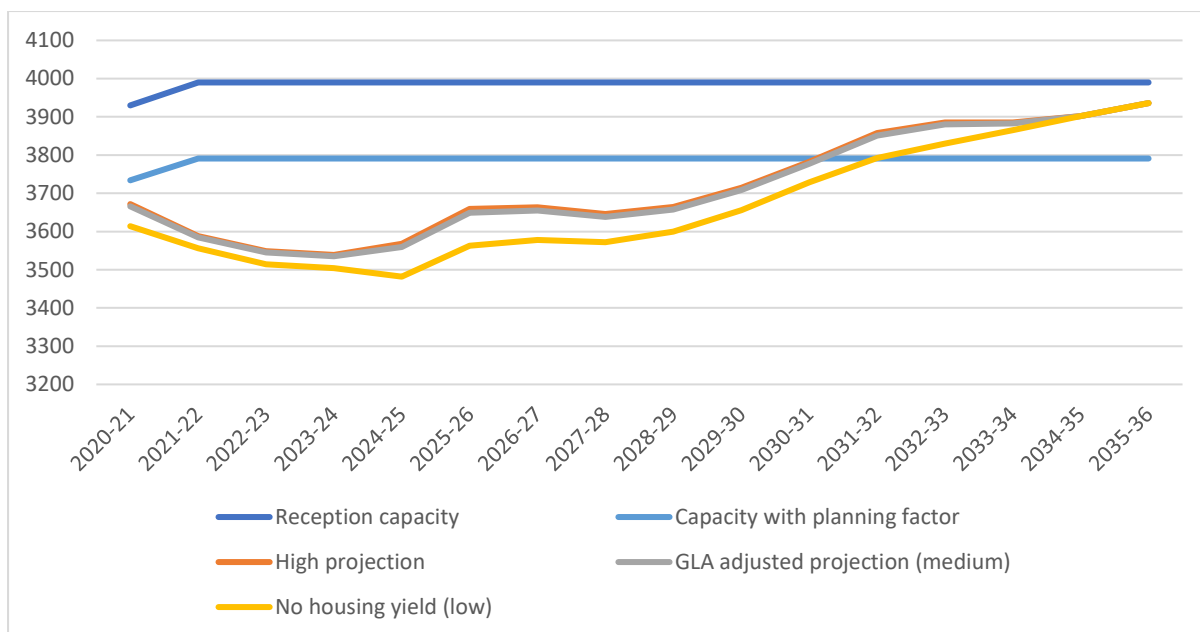
10.108 Data on parental preferences for schools is used when projecting numbers at school level.

10.109 Cohort survival rates are reviewed each year. They are used to determine whether changes are occurring in pupil flows and methodology for projections is adapted accordingly.

10.110 This analysis has enabled us to provide high, medium and low forecasts for child yield through housing developments and this data is shown below the descriptions of each element of the graph:

- **Reception capacity:** This is the full reception capacity available within all mainstream schools
- **Capacity with planning factor:** The DfE guideline is to retain a 5% surplus of places to allow for parental preference and inward migration. It is therefore planned to have this surplus in place at all times.
- **High projection:** This allows for the additional yield calculated by the GLA tool (typically 10% over actuals)
- **GLA adjusted projection (medium):** This removes the typical 10% yield over-estimate by the GLA tool
- **No housing yield (low):** This removes all assumed yield from any housing growth

Figure 10.10: Reception projections with high/medium/low housing yield



10.111 Borough-wide there is likely to be surplus places in reception for a number of years. This is largely due to the effect of a decrease in live births from 2013/14 and also families leaving the borough as an assumed reaction to Brexit and housing benefit caps. Covid19 is also likely to have both an immediate and evolving impact, which will need to be monitored. There is no additional capacity assumed in the above graph since there is no indication currently that there is any need for additional primary places – this position is constantly under review and will be updated in future updates to this IDP.

10.112 In the secondary phase things are different; there isn't the capacity to operate with a 5% surplus since there are limited surplus places available and the demand is projected to increase for the next 3-5 years due to the rise in primary numbers over recent years. There are spikes in demand where housing growth yield is projected to peak e.g. 2023/24 and again in 2026/27 where it would bring surplus places in the borough down to such a low level there would be a risk of running out of places. This is shown in the graph below. It should be noted that the capacity shown in the graph does not include additional capacity known to exist in some schools which is currently used for purposes other than teaching space.

Figure 10.11: Year 7 projections with high/medium/low housing yield

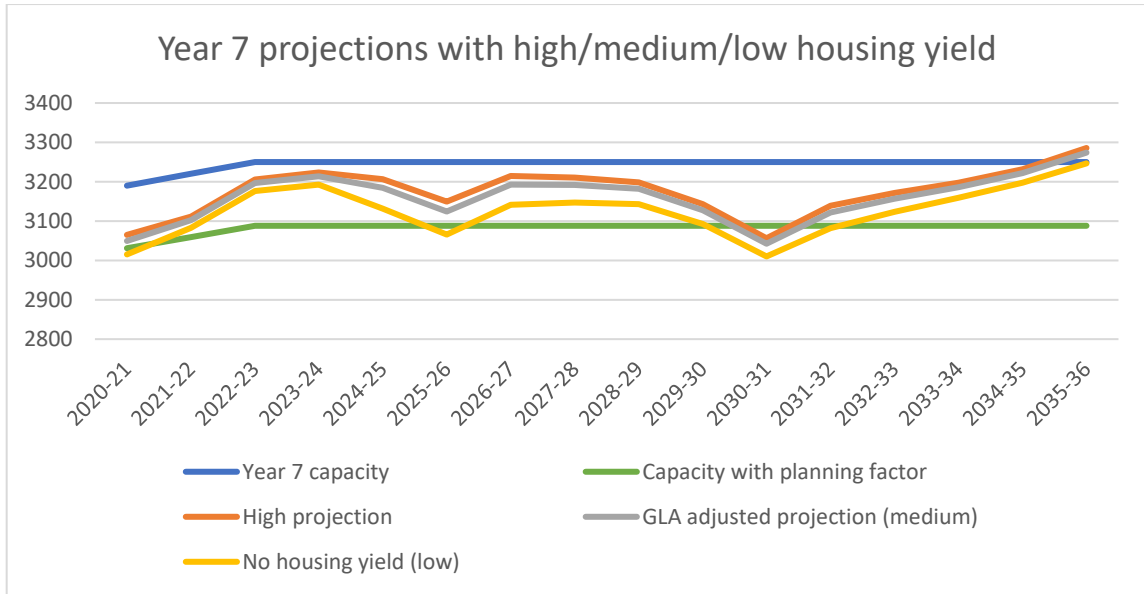


Figure 10.12: LBWF Secondary expansion programme and projected needs

	Current PAN	Final Intended PAN	2019/21	2020/21	2021/22	2022/23	2023/2024	2024/2025	2025/2026	2026/2027
Kelmscott	180	240		(1)bulge	(1)bulge	2FE Expansion				
Norlington Boys	120	150		(1)bulge	(1)bulge	1FE Expansion				
Leytonstone School	180	210	(1)bulge	(1)bulge	1FE Expansion					
A potential 1FE expansion and Alternative Provision Unit in the Central area of the borough by 2023.		+30			(1)bulge	(1) bulge	1FE Expansion			
A potential 1FE expansion and Alternative Provision Unit in the south of the borough by 2023.		+30			(1)bulge	(1) bulge	1FE Expansion			
Projection			2971	3065	3111	3206	3223	3207	3149	3215

Capacity with expansion			3160	3190	3250	3280	3280	3280	3280	3280
Capacity without expansion			3130	3190	3100	3100	3100	3100	3100	3100
Surplus with expansion			189	125	139	74	57	73	131	65
Surplus without expansion			159	125	-11	-106	-123	-107	-49	-115

10.113 The table below shows this data numerically and it can be seen how the surplus / deficit differs with the planned expansion places being included or not.

Conclusions

10.114 Projections for school places are based on a number of factors and are calculated differently for primary and secondary places. For primary places (reception year) the forecast figures are largely based on live birth data, historic local demand, migration rates in and out the borough and also population changes based on housing developments.

10.115 For secondary places (year 7) the forecast figures are based on historic year 6 to year 7 retention rates (i.e. the percentage of pupils who apply for a place within Waltham Forest rather than a neighbouring borough) and population changes including housing developments.

10.116 It can be seen that in the primary phase there is currently a large surplus of places which is expected to remain the case for a number of years despite large housing growth. However, projected housing growth isn't spread evenly across the borough and certain planning areas such as Leyton West and Walthamstow West will need to be monitored closely as the developments progress, particularly if the type and density plans are changed which may generate a higher number of children living in these areas resulting in more school places needed in the local area.

10.117 In secondary, it is observed that there is a projected growth in demand which is increased by planned housing growth which will likely result in surplus places being so few that it becomes a risk. Again, this will continue to be monitored and the secondary expansion programme will remain under review to ensure there are sufficient places available to meet the Council's statutory duty.

11. Culture

Introduction

- 11.1 Waltham Forest is an important cultural centre in London and the borough's designation as the first ever London Borough of Culture in 2019 is testament to this. The Draft Local Plan 2035 has set a Strategic Objective of *'ensuring that the Borough's cultural legacy and creative economy flourish and grow and investment is secured to improve life chances, quality of life and well-being for all'*.
- 11.2 The Draft Local Plan, this Council's Cultural Infrastructure Delivery Plan (2020) and this Boroughwide Infrastructure Delivery Plan, along with supporting documents (such as the Council's Planning Obligations SPD) therefore play important roles in ensuring the Council builds a lasting legacy from our year as London's first Borough of Culture. The Draft Local Plan's role, indeed, the role of planning in Waltham Forest more generally in delivering this is to ensure that places where culture is produced and consumed are supported, protected and enhanced to meet the needs of its diverse and growing population. We also want to embed culture in the heart of our new growth and regeneration areas.
- 11.3 As noted by the Draft Local Plan 2035, the creative and cultural economy is an important economic contributor and is growing. Cultural, arts, entertainment and visitor attractions support the vitality and vibrancy of the borough's places. It is also important part of the community and social infrastructure in the borough as it brings people together encouraging community cohesion and building social capital. Nationally, Arts Council England has identified that arts and culture directly contributed £10.6 billion in 2016 to the national economy with the indirect (supply chain) and induced spending effects of this adding a further £12 billion of value. These figures have increased year on year since the first report of this kind was published in 2013, as well as employment which by 2016 was over 360,000¹⁷.
- 11.4 Cultural infrastructure, unlike most other forms of infrastructure contained in this document, is much more difficult to assess. Culture isn't one thing – it can be tangible or intangible - it differs from place to place and from person to person - it does not have a start and a finish – and often lacks the standardised methodological approaches applied to other forms of infrastructure assessed in this document. In that sense, culture isn't a thing, it's a theme or a 'Golden Thread' that the Council recognises flows through much of the work and various type of infrastructure we deliver and support stakeholders to deliver. Figure X below shows the Waltham Forest Culture Wheel – a visual representation of the various aspects of culture which planning and infrastructure planning can positively address.

¹⁷ CEBR, 2019, 'Contribution of the arts and culture industry to the UK economy'

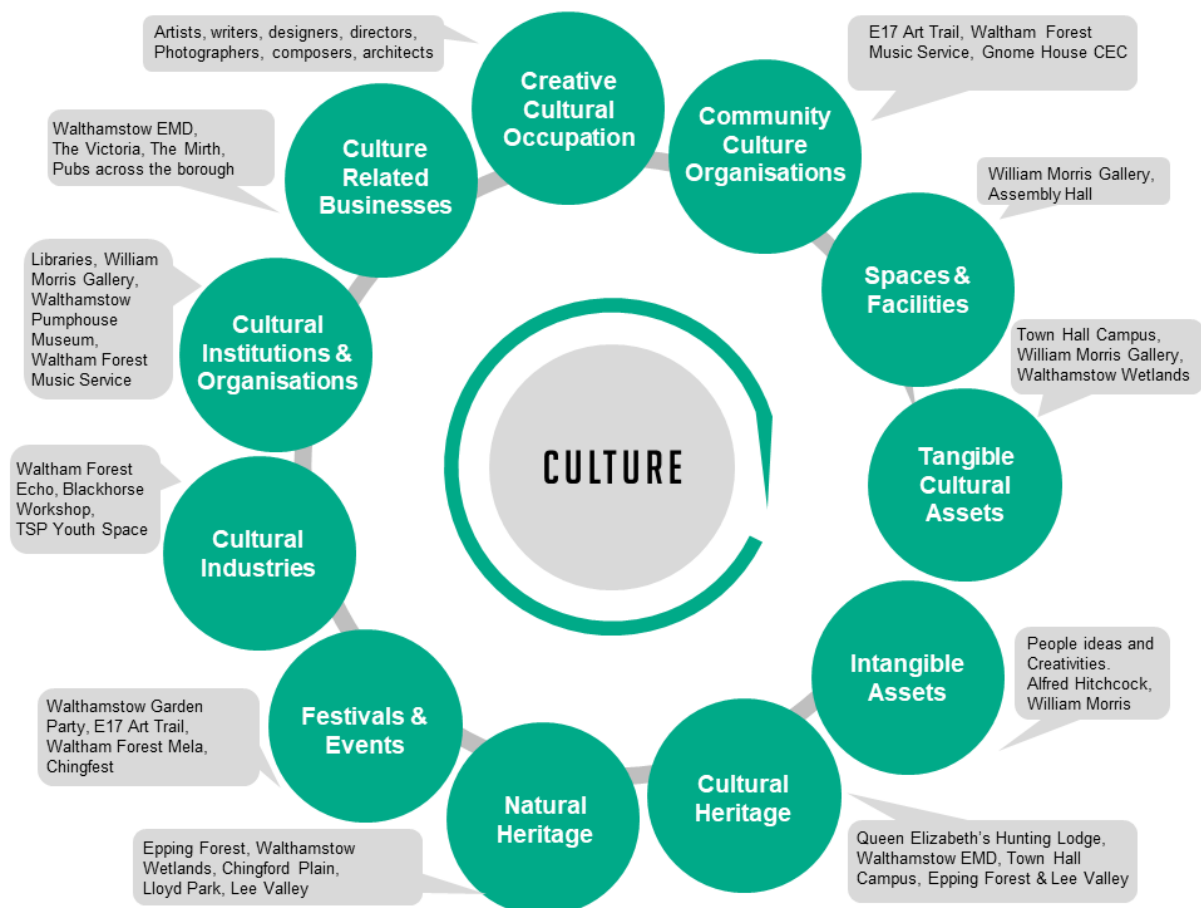


Figure 11.1: Waltham Forest Culture Wheel

Why is Culture important to successful planning and places?

11.5 There is a strong and growing evidence base helping to make the case for public sector investment and for provisions to be incorporated in planning policy around enhancing local culture. The Waltham Forest Cultural Infrastructure Study 2020 sets out the roles of culture as recognised in national and London planning policy, as well as drawing together a range of evidence sources that illustrate the economic and social impacts culture can have in a local area. These are summarised below.

National and London Planning Policy

11.6 The National Planning Policy Framework 2019 recognises the importance of arts and culture uses as a key element of the town centre offer, while the London Plan (Mayor of London, 2016) goes much further, highlighting the significance of culture across a range of Plan policies, including the following.

- **Policy 2.1** – London in its Global, European and UK Context – recognising the need to ensure London “retains and extends its global role as a sustainable centre for...culture and art...”;
- **Policy 2.7** – Outer London Economy – recognising the importance of supporting arts and culture and the contribution they can make to the outer London economy;
- **Policy 2.15** – Town Centres and Policy 4.7 – Retail and Town Centre Development – recognising the important role of culture and leisure uses in town centres;

- **Policy 2.18** – Green Infrastructure – recognising that the multifunctional network of green and open spaces will secure benefits for culture;
- **Policy 3.1** – Ensuring Equal Life Chances for All – recognising the potential need for cultural facilities where there are significant clusters of specific groups (such as those who experience particular disadvantage and social exclusion);
- **Policy 4.5** – London’s Visitor Infrastructure – recognising the importance to the visitor economy of strategic cultural areas, which include the Lee Valley Regional Park and Olympic Park, which are within or closely bordering Waltham Forest borough;
- **Policy 4.6** – explicitly focused on support for and enhancement of arts, culture, sport and entertainment – supporting their continued success (further detailed below); and
- **Policy 7.8** – Heritage Assets and Archaeology – recognising the importance of maintaining and enhancing the contribution of built, landscaped and buried heritage to London’s cultural identity.

- 11.7 Policy 4.6 in the London Plan sets out that in LDF preparation, boroughs should:
- a) enhance and protect creative work and performance spaces and related facilities, in particular in areas of defined need;
 - b) support the temporary use of vacant buildings for performance and creative work;
 - c) designate and develop cultural quarters to accommodate new arts, cultural and leisure activities, enabling them to contribute more effectively to regeneration;
 - d) promote and develop existing and new cultural and visitor attractions especially in outer London and where they can contribute to regeneration and town centre renewal;
 - e) develop innovative approaches to managing pressures on high volume visitor areas and their environments;
 - f) identify, manage and co-ordinate strategic and more local clusters of evening and night time entertainment activities to - address need - provide public transport, policing and environmental services; - minimise impact on other land uses taking account of the cumulative effects of night time uses and saturation levels beyond which they have unacceptable impacts on the environmental standards befitting a world city and quality of life for local residents;
 - g) provide arts and cultural facilities in major mixed-use developments; and
 - h) seek to enhance the economic contribution and community role of arts, cultural, professional sporting and entertainment facilities

Economic Benefits of Culture

Direct Sector Impacts and Multiplier Effects

- 11.8 Nationally, work commissioned by Arts Council England has identified that arts and culture directly contributed £10.6 billion in 2016 to the national economy with the

indirect (supply chain) and induced spending effects of this adding a further £12 billion of value. These figures have increased year on year since the first report of this kind was published in 2013.

- 11.9 Direct employment by the sector was estimated at around 137,000 in 2016, but when including indirect and induced figures, the total employment supported rose to around 364,000. The report also highlights that productivity for direct workers in the arts and culture sector is higher than the average for the economy as a whole.
- 11.10 These figures relate to the arts and culture sector, which includes activities such as book publishing, sound recording, performing arts, artistic creation and operation of arts facilities.
- 11.11 In addition to this activity however, the arts and culture sector plays a number of important wider roles:

Visitor Economy

- 11.12 Arts Council England estimate that the arts bring around £850m economic value to the UK each year. This value relates to the additional value generated by international visitors whose visit was significantly motivated by the national arts and cultural attractions.
- 11.13 At a local level, arts and culture can similarly play an important role in boosting local, national and international visitors to an area, supporting employment in the wider visitor economy, including accommodation, food and drink and transport services, as well as for arts and cultural venues and events.

Regeneration Effects

- 11.14 The Local Government Association has published a study¹⁸ analysing case studies of culture led-regeneration, demonstrating the wide range of impacts cultural investment can have in driving bespoke economic and social challenges at local area geographies. Types of interventions covered in the case studies included investment in:
- Individual cultural institutions and attractions
 - Community focused cultural programmes
 - Strategic organisation / co-ordination of cultural activity
 - Arts / cultural festivals.
- 11.15 The case studies demonstrate the potential for local level investments to target particular local challenges, with benefits potentially relating to:
- Creating employment
 - Attracting more visitors boosting the tourism sector
 - Stimulating town centre footfall to boost local business

¹⁸ <https://www.local.gov.uk/culture-led-regeneration-achieving-inclusive-and-sustainable-growth>

- Stimulating and supporting creative sector growth
- Developing the skills, knowledge and confidence of residents
- Enhancing community cohesion and pride
- Supporting enhanced resident health
- Bringing enjoyment for residents
- Attracting inward investment
- Enhancing the area's image to attract skilled people and business investment

Social Benefits

Health and Wellbeing

- 11.16 The All-Party Parliamentary Group on Arts, Health and Wellbeing Inquiry published a report in 2017 outlining the range of ways that arts and culture can generate benefits for health and wellbeing, as well as setting out recommendations for how this evidence could be used to better deliver public health and social care services using arts and culture led approaches.
- 11.17 The report cites examples from a collated evidence base, of ways that arts and culture activities can enhance health and wellbeing in local communities, including the following:
- Visual and performing arts in healthcare environments help to reduce sickness, anxiety and stress;
 - The heart-rate of new-born babies is calmed by the playing of lullabies. The use of live music in neonatal intensive care leads to considerably reduced hospital stays;
 - Through participatory arts programmes, after engaging with the arts, 79% of people in deprived communities in London ate more healthily, 77% engaged in more physical activity and 82% enjoyed greater wellbeing;
 - Participatory arts activities with children improve their cognitive, linguistic, social and emotional development and enhance school readiness;
 - An arts on prescription programme has shown a 37% reduction in GP consultations and 27% reduction in hospital admissions, representing a saving of £216 per patient. Social return on investment of between £4 and £11 has been calculated for every £1 invested in arts on prescription; and
 - Music therapy has been shown to reduce agitation and need for medication in 67% of people with dementia.

Skills and Development

- 11.18 Work commissioned by Arts Council England in 2019 showed that 66% of arts organisations surveyed engaged volunteers in delivering arts and cultural activities. The report highlights the potential benefits of this activity in creating substantial benefits for individuals. These include opportunities to develop new skills and experience both directly in arts and cultural activities and also more generally in areas such as

communication, teamwork, leadership, organisational skills, improved confidence, strategic development and planning.

Summary

- 11.19 The evidence set out in this section of the report demonstrates the substantial contribution that cultural activity can make to local economies and communities, as well as the ways that the London Plan provides a steer for how the planning system can help to support the provision of the right cultural infrastructure to enable this activity to occur.

DRAFT

Case Study: London Borough of Culture, 2019

The Waltham Forest bid to become the first London Borough of Culture, submitted in December 2017, was ambitious. Our key themes, developed with our community, formed the core of our programme.

- 'Makers' reflected the manufacturing history of the borough and its future prosperity in the creative industries
- 'Radicals' highlighted that we needed to experiment and look at different approaches as both a Council and as a borough to improve residents' quality of life
- To act with 'Fellowship' to enable development of a meaningful and inclusive programme, with a long-lasting impact for communities

Residents were at the heart of every step of this journey. 15,000 backed the bid, residents co-created the programme, and hundreds participated in Big Culture Conversations and the Fellowship Funding community decision-making panels. Key impacts include:

- £4.1m spent in the local area by audiences across 10 hero events
- Over 500,000 visits to cultural events and activities in the borough
- Over £1.1m generated in external funding and investment in the programme
- 88% of audience members enjoyed the event they attended
- Over 1,000 different events, workshops, installations and exhibitions, tours and trails across every ward in the borough
- 67% of attendees at our hero events were local residents
- Over 11,300 hours provided by over 1,000 Legends of the Forest volunteers
- £250k in capital improvements to schools through cultural interventions
- £40,000 in Make it Work Fellowship Funding improved and created cultural spaces in our borough – from dancefloors to deskpace and making spaces
- 100% of schools in Waltham Forest engaged with the LBoC programme
- Over 100 young people receiving paid work experience and coaching in the creative sector through Future Creatives
- 64% of volunteers told us they gained and developed skills through the Legends of the Forest programme
- £200,000 in Make it Local Fellowship Funding enabled the delivery of over 350 hyper-local events in every ward of the borough
- 81% of audience members agreed that the event they attended made them feel that Waltham Forest welcomes everyone
- 65% of residents say culture should be a priority for the borough in the future

The London Borough of Culture 2019 Programme was supported with developer contributions in the form of the Neighbourhood Community Infrastructure Levy (NCIL).

For more information about our year as London's first ever Borough of Culture, please [click here](#).

Cultural Provision in Waltham Forest

- 11.20 Cultural Infrastructure mapping undertaken by the GLA and drawn together in the London Cultural Infrastructure Map, provides a rich source of evidence on current cultural infrastructure in Waltham Forest, and how this compares against other London boroughs.
- 11.21 The infrastructure is broken down into 33 different types, and in Figure 11.2 we have provided a summary of:
- The numbers of each infrastructure type present in Waltham Forest, Islington and in total across Outer London;
 - The total number of that infrastructure type per 100,000 residents in each area;
 - An arrow indicating whether the relative amount of each cultural infrastructure type is higher or lower for Islington and for Outer London than for Waltham Forest; and
 - Additional notes are included on the geographic spread of the infrastructure types within Waltham Forest borough, particularly highlighting in each case whether facilities are concentrated in one or more smaller areas (in several cases this is within Walthamstow), or relatively dispersed across the borough.

Table 11.2 – Cultural Infrastructure in Waltham Forest per 100,000 people, by type and compared to LB Islington and Outer London

Cultural Infrastructure Type	LB Waltham Forest		LB Islington		Outer London		Notes on Geographic Distribution in Waltham Forest
	Total Number	Total per 100,000 residents	Total Number	Total per 100,000 residents	Total number	Total per 100,000 residents	
Archives	2	0.7	34	14.2 ↑	60	1.1 ↓	Concentrated. The two archive sites are located centrally in the borough
Artist Workspaces	10	3.6	6	2.5 ↓	58	1.0 ↓	Dispersed across the borough, with clusters in the centre and south west, although none in the North.
Arts Centres	0	0.0	0	0.0 –	13	0.2 ↑	None in borough but two in neighbouring boroughs, close to border
Cinemas	1	0.4	3	1.3 ↑	37	0.7 ↑	Concentrated. One in borough, in Walthamstow, but several in neighbouring boroughs, close to boundary.
Commercial Galleries	1	0.4	17	7.1 ↑	8	0.1 ↓	Concentrated - one in borough, in the south east in Leytonstone
Community Centres	32	11.6	60	25.1 ↑	357	6.3 ↓	Dispersed. Large number and well distributed across all of the borough. Facilities in each will vary however.
Creative Co-Working desk	1	0.4	5	2.1 ↑	7	0.1 ↓	Concentrated. One located in the south of the borough.
Creative Workspaces	4	1.4	6	2.5 ↑	18	0.3 ↓	Concentrated. All located in the centre, west and south-west.
Dance Performance	2	0.7	13	5.4 ↑	43	0.8 ↑	Concentrated in the south and the west of the borough.
Dance Rehearsal Studios	3	1.1	23	9.6 ↑	75	1.3 ↑	Dispersed in the south and centre of the borough, with many more in neighbouring areas close to the south and west borough borders. None in the North.
Fashion and Design	8	2.9	2	0.8 ↓	51	0.9 ↓	Dispersed across the borough, but more strongly clustered along the western border of the borough.
Jewellery Design	5	1.8	12	5.0 ↑	122	2.2 ↑	Concentrated in the centre of the borough with one site towards the north.
Large Media Production	0	0.0	0	0.0 –	5	0.1 ↑	None in borough or nearby
Legal Street Art Walls	0	0.0	0	0.0 –	2	0.04 ↑	None in borough. One nearby in Haringey on the western border.
LGBT+ Night time venues	2	0.7	5	2.1 ↑	6	0.1 ↓	Concentrated in the centre of the borough, in Walthamstow
Libraries	10	3.6	10	4.2 ↑	220	3.9 ↑	Dispersed. 10 sites spread evenly across the borough.

Cultural Infrastructure Type	LB Waltham Forest		LB Islington		Outer London		Notes on Geographic Distribution in Waltham Forest
	Total Number	Total per 100,000 residents	Total Number	Total per 100,000 residents	Total number	Total per 100,000 residents	
Live-in Artist workspace	0	0.0	0	0.0 –	3	0.1 ↑	None in borough – closest is to the south west in Hackney.
Makerspaces	6	2.2	1	0.4 ↓	18	0.3 ↓	Concentrated across the central and south western area of the borough.
Making & Manufacturing	1	0.4	0	0.0 ↓	15	0.3 ↓	Concentrated in the south west near the border with Hackney.
Museums and Public Galleries	4	1.4	7	2.9 ↑	49	0.9 ↓	Concentrated in the centre of the borough.
Music office-based businesses	9	3.3	6	2.5 ↓	167	3.0 ↓	Dispersed across the borough.
Music Rehearsal Studios	1	0.4	6	2.5 ↑	24	0.4 –	Concentrated in the south of the borough.
Music Venues All	22	8.0	65	27.2 ↑	209	3.7 ↓	Dispersed across the borough but strong concentration in Walthamstow and parts of the
Music Venues Grassroots	3	1.1	15	6.3 ↑	9	0.2 ↓	Concentrated in the centre of the borough and Levtonstone.
Music Recording Studios	3	1.1	2	0.8 ↓	28	0.5 ↓	Concentrated in the centre and south east of the borough.
Outdoor Spaces for cultural use	0	0.0	0	0.0 –	3	0.1 ↑	None listed in the borough or in any neighbouring borough.
Prop and costume making	3	1.1	2	0.8 ↓	32	0.6 ↓	Concentrated in the west of the borough.
Pubs	69	24.9	243	101.6 ↑	1,599	28.3 ↑	Dispersed across the borough
Set and Exhibition buildings	0	0	0	0.0 –	22	0.4 ↑	None in the borough, but two in neighbouring boroughs close to the south and west borders.
Skate Parks	2	0.7	2	0.8 ↑	29	0.5 ↓	Concentrated with one in Walthamstow and one to the very far south-east.
Textile Design	11	4	3	1.3 ↓	25	0.4 ↓	Dispersed through the south and centre with a cluster around Blackhorse Road.
Theatre rehearsal studio	0	0.0	14	5.9 ↑	16	0.3 ↑	None in borough, but a number close to the southern border of the borough.
Theatres	5	1.8	15	6.3 ↓	371	1.3 ↓	Concentrated in the centre – in and close to Walthamstow centre.

Source: Cultural Infrastructure Map, London Data Store, GLA, 2019

Key: ↑ higher than average in Waltham Forest ↓ lower than average in Waltham Forest

- 11.22 On arts and cultural consumption infrastructure, headline data from the London Cultural Infrastructure Map suggests Waltham Forest outperforms the Outer London average for presence of most types of facility, but under performs against the Islington average. The numbers of music venues (22) and community centres (32) is particularly notable; the proportions of both in Waltham Forest are higher than the Outer London average but notably lower than the figure for Islington. The number and spread of community centres across the borough could be a useful asset, however further investigation is needed to explore how many of them are or could be made suitable for use as cultural venues¹⁹.
- 11.23 Despite these strengths, the mapping highlights that Waltham Forest lacks a dedicated arts centre or any legal street art walls (although does have many building murals), although Islington also lacks these assets and numbers across London are generally low. The borough also has only one cinema (in Walthamstow) and although it has a number of theatre venues, these tend to be small repurposed rooms within other facilities and also tend to be in or close to Walthamstow – this is a key driver behind the Council’s ambition to restore and breathe new life into the former EMD (Walthamstow Granada) site on Hoe Street. Dance performance venues and commercial galleries are also notably lower in Walthamstow than for Islington.
- 11.24 It is important to note that while this analysis gives an indication on numbers of facilities, it does not drill down into the conditions, capacity or utilisation of these facilities, to understand the extent to which these facilities may be thriving or struggling. This position on utilisation and sustainability of these facilities may also be significantly affected as a result of COVID-19.
- 11.25 With regard to cultural rehearsal and recording space, Waltham Forest outperforms the Outer London average on music rehearsal and recording space, but has slightly fewer facilities offering dance rehearsal space, and none offering theatre rehearsal space and large media production studios. Other than for dance rehearsal, the other infrastructure types in this category are low in number across all outer London boroughs. Compared to Islington, Waltham Forest underperforms for the majority of cultural rehearsal and recording space types.
- 11.26 Waltham Forest outperforms the outer London average across almost all types of creative workspace listed on the London cultural infrastructure map, with the only gaps being around live-in Artist workspace, where there are no such workspaces listed in Waltham Forest, but there are similarly extremely few across any outer London borough. Performance against the Islington average is more mixed, with higher rates of artist workspace and makerspace but lower rates of creative workspace and creative co-working desk space.

¹⁹ It is important to note that definitions for various types of cultural infrastructure can vary from source to source – the figures above go beyond Council owned facilities and include other community facilities such as church halls and other privately owned spaces.

- 11.27 With regard to presence of specific creative sectors, Waltham Forest has a notable concentration of textile design and fashion design businesses listed, compared with the outer London average and Islington average. It is also broadly in line with or outperforming the outer London average and Islington across the range of other specific creative sectors, including prop and costume making, music office-based businesses and jewellery design.
- 11.28 Overall the analysis in this section highlights that Waltham Forest tends to outperform the Outer London average but significantly less well represented with respect to spaces for cultural consumption and cultural rehearsal / recording. Some facilities such as cinema and theatre venues are also concentrated in Walthamstow, with none in other parts of the borough.
- 11.29 With respect to creative and sector-specific workspace however, it has significantly more than the Outer London average and also outperforms Islington borough in facilities for fashion and textiles, as well as artist workspace and makerspace.

The role of Culture in promoting successful and sustainable Regeneration

- 11.30 The developments which make up the borough's growth ambitions will all have a fundamental impact upon demand for culture (from new populations) and opportunities to embed new facilities within development.
- 11.31 Key areas and opportunities could include the following:
- The evolution of the Town Hall Campus and Fellowship Square, an area with strong cultural consumption facilities (as explored in greater detail as part of the Forest Road Corridor);
 - The Mall development in the heart of Walthamstow, with strong access to the 24- hour tube, indicating greater night time economy potential;
 - Blackhorse Lane Creative Enterprise Zone, already a focus point for creative sector activity;
 - Whipps Cross redevelopment - this would suggest the population might expect to have local access to a pub, community centre and potentially a music venue (which in many cases would be within a pub), within this new population centre;
 - Leyton and Lea Bridge Road area, for which significant new homes, new and replaced floorspace are proposed in the area vision, as well as the potential for the delivery of a new town centre at Lea Bridge Road, improved town centre facilities at Leyton and of an expanded ice rink;
 - Chingford Mount - given there are no listed theatre or live music venues in this area, it may be best to focus on the enhancement of other existing facilities;
 - Notably, there are several pubs in Chingford which provide a range of cultural activity. Similarly the library and community centre might offer potential to host these types of activity, support with enhancements where possible; and

- More recently, the opportunity to redevelop the New Spitalfields Market site when the market is relocated has become more prescient. Located adjacent to the Queen Elizabeth Olympic Park and a potential new station at Ruckholt Road, the site not only has the capacity for up to 3,000 homes and significant new workspace, its location and connectivity, makes it a potential location for cultural facilities of national and international significance.

11.32 More widely, being on the edge of the Queen Elizabeth Olympic Park generates opportunities to offer a complementary cultural infrastructure offer in the South of the borough, including both cultural consumption and production opportunities, and these will need close consideration for site development in the South of the borough.

Recommendations from the Waltham Forest Cultural Infrastructure Study 2020

Aim 1: Protecting Existing Cultural Consumption Infrastructure

11.33 Recognising the important and often crucial role that cultural facilities play for the existing and future population and protecting those existing cultural consumption facilities.

Aim 2: Enhancing Existing Cultural Infrastructure, to bring Economic, Social and Cultural Benefits

11.34 Recognising the significant emphasis placed on enhancing cultural infrastructure and activity in the London Plan, as well as the range of economic and social benefits generated for local residents through enhanced cultural infrastructure and activity, from direct job creation and visitor economy benefits, to skills development, health and wellbeing benefits and area based regeneration. This provides a strong rationale for investment to enhance cultural infrastructure across the borough.

11.35 In addition, the learning from Waltham Forest's year as London Borough of Culture, which demonstrated the flexibility of many existing spaces to host cultural events and activities. The combination of these factors points strongly towards the benefits of focusing investment on enhancing existing facilities to offer greater capacity for cultural activity in many cases, rather than building entirely new cultural facilities.

11.36 Further work on the capacity and quality of many cultural infrastructure facilities to host different types of activity will be undertaken and will help in further development of details cultural infrastructure needs analysis plan for the borough.

CASE STUDY

PROGRAMME: Making Places
DEPARTMENT: Culture and Heritage Service
BUDGET: £40,000 + £20,000 grant (GCF)
PRODUCT LIFE: Permanent
TIMEFRAME: April 2018 – June 2019
PARTNERS: Parks and Open Spaces, Highways

THE SITE

Linear Park was formed from leftover space following construction of the controversial M11 Link Road. Residents felt that the park was neglected and in need of an uplift. The Making Places brief asked for creative proposals to improve the park, encouraging more people to visit and use the space, whilst reflecting the site's history.

LINEAR PARK: PLOT LINES

The new design traces the historic street pattern using sensory herbs, perennial planting and wildflowers along the length of the park. Plaques, developed through research with local volunteers, reveal stories of people that lived on or near the site. Individual plots have been planted, and are maintained by, residents and local groups.

Residents nominate sites → Open call → Industry panel → Ward Councillors' selection → Design development → Public engagement → Manufacturing → Delivery



LINEAR PARK: PLOT LINES GROVE GREEN WARD

by Matter Architecture and Lucy Harrison



3800m²
of new biodiverse meadow



51 plots
available to local community



17 plaques
highlighting local history



Local schools looking after the plots and flower beds



Architecture students involved in construction



New open and inviting layout

Lucy Harrison is an artist working on projects exploring the connections between people, places and their histories. She often works collaboratively and her projects include events, installations, films and books.

Matter was formed in 2016 by Roland Karthaus and Jonathan McDowell. The practice focuses on designing buildings and places that are sensitive to context, enduring and sustainable to improve people's happiness and wellbeing.

Making Places is an initiative by Waltham Forest Council to deliver creative projects across the borough, which will have a lasting impact on communities and neighbourhoods. All project sites are nominated by local residents.

CASE STUDY

PROGRAMME: Making Places
DEPARTMENT: Culture and Heritage Service
BUDGET: £40,000
PRODUCT LIFE: Permanent
TIMEFRAME: August 2018 - September 2019
PARTNERS: Parks and Open Spaces, Highways

THE SITE

The three entrance gates at The Highams Park were nominated by residents who felt they were tired and 'shabby'. The Making Places brief asked for creative proposals to create three new gated entrances that would offer a positive first impression and enhance the experience of entering the Humphry Repton designed park.

THE HIGHAMS PARK GATES

The three new, bright, contemporary gateways simultaneously acknowledge the park's past, present and future. Each entrance has a different colour accent and has been designed to provide inclusive access for all park users.

Residents nominate sites → Open call → Industry panel → Ward Councillors' selection → Design development → Public engagement → Manufacturing → Delivery



THE HIGHAMS PARK GATES HATCH LANE WARD

by Merrett Houmøller Architects and Colin Priest



Three new entrance gates



Open design to avoid visual barrier



Design based on history of the site



Designed with the community



Accessible to all visitors



Reduction in maintenance cost

Peter Merrett & Robert Houmøller share an interest in architecture as a response to the specific social and urban context of the project, in creating successful public and communal spaces, and in design as a process of 'making'.

Colin Priest is a London-based artist, architect and academic. He has exhibited across the UK and further afield, with site-specific works incorporating installation, writing, film, performance and archival material associated with spatial production.

Making Places is an initiative by Waltham Forest Council to deliver creative projects across the borough, which will have a lasting impact on communities and neighbourhoods. All project sites are nominated by local residents.

Aim 3: Addressing Gaps in Particular Types of Cultural Consumption Infrastructure

- 11.37 Key gaps included: lack of dedicated arts centre in the borough, presence of only one cinema, no legal street art walls, and relatively low numbers of dance performance spaces and commercial galleries, when benchmarked against comparator boroughs.

Aim 4: Addressing Gaps in Geographic Distribution of Cultural Consumption Infrastructure

- 11.38 While the focus for major cultural venue in the borough will continue to be in the south of the borough, particularly around Walthamstow (e.g. museums), there may be others (e.g. live music venues, theatre venues) where existing facilities in other parts of the borough such as pubs or community centres, could be adapted or enhanced to enable regular or occasional performances (e.g. music, theatre) that help to extend the local cultural offer in parts of the North and South of the borough, in areas where these activities are not currently offered.

Aim 5: Planning Workspace Needs for a Thriving Local Cultural Industries Sector

- 11.39 The Waltham Forest Cultural Infrastructure Study 2020 highlights the significant growth in the creative industries in Waltham Forest over the last five years, with an 85% increase in creative sector businesses and 64% increase in creative sector employment. The creative industries now represent around 17% of all businesses based in Waltham Forest.
- 11.40 The study identifies that there is a need to manage workspace development, to ensure there is sufficient supply of the right types of facility in the right places to support continued growth of the creative industries in the borough, in a sustainable way.
- 11.41 In response to this identified need, Policy 33 of the Draft Local Plan to 2035 supports the delivery of new low cost and affordable workspace as part of new 1000+ sqm developments will support to keep, seed and grow business in the borough. Discount Market Rent is important way of ensuring that rents are set at an affordable rate for local businesses, however, different areas in the borough may have different office markets and different levels of discount market rent may be appropriate. Affordable workspace will be secured via Section 106 agreement.

Aim 6: Supporting Enhanced Financial Sustainability of Cultural Production and Consumption Facilities

- 11.42 The Council is currently undertaking a Community Asset Review (CAR) which will explore and consider opportunities to create a hub and spoke model for delivery into a more sustainable set of facilities, which similarly resonates with this aim.

Aim 7: Exploring Opportunities to Attract more Regionally / Nationally Significant Cultural Facilities to the Borough in Major Development Areas

- 11.43 The Draft London Plan highlights the importance to the city's visitor economy of strategic cultural areas across the city, which include the Lee Valley Regional Park and Olympic Park, which are within or closely bordering the borough.
- 11.44 By engaging with wider London developments, there may be opportunities for the borough to attract more high quality cultural production or consumption facilities to the borough, in its major development areas, and maintaining flexibility to enable this will be important.

Cultural Infrastructure Projects to 2035

EMD Cinema (Walthamstow Granada), Walthamstow

- 11.45 Waltham Forest Council bought the former EMD/Walthamstow Granada cinema in 2019 during its reign as the first Mayor's London Borough of Culture (LBoC). The plan is that the restoration of the iconic building and venue will create a lasting LBoC legacy for the borough as well as bringing huge economic, social and environmental benefits to Waltham Forest.
- 11.46 The venue will reopen as a place for comedy and other entertainment, managed by Soho Theatre, who has established itself as one of London's key venues for new theatre, comedy and cabaret. The organisation already has many links with Waltham Forest, including working with schools and young people here.
- 11.47 With almost 1,000 seats, the venue will operate a programme featuring the biggest names in UK and international comedy and an annual pantomime, alongside screenings, theatre and community education work.
- 11.48 At the heart of the project is the partnership between Soho Theatre and the Council. The overall investment objectives are threefold; investing in the boroughs culture, people and place.

Figure 11.3: EMD – investing in the Boroughs Culture, People and Place

Culture	People	Place
<ul style="list-style-type: none"> • 1000 seat theatre (approx.) • World class culture on your doorstep • Something for everyone • Collaborations with other local cultural groups/organisations • Discounts and priority booking for local people 	<ul style="list-style-type: none"> • Local jobs from construction to end use • Education programmes • Local partnerships • On site community space and facilities • Opportunities for local creative organisations and individuals to get involved. 	<ul style="list-style-type: none"> • Estimated £50m+ boost to the local economy within 10 years • Restoration of a much-loved local building and institution • Creating an exciting entertainment venue, which will have national appeal • Growing the borough's Night Time Economy offer.

Figure X: EMD Concept Image



11.49 The EMD project recognises the grassroots community campaign over 15 years and widespread desire to protect the venue’s use as an entertainment venue for the whole community. The project will also fill a gap in the London cultural landscape for a venue that sits between smaller spaces, such as Soho Theatre, and bigger arena spaces.

Total Project Cost: £25m

Delivery Timescales: 2021

Regal Cinema

11.50 Proposals by Mammoth Capital to redevelop the Regal Cinema site were approved at the Council’s Planning Committee on the 7 July 2020. The proposal will provide two cinema screens with an ancillary café bar/restaurant, supported by the delivery of 30 residential units.

Figure 11.5: Artist impression of proposed Regal Cinema redevelopment



Cost: TBC (Private Sector investment)

Timescales: TBC

Town Hall Campus – Fellowship Square

11.51 The Town Hall Campus transformation programme is a once in a lifetime opportunity to create a new neighbourhood and cultural hub in the heart of the borough, refurbish cherished historic buildings and open up the Campus to the public. In doing so, it will transform the way the Council operates and delivers services to residents.

11.52 The scheme builds on the legacy of the borough's year as the first-ever Mayor's London Borough of Culture in 2019 with opportunities for new leisure, entertainment spaces, shops and cafes, providing jobs for local people. It will also invest in brand new and affordable housing prioritised for local residents. The scheme itself is central in Waltham Forest Council's plans to ensure economic recovery after the coronavirus pandemic, building resilience in the local economy and for London.

Phases of development and timelines:

Phase 1 – from June 2020

- Protecting the Grade II listed Town Hall through thoughtful and considerate renovation whilst modernising the building to enable better staff working
- Opening up and pedestrianising the area around the fountain, replacing it with an accessible water feature that is safe and welcoming. Download questions and answers about the Town Hall fountain.
- Ensuring the Town Hall and Assembly Hall are fully accessible for all visitors
- Restoring the War Memorial to its former glory with a better space for memorial events

- 11.53 Following consultations with residents the Council received approval to deliver the first phase of the development (Planning Committee minutes can be found on the Democracy website – to view the minutes [click here](#)). A contractor and an architecture firm have been appointed to work closely with the Council to ensure a high-quality, respectful refurbishment of the Town Hall and fountain area into a new 'Fellowship Square'.
- 11.54 Work has now begun on phase one of the project, with contractor ISG taking hold of the site on Monday 1 June 2020 to undertake the refurbishment of the Grade-II listed Town Hall and surrounding areas. For more information on the Town Hall Campus development, please [click here](#).

Phase 2: (late 2020 - early 2023)

- Building over 450 new high-quality homes for local people, with 50% affordable
 - Refurbishing the existing green spaces and improving accessibility to Chestnut's Field to create a space that is flexible and multifunctional
 - Constructing a new modern, fit for purpose civic building with retail services at ground floor for the public use
 - Bringing the majority of council employees together in one hub, seeing staff from older, less efficient Council offices across the borough move into new office space on the Town Hall Campus site.
 - Completing Hepworth's vision of a Waltham Forest Town Hall Campus
- 11.55 In January 2020, the Council announced leading UK developer Countryside as the delivery partner for phase 2 of the project. For more information on the Council's partnership with Countryside, please [click here](#).
- 11.56 For more information on how to keep engaged with the Town Hall Campus regeneration scheme and to sign up for the email newsletter, please visit: <https://www.walthamforest.gov.uk/content/TownHallCampus>

Figure 11.6: Artist impression of proposed Town Hall Campus



Cost: £25m, including works to key buildings

Timescale: 2023

The Mall and Walthamstow Central

10.56 Another important investment which will help shape and promote the boroughs cultural offer is the integrated redevelopment of the Mall and Walthamstow Central, providing:

- C. 5000 sq.m retail/ commercial space
- New town square
- New Station entrance
- 500 residential units, including affordable housing

10.57 This scheme is led by Capital & Regional, owners of the Mall, working in close partnership with the Council and TfL.

Cost: £200m private sector investment

Delivery Timescales: 2023

12. Built & Natural Heritage

Built heritage assets

- 12.1 The borough contains numerous listed buildings. These are generally concentrated around the town and district centres. Several listed buildings are also located within open spaces including Walthamstow House and the Water House at Lloyd Park, and Queen Elizabeth's Hunting Lodge at Chingford Plain, which are Grade II* listed.
- 12.2 The borough also maintains a list of locally significant buildings²⁰.

Conservation Areas & Areas of Special Character

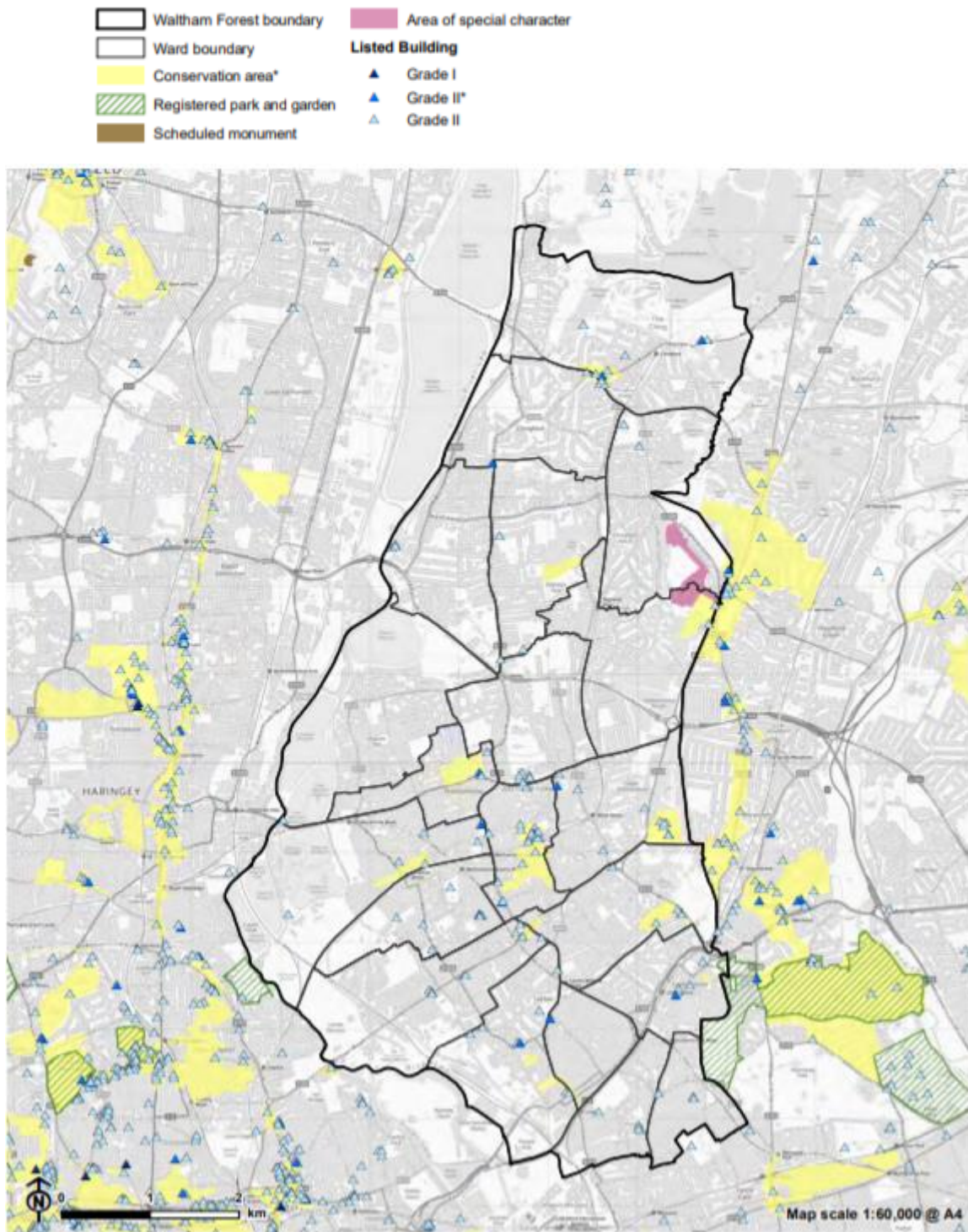
- 12.3 There are 14 Conservation Areas designated in order to recognise and protect special architectural and historic interest in the borough. Their purpose is principally to inform development control and set out requirements relating to external changes to properties; the public realm, open space, trees and other vegetation is recognised within many of the Management Plans for Conservation Areas in the borough as being integral to the character of the areas and contributing to the setting of built heritage features.
- 12.4 The borough has one designated Area of Special Character, 'Highams Area of Special Character', which has implications with regard to planning control and development management.
- 12.5 Large areas of the west of the borough are Archaeological Priority Areas, which are generally focused around Lee Valley Regional Park.

Historic landscapes

- 12.6 Several parks and open spaces within Waltham Forest act as important heritage and cultural assets in themselves and play an important role in interpreting the history of the borough and London as a whole.
- 12.7 Key historic landscapes within and directly adjacent to Waltham Forest:
- Lloyd Park, including the William Morris Gallery;
 - Epping Forest;
 - The historic landscape at the Highams Park (designed by Humphrey Repton);
 - Springfield Park (Grade II Registered Park and Garden within the London Borough of Hackney); and
 - Wanstead Park (Grade II* Registered Park and Garden largely falling within the London Borough of Redbridge).

²⁰ <https://www.walthamforest.gov.uk/content/conservation-areas-and-listed-buildings>

Figure 12.1: Key historic landscapes and assets in Waltham Forest



12.8 Pressure on historic landscapes and heritage features will likely increase with projected growth. These assets will therefore need careful monitoring and management.

12.9 The borough has benefitted from National Lottery Heritage funding for important heritage projects resulting in improvements in access to open space, public realm and community engagement. Recent and current projects include:

- Lloyd Park, Walthamstow;

- St James Street, Townscape Heritage Regeneration Scheme, Walthamstow; and
- Walthamstow Wetlands

Built & Natural Heritage Development Principles

- 12.10 Policies in the Waltham Forest Draft Local Plan recognises the role built and natural heritage makes to the rich cultural tapestry of the borough and ensure that assets and features are protected, developed and managed holistically.
- 12.11 Open spaces which are recognised as being of historic and cultural significance, such as Lloyd Park and Highams Park, should be recognised as key elements of the wider green and blue infrastructure network, requiring good connectivity and access.
- 12.12 The 'greening' of 'grey' infrastructure will have regard for the existing character of the borough and aim to improve the setting of any features of heritage significance. Proposals shall be developed in line with relevant Conservation Area Management Plans.
- 12.13 Seek opportunities to maximise the potential benefits of partnership working and management of heritage landscapes in the borough, including securing funding and pooling resources.

13. Sports and Leisure

- 13.1 Active and healthy lifestyles are key components for thriving communities. High quality, accessible sport and Leisure facilities play a key social, economic and environmental role both directly (through new and improved facilities, for example) and indirectly through changes in habits, attitudes and maximising an individual or team's potential.
- 13.2 High quality sport and leisure facilities also play an important role in contributing to the boroughs sustainable development objectives with regarded to issues such as promoting equity and participation, sustainable economic development and the conservation of finite resources in line with the Council's Climate Change agenda.
- 13.3 The Council also recognises the role sport and leisure can play in the regeneration of existing neighbourhoods in the borough, particularly those with higher levels of deprivation and the indirect contributions such as providing opportunities for sport near to where people live thus reducing the need to travel.
- 13.4 Sport and active recreation therefore make an important contribution to shared aspirations for improvements to quality of life and its sustainability. The Council works closely with range of partners and NGB's and stakeholders, including Sports England, the Football Association (FA), Essex Cricket Board (ECB), English Hockey Board (EHB), local clubs and other stakeholders, to develop the boroughs offer to 2035 and beyond.

Waltham Forest Physical Activity and Sports Strategy 2017-2021

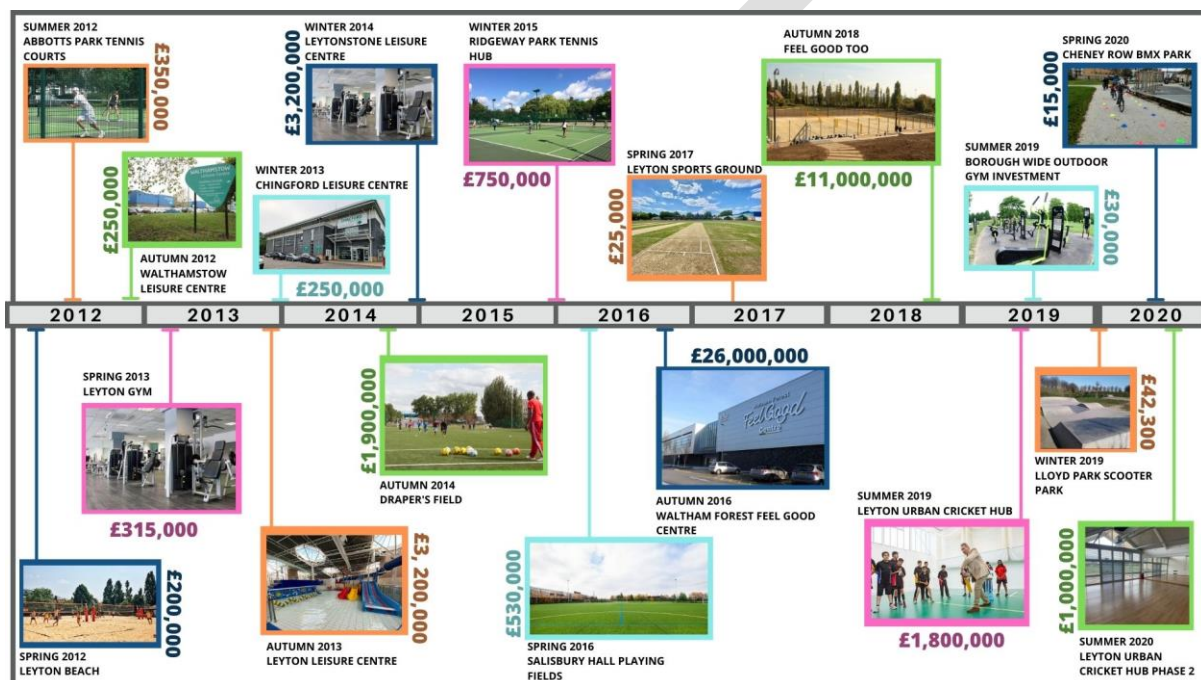
- 13.5 The vision of the Physical Activity and Sports Strategy²¹ is to improve the quality of life for local residents, as well as people who study or work in Waltham Forest. To do this, the strategy seeks to increase opportunities for people of all ages and abilities to participate in physical activity, wherever opportunities arise, as well a variety of sports to achieve their goals.
- 13.6 The strategy aims to provide a co-ordinated approach to:
- Increase the amount of physical activity that all our residents do. This includes supporting people who already participate in sports and people who have low levels of physical activity.
 - Develop new physical activity, sport and leisure opportunities appropriate for all residents and communities who do not normally engage, or are most at risk of poor physical and mental wellbeing due to their physical inactivity.

²¹ <https://www.walthamforest.gov.uk/sites/default/files/Strategy.pdf>

- Develop grass roots sports and leisure activities and sports development pathways that support individuals to pursue their sporting ambitions as far as they wish.
- Ensure that the London Borough of Waltham Forest meets the physical activity and sport expectations outlined in other local and national priorities and strategies

13.7 The Strategy highlights the significant range of investments in the boroughs sporting facilities since 2013. These include:

Figure 13.1: Historic investment in sporting facilities in Waltham Forest, 2012-2020



Swimming Pools – Current Provision

13.8 Waltham Forest has 12 swimming pools on 7 sites, this supply comprises of 5 main pools, 5 learner/training pools and 2 leisure pools. Unfortunately the Community Pool at Waltham Forest College closed in January 2020 which as affected some of the analysis below, which was undertaken in 2019.

13.9 Only 1 site is more than 40 years old (Leytonstone LC 1977) although it has been refurbished in the last 10 years). The most recent pool was built in 2016 (The Feel Good Centre) which is the largest pool in the borough offering an 8 lane 25m pool. With the older site included it brings the average age of the sites down to 27 years but it is worth noting that the other six sites only have an average age of 16 years indicating a relatively recent and attractive supply of facilities. There is a range of ownership with 2 sites (2 pools) in education ownership, 4 sites local authority (8 pools) and 2 sites (2 pools) being commercially owned)

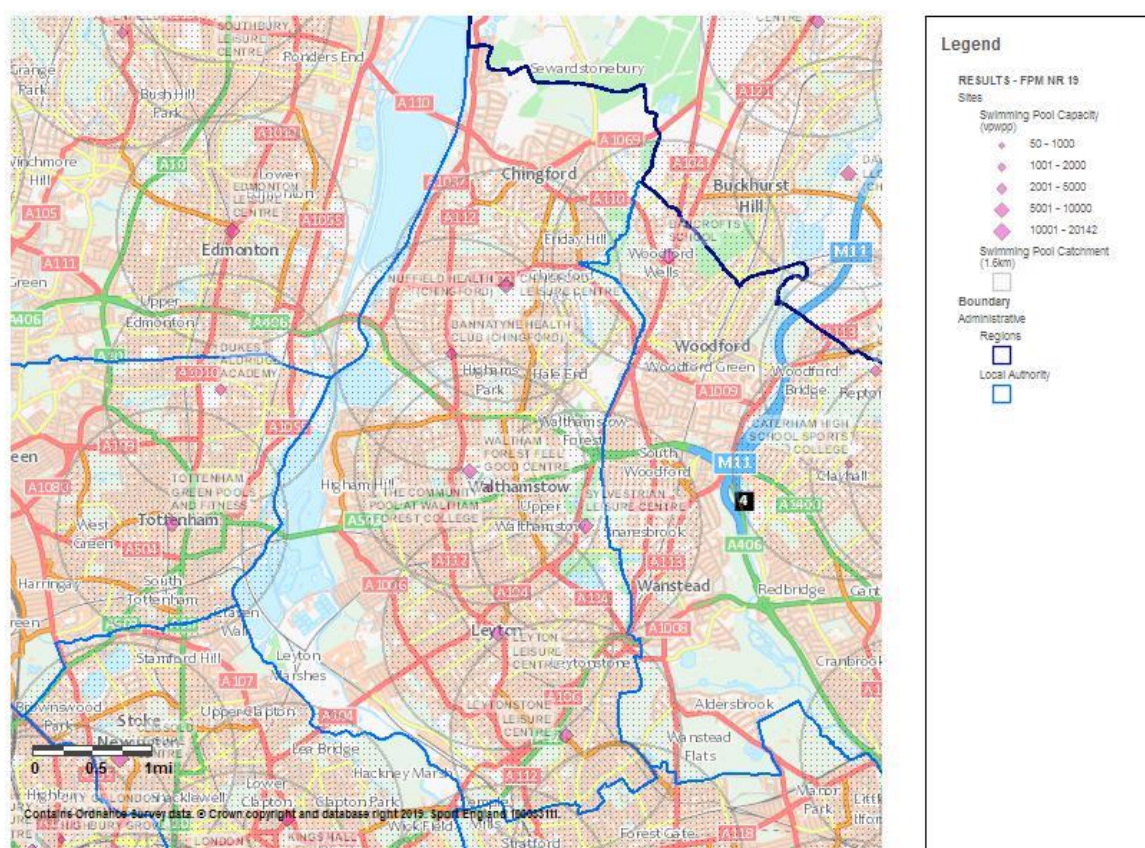
Figure 13.2: Swimming Pool provision in Waltham Forest relative to neighbouring boroughs

Pool Supply relative to neighbouring boroughs.	Waltham Forest	Enfield	Hackney	Haringey	Newham	Redbridge	LONDON	ENGLAND TOTAL
Number of pools	12	10	9	8	11	8	403	3,061
Number of pool sites	7	7	5	5	5	7	275	2,128
Supply of total water space in sqm	2,545	2,597	2,921	1,790	4,681	1,751	97,077	684,751
Supply of publicly available water space in sqm (scaled with hours available in peak period)	2,058	2,420	2,457	1,615	4,117	1,322	86,493	587,090
Supply of total water space in vpwpp	20,469	20,982	21,301	14,006	35,697	11,457	749,893	5,090,071
Waterspace per 1,000 population	10	8	10	6	13	6	11	12

NB: This assessment uses Sport England's Facilities Planning Model and the data from the National Run using Active Places data as at April 2019 but has been updated internally following the closure of Waltham Forest Community Pool in January 2020.

<https://www.sportengland.org/>

Figure 13.3: 2019 FPM Map showing the locations of the Waltham Forest pools



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NB: This assessment uses Sport England’s Facilities Planning Model and the data from the National Run using Active Places data as at April 2019.

Demands & Needs Analysis

- 13.10 The amount of waterspace per 1,000 population (10sm) is lower than the London (11) and England (12) level and in the mid-range when compared to the adjoining London Boroughs.
- 13.11 Waltham Forest has a lower level of supply of Swimming pools per head of population than national levels and London levels.

- 13.12 Several education-owned pools are not fully available in the peak period indicating there is some spare capacity in the current supply if these could be opened up for longer.
- 13.13 There is a range of facility providers with the local authority being the largest provider.
- 13.14 Based solely on residents' demand most of the public owned pools operate well above the used capacity level deemed comfortable.
- 13.15 The Feel Good Centre has been incorrectly categorised in the Sport England Models as a commercially owned site which could be distorting the findings where the model will allocate use away from commercial sites based on the IMD score in the catchment – this should be explored and revised for future updates to this IDP.
- 13.16 Some of the pools only open for part of peak periods leaving potential additional capacity that could be offered by extending opening times.
- 13.17 Waltham Forest residents have a significant amount of their demand satisfied by pools outside the borough, and as an area Waltham Forest is a net exporter of demand with residents in adjoining LAs using Waltham Forest pools, this highlights the importance of considering cross boundary provision.
- 13.18 Local share across the city shows that overall supply is not fully meeting demand and residents have a lower 'share' of access compared to the national benchmark

Figure 13.4: Overview of current swimming facilities in Waltham Forest

Name of Site	Type	Dimensions	Area
Waltham Forest			
BANNATYNE HEALTH CLUB (CHINGFORD)	Leisure Pool	25 x 9	213
CHINGFORD LEISURE CENTRE	Main/General	25 x 13	313
CHINGFORD LEISURE CENTRE	Learner/Teaching/Training	13 x 13	156
LEYTON LEISURE CENTRE	Leisure Pool	25 x 8	193
LEYTON LEISURE CENTRE	Learner/Teaching/Training	12 x 7	84
LEYTONSTONE LEISURE CENTRE	Main/General	25 x 13	313
LEYTONSTONE LEISURE CENTRE	Learner/Teaching/Training	12 x 10	120
NUFFIELD HEALTH (CHINGFORD)	Main/General	25 x 8	200

SYLVESTRIAN LEISURE CENTRE	Main/General	25 x 13	325
SYLVESTRIAN LEISURE CENTRE	Learner/Teaching/Training	10 x 7	70
WALTHAM FOREST FEEL GOOD CENTRE	Main/General	25 x 17	413
WALTHAM FOREST FEEL GOOD CENTRE	Learner/Teaching/Training	15 x 10	150

Future Swimming Pool provision in the Borough.

13.19 Sport England technical analysis indicates the level of supply for Swimming Pools just matches the level of current demand (ie against current population). The level of satisfied demand for Sports Halls is lower than the national level but higher than the London level, and in the mid-range when compared to neighbouring borough.

13.20 The Council will explore opportunities to secure new swimming pool provision in the Borough, but notes the significant viability pressures associated with operating a commercially or financially viable facility. The Council will also continue to invest in its existing estate, including opportunities for reconfiguration/redesign to make facilities safer and more accessible.

13.21 The Council is also aware of interest in Open Water Swimming provision in the borough²².

Indoor Sports Halls

13.22 Waltham Forest has 22 sports halls on 16 sites, this supply comprises of 16 main halls and 6 activity halls. There are three larger Sport Halls (6 courts) at Walthamstow LC, Peter May SC and The Score Centre.

13.23 Only one site is more than 40 years old (Sylvestrian LC), but has been refurbished. Leyton Sport Ground was refurbished in 2019 as an Urban Cricket hub and provides 4 indoor nets. The most recent sports hall was built in 2016 (The Feel Good Centre). The average age of the sites is 19 years which is relatively low in terms of average age of facility supply.

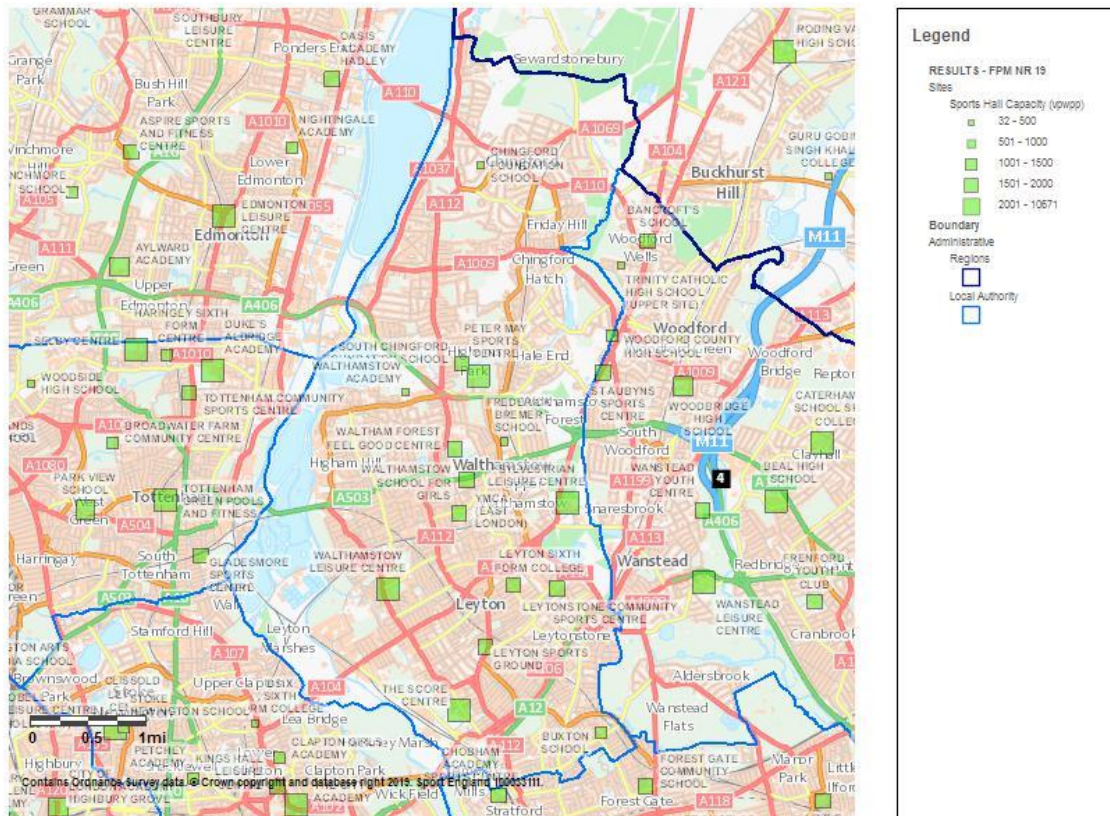
13.24 The majority of hall sites (10) are in education ownership, with 5 being in Local authority ownership (The Score Centre, Walthamstow Leisure Centre, The Feel Good Centre and Pastures Youth Centre) and Leyton Sports Ground and the Peter May Centre and the YMCA are classed as 'other'.

²² <https://www.swimming.org/openwater/open-water-swimming-venues/>

13.25 Peak time availability is limited at some education sites. Overall the number of courts available at peak periods equates to 64.3 courts compared to 90.8 actual courts indicating there is a significant potential capacity to increase the availability of courts.

13.26 The number of courts per 10,000 population (3.3) is comparable to the London level (3) and Waltham Forest is in the mid range of the neighbouring boroughs. It is lower than national level (4.2).

Figure 13.5: FPM Maps showing the locations of the Waltham Forest halls



Sport England assumes no responsibility for the completeness, accuracy and currency of the information contained on this map/report. This information is taken from the Active Places Power website and its terms and conditions apply. 3/7/2019 11:38

NB: This assessment uses Sport England's Facilities Planning Model and the data from the National Run using Active Places data as at April 2019.

Demands and Needs Analysis

13.27 Waltham Forest has a lower level of supply of Sports Halls per head of population than national levels and similar to the London level.

13.28 Several halls are not fully available in the peak and off-peak periods indicating there is spare capacity in the current supply to cater for increased future demand.

- 13.29 The average age of the sports halls is 19 years with a few relatively old sites over 40 years old bringing the average down. Most sports halls in the borough are relatively modern.
- 13.30 The majority of halls (10 out of 16 sites) are currently provided by the education sector with 5 sites in local authority ownership, one private operator and 2 categorised as other. This means there is a reliance on schools and the other education sector providers continuing to offer community access.
- 13.31 There is a good range of different sized halls although nothing over 6 courts.
- 13.32 There is likely to be limited availability during off peak periods with the majority of the education owned sports halls not available during the day.
- 13.33 Based on resident's demand only, the halls operate well above the used capacity level deemed comfortable, with all but the Waltham Forest Feel Good Centre recorded as operating at full 100% capacity with some demand displaced.
- 13.34 A lot of halls only open for part of peak periods leaving potential additional capacity which could be offered by extending opening times.
- 13.35 There is significant movement of usage by residents to/from neighbouring boroughs. Waltham Forest as an area is a net importer of demand with less residents using halls outside the district compared to non-residents in adjoining LA's using Waltham Forest halls.
- 13.36 Local share across the district shows that overall supply is not fully meeting demand and in terms of "equal share" Waltham forest is well below the national average

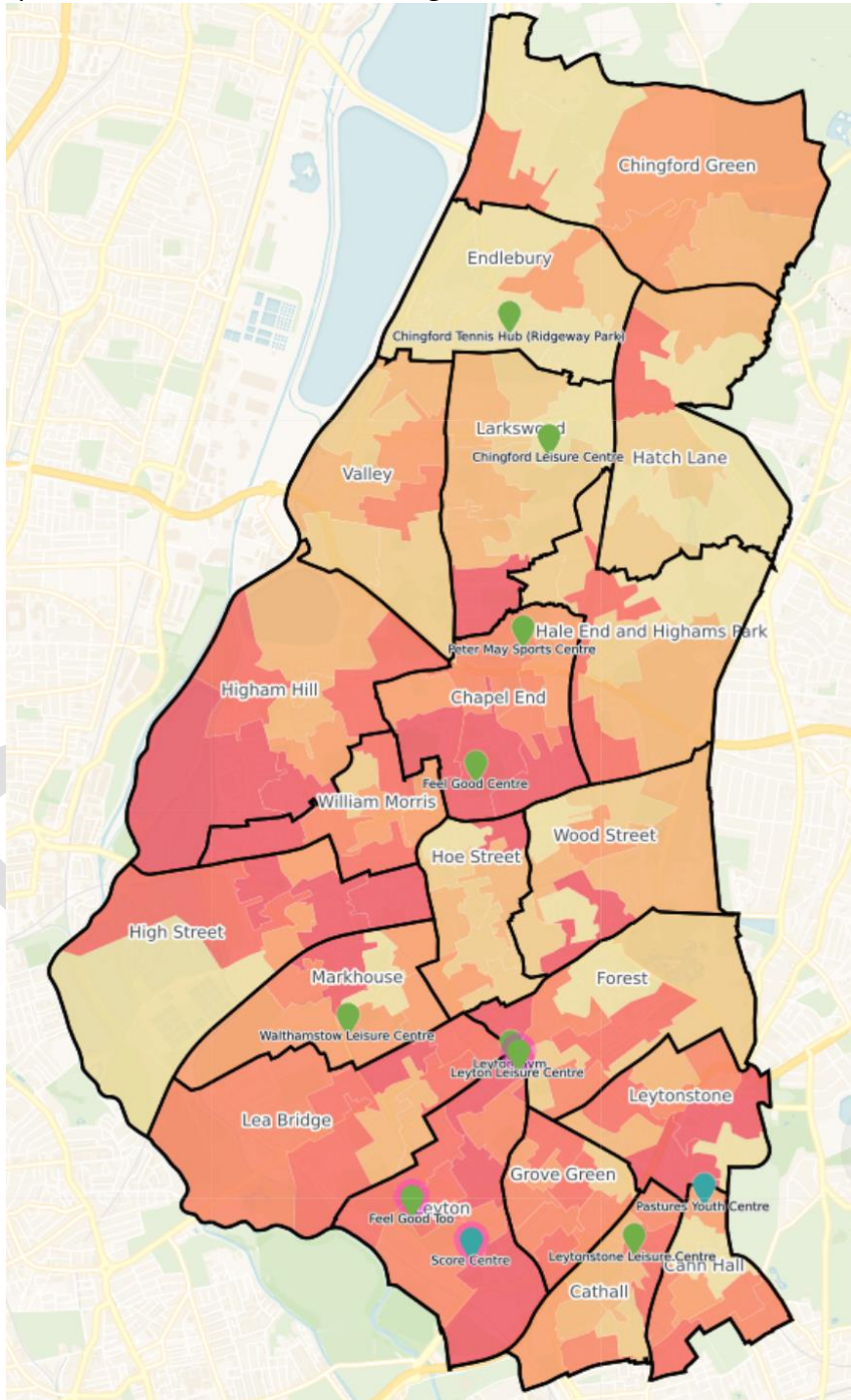
Waltham Forest Draft Built Facilities Strategy 2019

- 13.37 The Waltham Forest Draft Built Facilities Strategy 2019 notes that the Borough has 8 main leisure centres down the spine of the borough which are strategically well located and offer good geographic access for residents.
- 13.38 The strategy does note potential deficiencies in spatial provision in Higham Hill, but that this is served by The Waltham Forest Feel Good Centre. The strategy also acknowledges High Street and Lea Bridge wards in particular as key considerations, given expected future population growth in the area.
- 13.39 The Strategy notes the outputs of the Sport England Facilities Planning Model 2019 and notes that current supply just matches the level of demand (i.e. against future population) for swimming pools and while the level of satisfied demand for sports halls is lower than the national average, it is higher than the London average and in the mid-range when compared to neighbouring boroughs.

13.40 The quality of the borough's pool infrastructure is considered to be good, particularly in light of recent capital investment.

13.41 The strategy does note however, the challenges in certainty of funding and capital investment in the medium to longer term.

Figure 13.6: Sports Hall Provision in the Borough



Future Sports Hall Provision in Waltham Forest

- 13.42 The Waltham Forest Built Facilities Strategy 2019 sets out 4 key objectives to guide the future direction of capital investment in the borough's infrastructure:
- 1) Ensure regeneration activity positively addresses areas of deficiency and that a coordinated approach is taken (eg Walthamstow LC/ Low Hall and High St/ Lea Bridge regeneration programmes).
 - 2) Develop and embed a long-term capital investment plan for all LBWF facilities.
 - 3) Deliver immediate capital projects to address facility deficiencies and promote income (ie improvements to playing pitches and changing facilities),
 - 4) Explore redevelopment potential for the Leyton, Leytonstone & Walthamstow LC/ Low Hall sites including opportunities for a mixed-use development & consolidation

The Role of Sports in Schools in meeting future needs

- 13.43 The Built Facilities Strategy 2019 recognises that there have been numerous efforts and initiatives by government and the council to promote community use of school assets (Building Schools for the Future, Academisation, Extended Schools programmes etc) but the picture remains variable in the borough.
- 13.44 There are some excellent examples of community/dual use, particularly for sports clubs in the borough (e.g. Walthamstow Academy & South Chingford Foundation School), with facilities, opening hours and pricing well publicised locally.

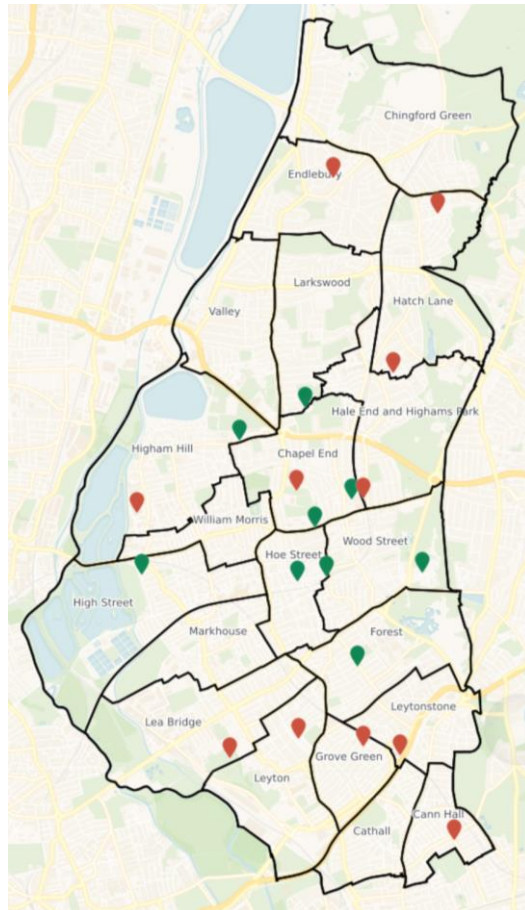


Figure 13.7: Schools with sporting facilities available for community use

- 13.45 However, 11 schools have sports facilities which do not offer community use and if their use could be facilitated, significant additional facility capacity would be realised, particularly in the north of the borough e.g at Chingford Foundation School, Heathcote School and Highams Park School.
- 13.46 Adopting a strategy of utilising school assets for ‘homes’ for sports clubs could also help release capacity in the Council’s leisure stock which would enable more flexibility for new, more creative activity programmes and potentially encourage more participation by residents with improved gateways for progression through to regional and national events. The Council also recognises, however, that facilitating public access can sometimes be difficult given the physical layout of the school site – it also creates revenue implications by way of extended opening and cleaning etc. The Council is committed to working proactively with schools and other stakeholders to facilitate public/community access to these valuable sporting assets.
- 13.47 The Council’s Draft Built Facilities Strategy sets out an ambitious Action Plan to be proactive in securing community use in schools through:
- A new brokerage offer with schools & community clubs and groups in partnership with London Sport & providing advice & support for schools regarding management.

- Being an early adopter of the Government’s new School Sport Action Plan, which would realise resources for the above.
- Ensuring the Council’s Local Plan includes a presumption of genuine community use (with appropriate fees & charges etc).

Regional and National Sporting Facilities

13.48 The borough is home to a number of major sporting and recreational facilities including,

- The Lee Valley Regional Park Ice Centre (Lea Bridge Road), Hockey and Tennis Centre (Eton Manor)
- Leyton Sports Cricket Ground
- Leyton Orient FC
- Feel Good 2
- Waltham Forest Feel Good Centre
- Score Centre

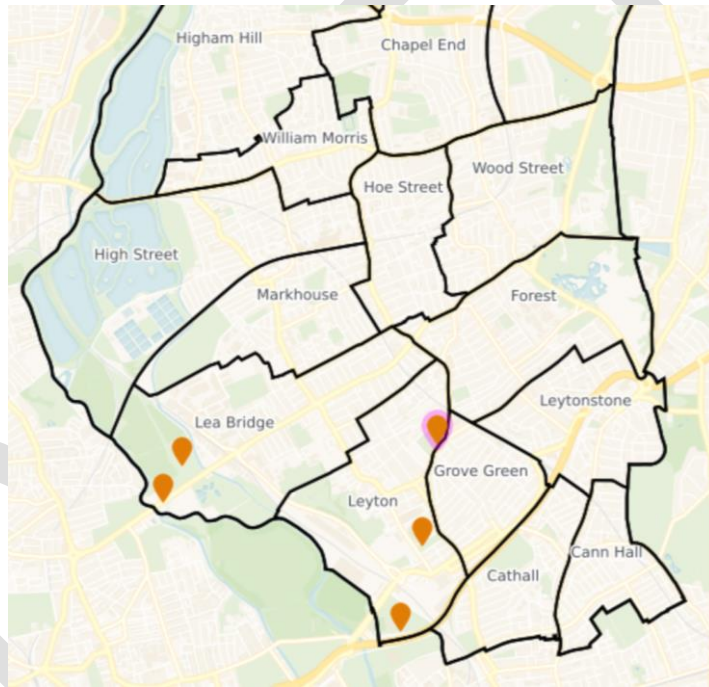
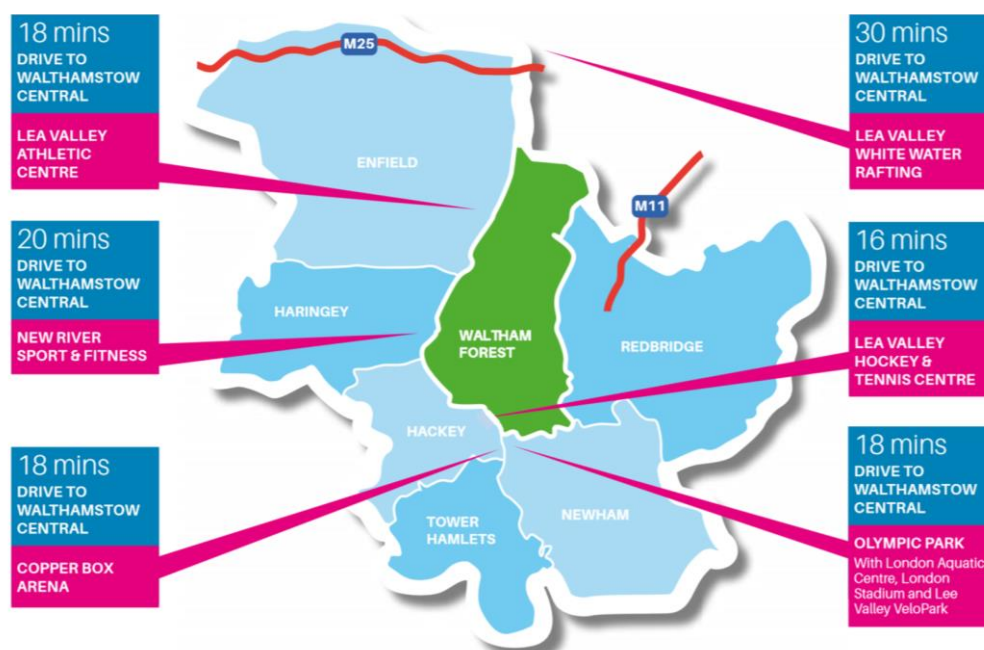


Figure 13.8: Regional/significant sporting facilities in the borough

13.49 The borough is also located within the catchment of a number of other significant regional facilities, see Figure 13.9 below.

Figure 13.9: Key sporting and leisure facilities in close proximity to Waltham Forest



Developing and Promoting the Boroughs Regional Offer

13.50 The Waltham Forest Built Facility Strategy 2019 sets out a number of objectives to promote the boroughs regional offer, including:

1. Deliver the investment programme at Leyton and affirm the site as the principle regional hub for cricket with the EC, which has now been completed
2. Maximise community use of the LVRPA portfolio for WF residents through leverage with the Lee Valley Ice Centre project.
3. Explore partnership opportunities with Leyton Orient Football Club (e.g. developing an in-borough training ground).

Commercial Gyms in the Borough

13.51 Nationally, the commercial gyms market achieves an average market penetration of around 10.5%, which rises to 15.2% in London – 1 in 7 people are a member of a private gym. Approximately 21% of the UK low-cost gyms are in London.

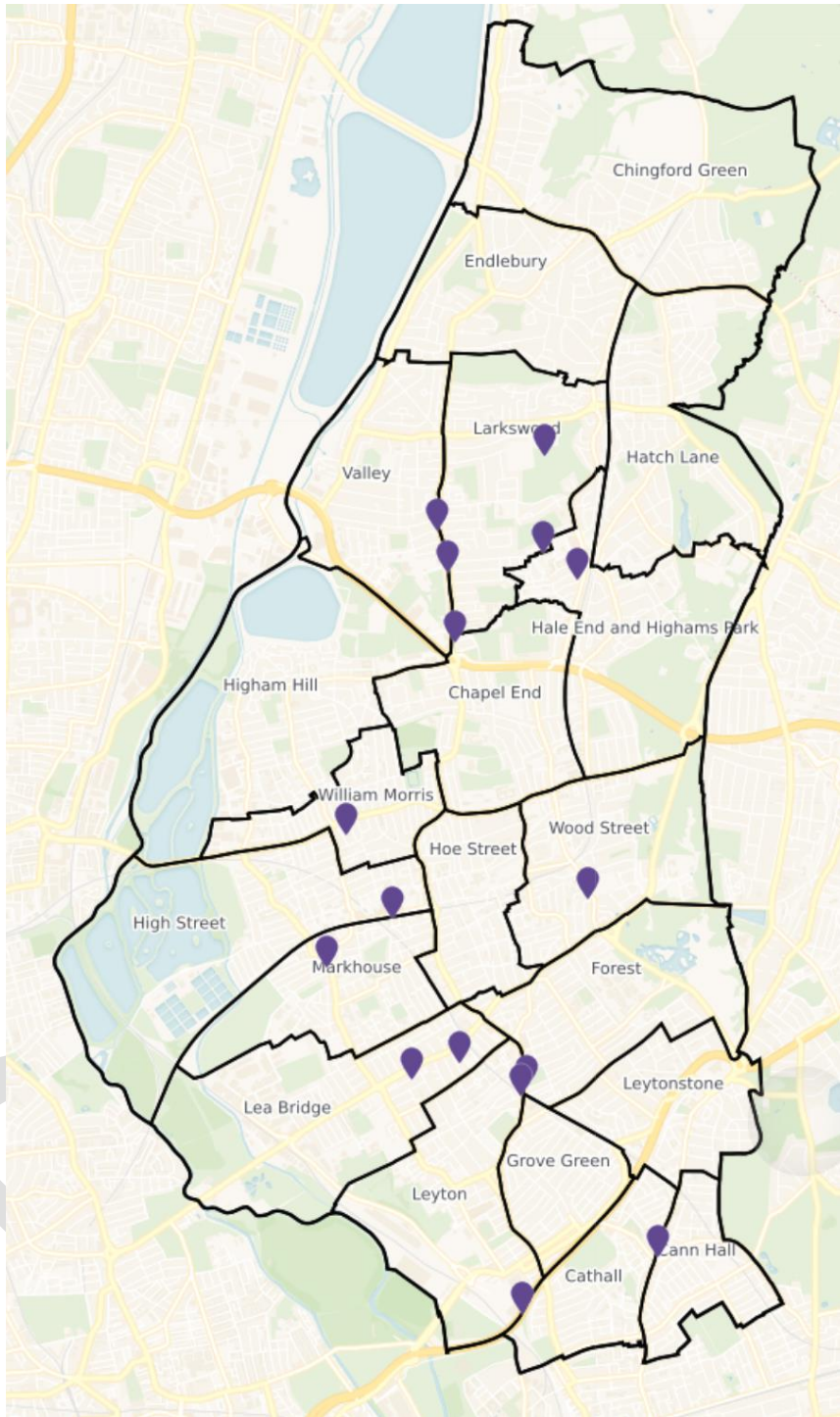


Figure 13.10: Commercial gym facilities in the borough, 2020

13.52 There are currently 18 commercial gyms in the borough, increasing in number in recent years including a new facility as part of the Walthamstow Stadium development.

13.53 The average fee of private gyms in the UK is £41.14, with an average cost in London being £66.43, however the average cost of a low-cost gyms in Waltham Forest is £20.34.

13.54 Most of the commercial gyms in the borough are a ‘budget’ offering which can intensify competition with Council provision, reducing economies of scale and in some cases, financial viability/sustainability.

13.55 The Waltham Forest Built Facilities Strategy sets out a number of key actions to improve overall market penetration and participation in the borough. These include:

- 1) Seek to secure a principle of community use for commercial facilities through the Local Plan (eg access for local schools).
- 2) Actively encourage a greater range of provision within the commercial market to broaden the mono budget gym offer and promote greater participation with residents.

Community Leisure Facilities

13.56 Community Leisure facilities include a range of other offerings including key sports grounds and clubs, boating facilities, a sailing facility, BMX and tennis facilities (for tennis, please also see Playing Pitches Strategy in section 13.68).

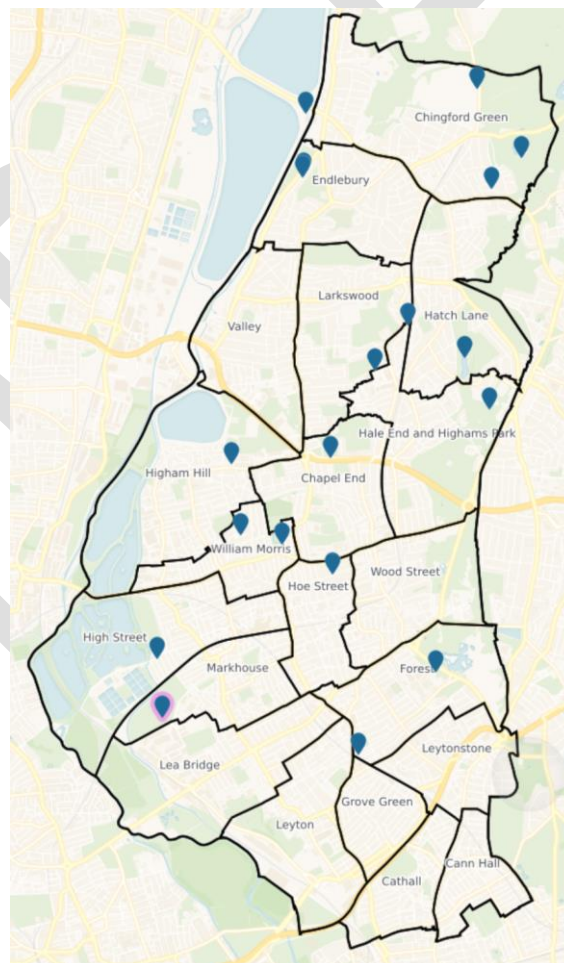


Figure 13.11: Community sporting facilities in Waltham Forest

- 13.57 The Draft Waltham Forest Built Facilities Strategy 2019 highlights that there is a positive breadth of provision of community sporting facilities in Waltham Forest, however, there is a general lack of consistent marketing as to the offer available.
- 13.58 The Strategy also notes that there are opportunities to improve the relationship between the principle sports and leisure facilities and the broader range of community facilities already present in the borough, including in partnership with the Voluntary and Community Sector (VCS)
- 13.59 The strategy also highlights its support for a ‘hub and spoke’ approach whereby the main leisure facilities in the borough act as physical ‘hubs’ for the local area with ‘spoke’ activity delivered through a range of community assets dispersed throughout the borough.
- 13.60 To support the development of network of sustainable community facilities in the borough the Waltham Forest Built Facilities Strategy sets out a number of objectives:
1. Implement a more coordinated and prominent approach to marketing and communications to increase awareness and uptake.
 2. Develop and implement a ‘Connecting Communities Feel Good’ hub & spoke model of delivery, ensuring the principal facilities are better connected to the wider community offer and take a more outward facing and locality-based approach.
 3. Explore opportunities to maximise the use of community facilities through future phases of the community asset review.

Partnership Working

- 13.61 Discussions with key NGBs have progressed and key areas of opportunity for further partnership development include:
- England Hockey. Positive relationships with FGT and through the National Centre at Eton Manor but the hockey usage at FGT is relatively low and a long-term commitment for Eton Manor is needed so the home of hockey remains in borough.
 - Volleyball England – potential to develop beach volleyball in the Borough and potentially a national base for beach volleyball in borough.
 - FA / Premier League and Sport England – opportunity to develop a Parklife Football Hub, possibly aligned with a redevelopment of the nearby Walthamstow LC.
 - Lawn Tennis Association (LTA) – indoor tennis provision in the borough, potentially through the above development of the Low Hall site.

- British Gymnastics – to explore opportunities to develop a purpose-built facility due to the growing demand of gymnastics in the borough and address recognised latent demand.

PARTNERSHIPS PYRAMID



Figure 13.12: Waltham Forest Sports & Leisure Partnership Pyramid, extracted from Waltham Forest Physical Activity and Sports Strategy 2017-2021

Meeting Future Demand

- 13.62 The Waltham Forest Build Facilities Strategy 2019 vision is ‘Working together to make Waltham Forest the best Borough for Sport in London’. Its objectives include:
- 1) Promoting improved Health and Well-being through increased participation in sport and physical activity
 - 2) Promoting progression in sport and supporting elite performance
 - 3) Maximising asset utilisation of the mixed economy
 - 4) Maximising the return on investment and ensuring financial sustainability

13.63 The Council is currently working towards the delivery of a number of major new sporting facilities in the borough.

The Score

- 13.64 The Score is the Council’s new flagship facility for community sport in the borough. It will be home to a 90.5m X 34.5m plus overruns, matching the footprint of the existing Score Centre provision, and has a clear height of 7.5m. The following sports will be catered for:
- Basketball Premier (5 courts)

- Futsal International (1 courts)
- Community space (1)
- Netball Club (5 courts)
- Badminton Club (20 courts)
- Handball Premier (1 court)
- Volleyball Premier (5 courts)

13.65 The space has been designed to meet Sport England recommendations, including those for accessibility, and provide space for 4 X 20 person group changing rooms, a Changing Places facility, two accessible changing rooms and 200 lockers.

13.66 Planning approval for the scheme was secured on 23rd December 2020, with expected completion and opening in 2024.

Figure 13.13: The Score development, a snapshot of facilities provided

<p>SPORT COMPLEX</p> <ul style="list-style-type: none"> • Multi courts Sports Hall • 200 m² cafe • Seating for 500 spectators • Viewing gallery • Improved changing facilities • Flexible rentable spaces 	
<p>COMMUNITY FACILITIES</p> <ul style="list-style-type: none"> • 2no. 100m² studio halls • Improved changing facilities • Kitchenette • Office spaces • Community spaces 	
<p>NURSERY</p> <ul style="list-style-type: none"> • Early years to pre-school nursery • At least the same number of places as at the current facilities • 3 large open plan spaces • 300 m² external amenity space • 420 m² potential additional area 	
<p>HEALTH HUB</p> <ul style="list-style-type: none"> • Pharmacy • 2 proposed GP Practices • 20 consulting rooms • Four treatment rooms • Small procedures facility • Meeting rooms • Multi-purpose rooms • NHS staff facilities 	

13.67 The Council also has emerging aspirations to improve the following facilities through a long-term approach to capital investment, including asset maintenance and capitalising long-term development opportunities:

Waltham Forest Feel Good Centre

Existing facilities include:

- 25m 8 lane competition pool with 1m and 3m diving boards
- Teaching pool
- 4 court sports hall
- Fitness Gym
- Studios
- Spa experience (Sauna, steam, relaxation area and treatment rooms)
- Soft play
- Extreme sports zone (trampolining, play and climbing)
- Athletics track
- MUGA

Walthamstow Leisure Centre

Existing facilities include:

- Fitness Gym
- Studio
- 6-Court Sports Hall
- 7-a-side football pitch (all weather surface)
- Gymnasium

Leyton Leisure Centre

Existing facilities including:

- Fitness Gym
- 25m leisure swimming pool
- Studios
- Teaching Pool
- Aqua play area
- Sauna/steam room

Leytonstone Leisure Centre

Existing facilities including:

- Fitness GymStudio
- 25m Leisure swimming pool
- Teaching pool
- 2-Court Sports Hall
- Soft childrens play area
- sauna room

Chingford Leisure Centre

Existing facilities include:

- 25m swimming pool
- Teaching pool
- Studio
- Fitness Gym

13.68 The Council will explore these opportunities and will publish further updates in future iterations of this IDP.

Outdoor Sporting Facilities & Playing Pitches

13.69 The Council's Draft Playing Pitches Strategy (PPS) 2020²³ is a strategic assessment in the context of national policy and local sports development needs, that provides an up to date analysis of supply and demand for playing pitches (grass and artificial) in the local borough.

13.70 The PPS assessment focusses on the following sports:

- Rugby Union
- Hockey
- Football
- Cricket

13.71 The PPS provides an evidence base and strategy that is fit-for-purpose and addresses the specific issues and risks for the area. The PPS reflects the local context and enables the Council to maximise the amount of high-quality sporting provision for its residents, while understanding the need to meet planning and housing requirements.

13.72 A full methodology, quality assessment, current and future demand analysis, supply and demand balance analysis and capacity analysis for each sport can be found in the PPS 2020.

13.73 Key PPS findings and recommendations for each type of sporting provision in Waltham Forest are set out below.

Rugby Analysis

23

<https://www.walthamforest.gov.uk/sites/default/files/Waltham%20Forest%20Playing%20Pitch%20Strategy%20Full%20Analysis%20v4.0%2011.08%20%281%29%20%281%29%20%281%29.pdf>

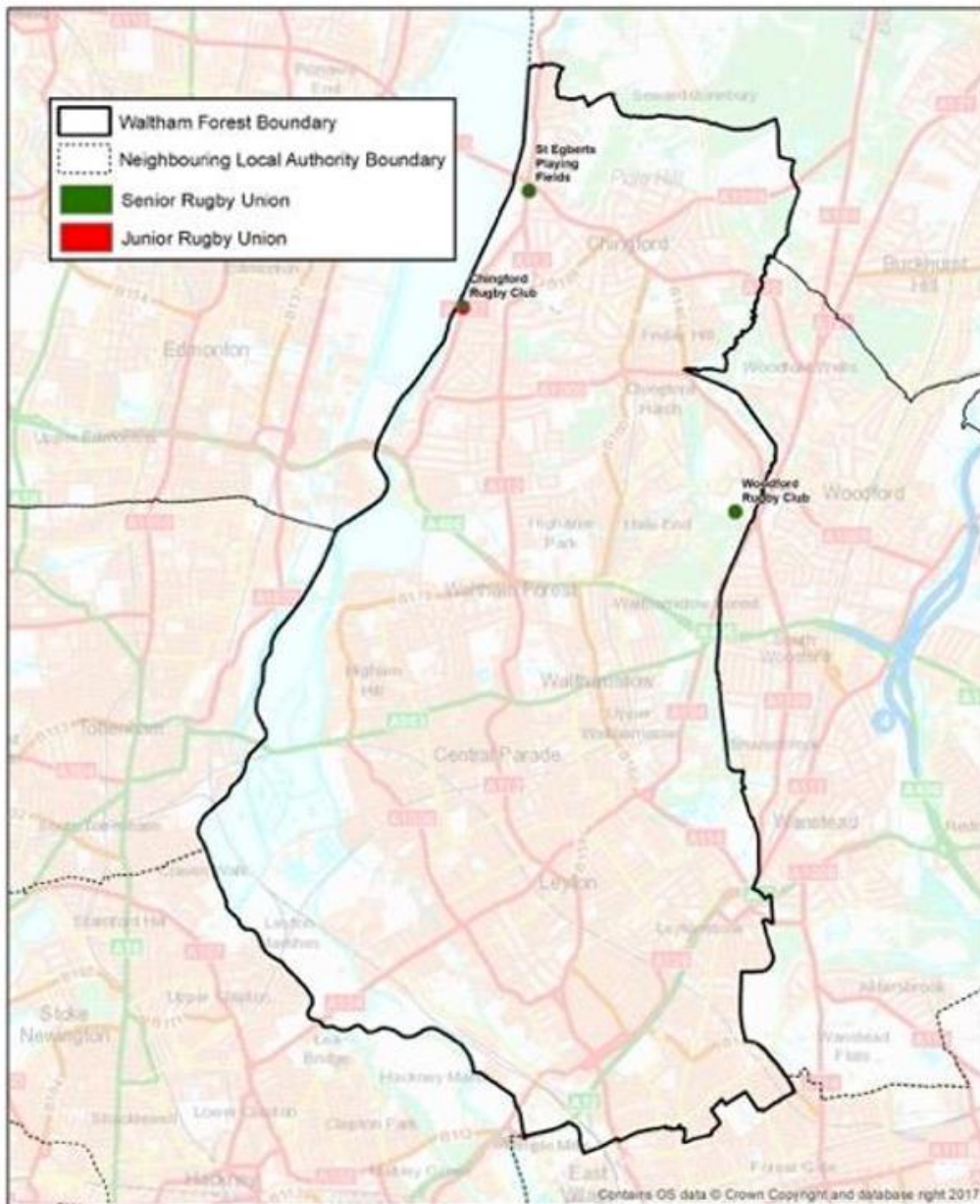


Figure 13.14: Rugby Union sites by pitch type in Waltham Forest, extracted LBWF PPS, 2020

Table 13.15: Ruby Union analysis for Waltham Forest, extracted LBWF PPS, 2020

Key Question	Analysis
<p>What are the main characteristics of the current supply and demand for provision?</p>	<p>There are three Rugby Union sites in Waltham Forest, all of which are available for community use and secured. Two of these sites are Local Authority owned and the remaining one has a Club/Local Authority joint ownership. Demand for Rugby Union in the area is generated by two clubs: Chingford RFC and Woodford RFC, with 29 teams in total (15 and 14 respectively).</p>
<p>Is there enough accessible and secured community use</p>	<p>The analysis shows an overall undersupply of rugby provision across Waltham Forest. St Egberts Playing</p>

provision to meet current demand?	Fields shows some spare capacity in the current analysis, however the club sites (Chingford Rugby Club and Woodford Rugby Club are currently operating over capacity.
Is the provision that is accessible of sufficient quality and appropriately maintained?	The quality of rugby provision across Waltham Forest is poor, with all six pitches in the area scoring Poor for Maintenance during site assessments. The lowest scoring pitch in the area is the Junior pitch at Chingford Rugby Club, with natural inadequate drainage and poor maintenance. The pitches at Woodford Rugby Club are the ones with the highest carrying capacity due to being pipe drained, however their maintenance was also identified as poor.
What are the main characteristics of the future supply and demand for provision?	An increase of 1 adult team, 3 juniors and 1 mini expected through population change in Waltham Forest between 2017 and 2033, which will increase the current deficit of rugby provision in the area. There is also expected to be an increase in demand for female rugby, given the strategic priority of England Rugby (RFU) to develop women's and girls rugby across the country – an additional 4 female teams (to reflect growth via population growth and the conversion of latent demand) have been included as part of the future analysis.
Is there enough accessible and secured community use provision to meet future demand?	The analysis shows that, when including additional teams identified as part of the TGRs, the current deficit of provision (5 match equivalents) is extended to 16 match equivalents by 2033. The installation of improved drainage systems and enhancement of maintenance procedures is recommended for all rugby pitches in order to increase carrying capacity in the area. And due to the large amount of additional demand that is projected in the area during the lifespan of this strategy, the development of further rugby pitches should also be explored.

Hockey Analysis

Table 13.16: Hockey analysis for Waltham Forest, extracted LBWF PPS, 2020

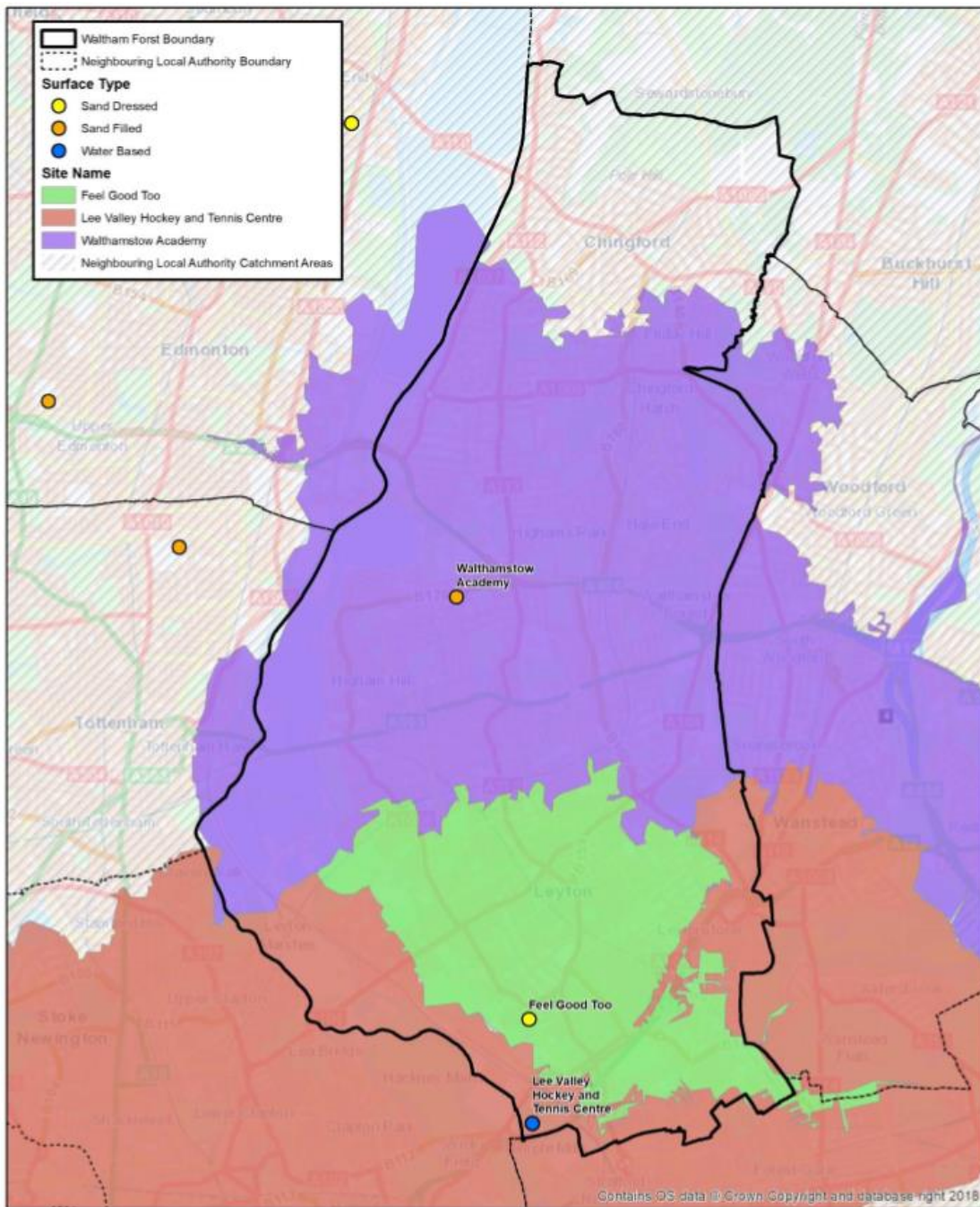
Key Question	Analysis
What are the main characteristics of the current supply and demand for provision?	Three are four hockey-suitable AGPs in Waltham Forest, with two of these (at Lee Valley Hockey Centre) and one at Feel Good Too being of very high quality and the remaining one (at Walthamstow

	Academy) identified as Poor as part of the site assessments. There is only one hockey club based in Waltham Forest, and this is Waltham Forest HC, with a total of 16 teams and over 300 members. However, the high standard of provision at Lee Valley attracts a number of clubs from surrounding areas, that have been identified in the analysis as imported demand.
Is there enough accessible and secured community use provision to meet current demand	The facility at Walthamstow Academy has some spare capacity for training on weekdays, however it is currently at capacity in the weekend. Due to the high level of imported demand to the site, the AGPs at Lee Valley are also operating at capacity on Saturdays. However, there is some spare capacity on weekdays and Sundays.
Is the provision that is accessible of sufficient quality and appropriately maintained?	The existing facility at Lee Valley Hockey and Tennis Centre represents a very good hockey facility, with two high quality sandbased pitches that are maintained regularly to a high standard. Feel Good Too is a sandbased pitch completed in October 2018. The pitch at Walthamstow Academy, however, is over 10 years old and in Poor condition, and therefore resurfacing is recommended.
What are the main characteristics of the future supply and demand for provision	Future demand for hockey in Waltham Forest is expected to grow by approximately 7 teams (4.5 adult and 2.5 junior) teams as a consequence of a growth in population in the Borough. The recently open Feel Good Too Centre will contribute to accommodating some of the additional hockey demand in the area. Although there are sufficient facilities to accommodate this demand currently, these are currently reaching capacity and additional facilities may be required in Waltham Forest or neighbouring local authorities in coming years.
Is there enough accessible and secured community use provision to meet future demand	The analysis shows that the existing level of secured provision is sufficient to satisfy current and future demand for hockey within Waltham Forest. However, it must be highlighted that due to the nature of the Lea Valley facility (a National Hockey Centre), there are times during the season when the facility is not available to the community, which results in clubs having to seek alternative provision. It must therefore be guaranteed that all existing sites are protected for future use and that there is sufficient hockey

	<p>provision within Waltham Forest – and neighbouring local authorities – to accommodate all demand that is displaced from the Lea Valley site when unavailable. It is recommended to continue working with local clubs and neighbouring local authorities to guarantee that the level of provision in the area is sufficient to meet demand.</p>
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Figure 13.17: Full sized sand and water based AGP service areas in Waltham Forest (up to 20 minute drive time), extracted LBWF PPS 2020

DRAFT



Football (Grass pitches & 3G/Artificial Grass Pitches (AGP's))

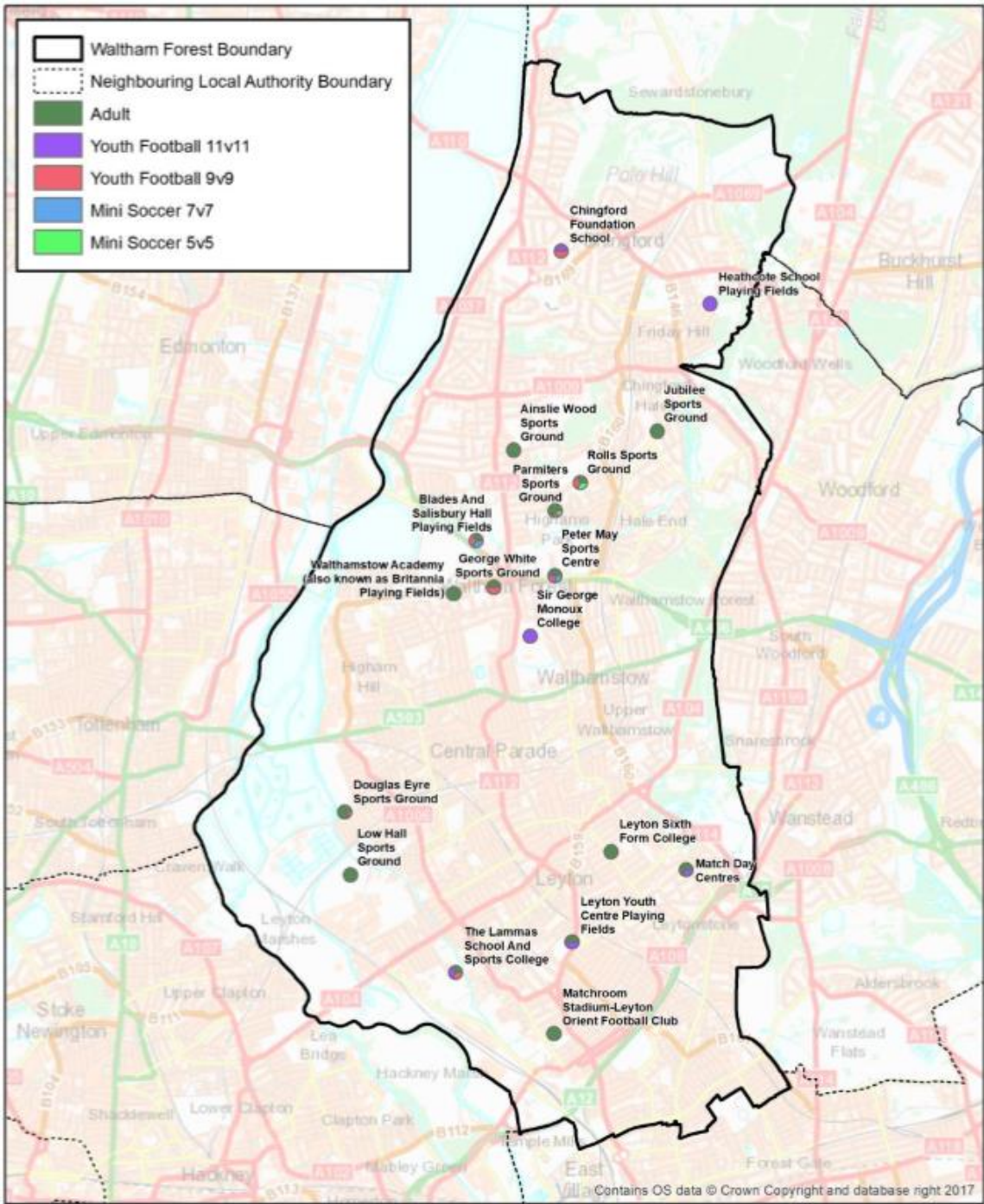
Table 13.18: Football analysis for Waltham Forest, extracted LBWF PPS, 2020

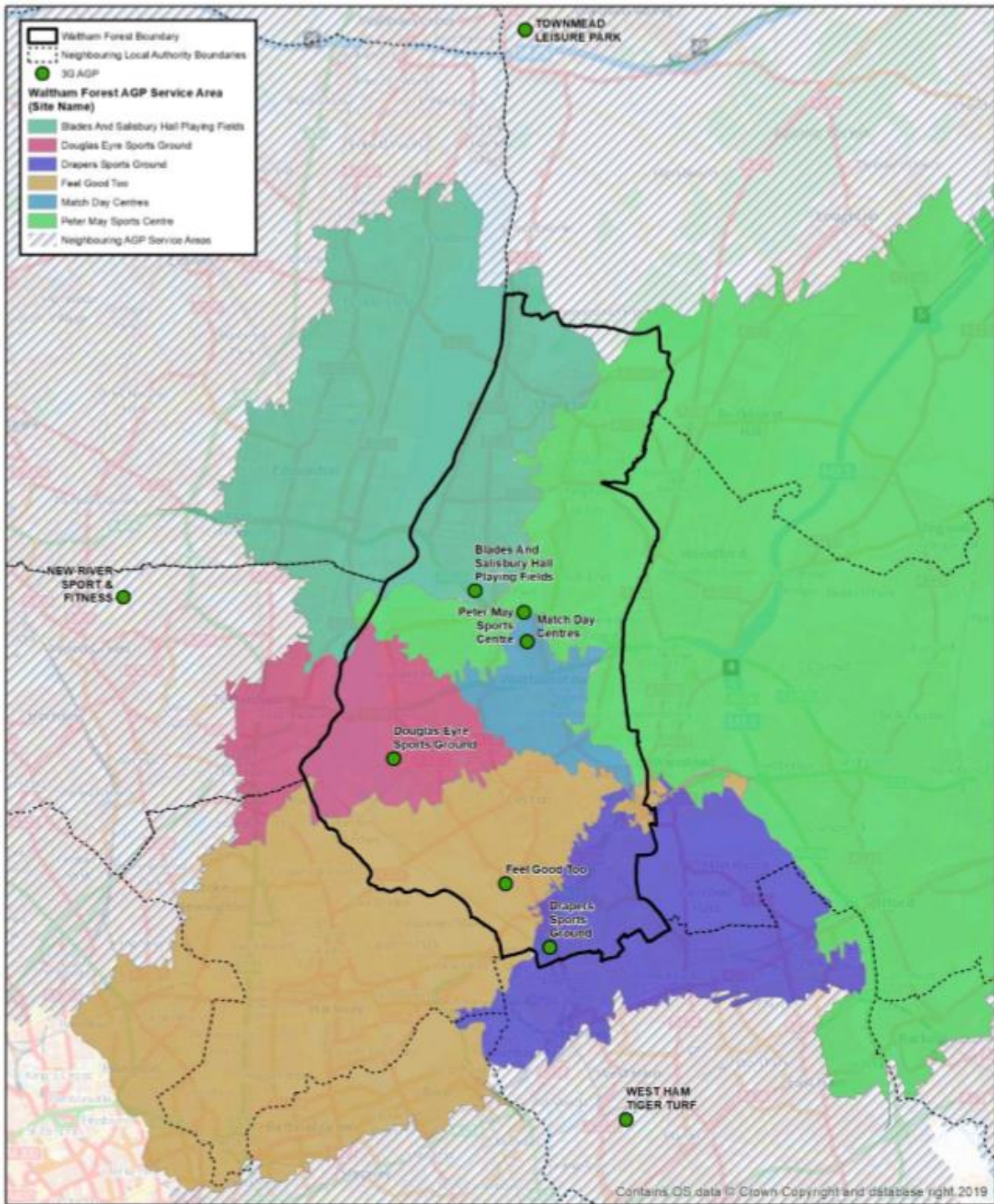
Key Question	Analysis
<p>What are the main characteristics of the current supply and demand for provision?</p>	<p>The quality of football provision across the Borough is standard and appears to have stayed at a consistent level over the past years, with 86.5% of the 62 pitches assessed scoring in the Standard quality rating or above. Only 4 pitches across the Borough were identified as poor: these are the ones at Chingford Foundation School and Heathcote School Playing</p>

	<p>Fields. There are 28 football sites in Waltham Forest, of which 46% (13) are owned by WFBC – and nine of these also managed by WFBC. The highest proportion of management type is educational establishments – 35% of all football sites. The level of demand has also stayed relatively consistent, with a current total of 235 teams, the majority of which are within the Adult and Youth 11v11 groups. Spatially, the majority of football provision is located towards the North of the Borough and therefore, a higher level of demand is concentrated in this area compared to the South. There are no Mini Soccer pitches in the southern part of the Borough.</p>
<p>Is there enough accessible and secured community use provision to meet current demand?</p>	<p>The current supply and demand analysis for secured and accessible pitch provision shows there is a significant amount of overall spare capacity across the Borough, however this is not for all pitch typologies, with Youth 11v11 showing a deficit of provision. There is a significant amount of spare capacity for Adult pitches (primarily in the South of the Borough), which suggest that a significant amount of Youth 11v11 demand is not currently being placed on the recommended pitch size for this age group. Furthermore, all pitch typologies apart from mini 5v5 have some spare capacity during the peak period and therefore provide capacity for any potential further growth. Due to the lack of mini soccer provision, and the low level of Youth 11v11 provision in the southern part of the borough, the analysis shows a deficit for these pitch typologies. It is recommended to explore the possibility of reconfiguring some of the adult pitches that are currently in excess, in order to address this issue. When looking at peak-time capacity, the analysis shows an overall deficit, with no spare capacity for any pitch typologies in the northern part of the Borough during peak times of demand, and only 5.5 match equivalents of spare capacity for adult football in the South. Based on FA calculations of 42 teams per full sized 3G AGP, there is currently sufficient 3G provision in the Borough to satisfy demand from the 235 football teams in Waltham Forest. It should be noted, however, that only two of the six existing 3G AGPs in the Borough are on the FA Register and available for match play (Douglas Eyre Sports Ground and Peter May Sports Ground). It should also be highlighted that the facility at The Score</p>

	Centre is currently unsecured for long term community use, however it is due to be demolished and replaced by Ive Farm, a facility that will be secured for future use.
Is the provision that is accessible of sufficient quality and appropriately maintained?	The majority of pitches (86.5%) are rated as standard quality or higher and receive adequate maintenance to retain pitch quality. Only four pitches in the Borough are rated poor quality, and they are located at Chingford Foundation School (available but not currently used by community football clubs) and Heathcote School Playing Fields (not available to the community). The sites that received the highest rating for grass pitches are Douglas Eyre Sports Centre, Leyton Sports Ground, Match Day Centres and Peter May Sports Centre.
What are the main characteristics of the future supply and demand for provision?	There is expected to be demand for an additional 42 teams generated by an increase in Waltham Forest's population. The largest growth is projected in Adult Youth Boy's 11v11 (U13 to U16s) – 15 and 11 teams respectively are expected by 2033. An additional 54 teams were also identified as latent demand via consultation with local clubs. The supply of provision is also likely to change, with the development of further provision at Ive Farm and the potential redevelopment of a number of sites, such as Low Hall Sports Ground. Multi-pitch sites that will have the greatest impact on football participation should be prioritized for development. Utilize the site-specific recommendations to identify the sites that should be prioritized.
Is there enough accessible and secured community use provision to meet future demand?	The future supply and demand analysis for secured and accessible pitch provision, including all future demand identified as part of TGRs and latent demand, shows some level of spare capacity overall, however Youth 11v11 and Mini 5v5 pitches show a deficit. This deficit is at its worst for Youth 11v11, with teams currently using facilities that are not of an appropriate size. Due to the projected increase in demand, FA calculations show a need for an additional full sized 3G AGP by 2033 in Waltham Forest.

Figure 13.19: Grass football provision in Waltham Forest, extract LBWF PPS 2020





Cricket

Table 13.21: Cricket analysis for Waltham Forest, extracted LBWF PPS, 2020

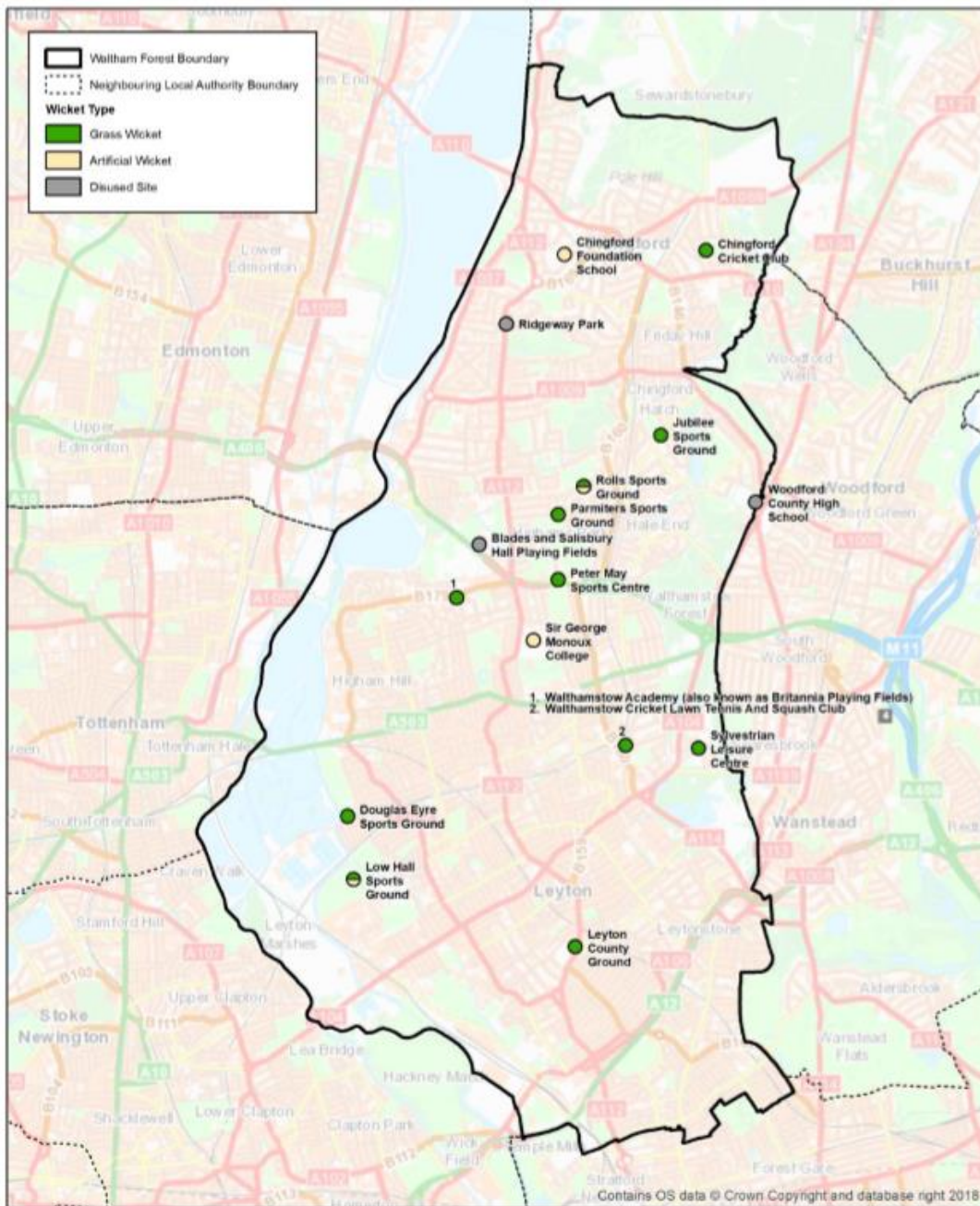
Key Question	Analysis
What are the main characteristics of the current supply and demand for provision?	There are 13 cricket sites in Waltham Forest - 12 sites are available to the community and 10 have secured community access. Ownership of cricket sites is split across the borough, with the majority

	<p>being Local Authority owned (7). The remaining sites are owned by LPFF (2), Education establishments (2), Clubs (1) and privately owned (1). The majority of pitches (12) in Waltham Forest were deemed Standard as part of the site assessments. There are four pitches of good quality – (at Chingford Cricket Club, Leyton Sports Ground and Walthamstow Cricket Lawn Tennis and Squash Club)– and three poor quality pitches, (located at Low Hall Sports Ground and Rolls Sports Ground)</p> <p>The clubs with the largest number of cricket teams in Waltham Forest are Chingford CC, Walthamstow CC and West Essex CC, with 8 teams each. There is a total of 33 teams and 9 clubs identified as playing in Waltham Forest.</p>
<p>Is there enough accessible and secured community use provision to meet current demand</p>	<p>Chingford Foundation School, Sylvestrian Leisure Centre and Sir George Monoux college are the only sites with unsecured community use. The analysis, however, shows a large amount of spare capacity at the remaining sites in Waltham Forest, which demonstrates that there is sufficient, accessible and secured, community use of existing provision to meet current demand within the Borough.</p>
<p>Is the provision that is accessible of sufficient quality and appropriately maintained?</p>	<p>84% of cricket sites in Waltham Forest scored a quality rating of Standard or Good, which suggests an adequate level of maintenance is being provided. However, it must be highlighted that the overall standard is skewed by the fact that sites managed by the clubs produce good surfaces to play on and therefore run near to capacity, while the council maintained sites are of poorer quality, leading to low usage.</p>
<p>What are the main characteristics of the future supply and demand for provision</p>	<p>With the projected increase in population across the area, there is a significant increase in cricket demand expected in Waltham Forest by 2033. The future supply of community-accessible cricket facilities is relatively secure and future analysis undertaken as part of the study have shown that the low level of artificial provision and significant increase in population in the area is likely to result in some level of overplay within this area by 2033.</p>

Is there enough accessible and secured community use provision to meet future demand?

The future supply and demand analysis indicates that there will be a small deficit of grass pitch provision, when this is complemented by the utilisation of artificial wickets amongst sites for mid-week and junior matches. However, if all future demand was to be placed on grass wickets only, the analysis shows an overplay of 70 matches on secured sites by 2033.

Figure 13.22 – Cricket sites in Waltham Forest by type of Wicket, extracted LBWF PPS 2020



- 13.74 The PPS provides a detailed action plan, broken down by site with clear owners, timescales and expected resources. These projects are identified in the supporting Infrastructure Delivery Schedule (IFS).
- 13.75 In addition to funding by the Council, the table identifies potential sources of external funding. It should be noted that funding for the actions identified could come from one, or a combination, of funding source as identified. This is not an exhaustive list and could be extended to other sources, depending on availability including developer contributions where appropriate.
- 13.76 The Action Plan does not identify all those clubs that may be partners or provide resources in relation to its delivery. It is assumed that where clubs have a long-standing interest in a specific site that they will be a partner in delivering the actions and contribute financially or in-kind where appropriate.
- 13.77 These projects have been captured in the [Infrastructure Delivery Schedule](#) in Appendix 1.

14. Outdoor Play

- 14.1 Play is a vital part of growing up. It helps children learn about their environment, to relate to others and to burn off energy. It helps start the process of becoming a resident and improves health and educational outcomes. On top of these important and worthy aims, it helps them have fun and, perhaps, lift the spirits of their parents and carers.
- 14.2 That is why it is so important to find and protect space in our borough for children to play and for young people to meet. We need a mixture of more formal play spaces such as playgrounds, and of “playable” places where the most important play equipment is children’s imaginations.
- 14.3 These spaces have to be safe and fit for purpose, well-located in relation to where children live and readily accessible. Many of them will be significant as part of the borough’s green infrastructure network of parks and open spaces, delivering on my wider environmental priorities as well as providing a stimulating place for children to enjoy themselves.

Current Provision

- 14.4 Play provision in the borough currently caters for children of all ages and offer a wide range of activities²⁴. The Mayor of London’s Supplementary Planning Guidance Shaping Neighbourhoods²⁵: Play and Informal Recreation provides a framework for categorising play sites in London. Both standalone play provision (primary typology) and play provision within other sites (secondary typology) have been categorised into the various types of Playable Space. The categories used are:
- Doorstep playable space - a landscaped space including engaging play features for young children under 5 that are close to their homes, and places for carers to sit and talk;
 - Local playable space - a landscaped space with landscaping and equipment so that children aged 0 to 11 can play and be physically active and they and their carers can sit and talk; or
 - Neighbourhood playable space - A varied natural space with secluded and open areas, landscaping and equipment so that children aged 0 to 11 can play and be physically active and they and their carers can sit and talk, with some youth facilities for young people over 11.

²⁴ LBWF Open Needs Space Assessment, 2019

²⁵ <https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/planning-guidance/play-and-informal-recreation>

- Youth space - A social space for young people aged 12 + to congregate together, socialise and participate in informal recreation or physical activity are analysed with provision for older children.

14.5 The majority of playspaces in the borough are neighbourhood playable spaces. In some cases, there are multiple play areas within one open space. Hierarchies used reflect the overall provision within an open space taking all play provision into account.

14.6 The Council currently has 72 identified play sites in the borough, some of which with multiple facilities- see table 14.1 below.

Figure 14.1: Distribution of Play sites in Waltham Forest

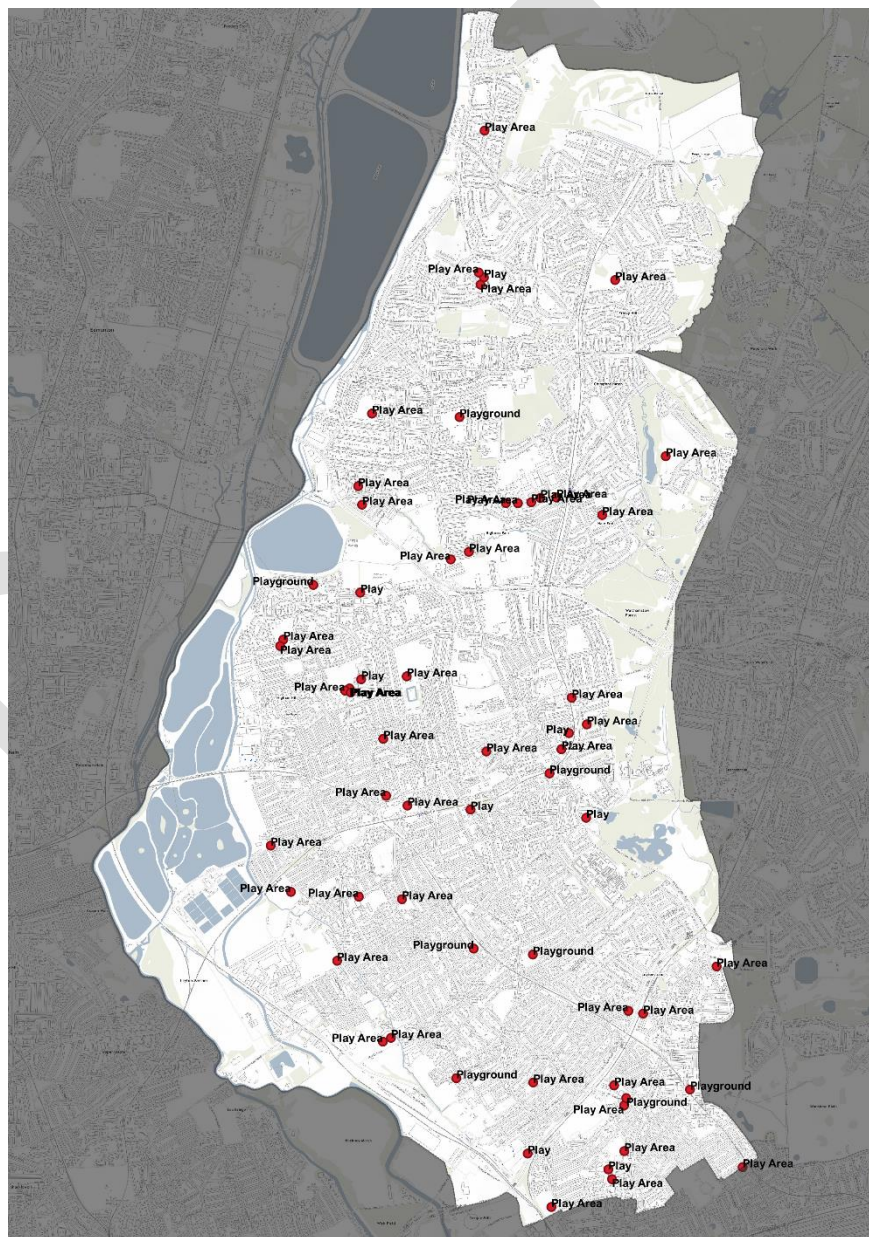


Figure 14.2: Existing Outdoor Play sites in the borough (Sites in red indicate facilities in major council/social housing areas/estates)

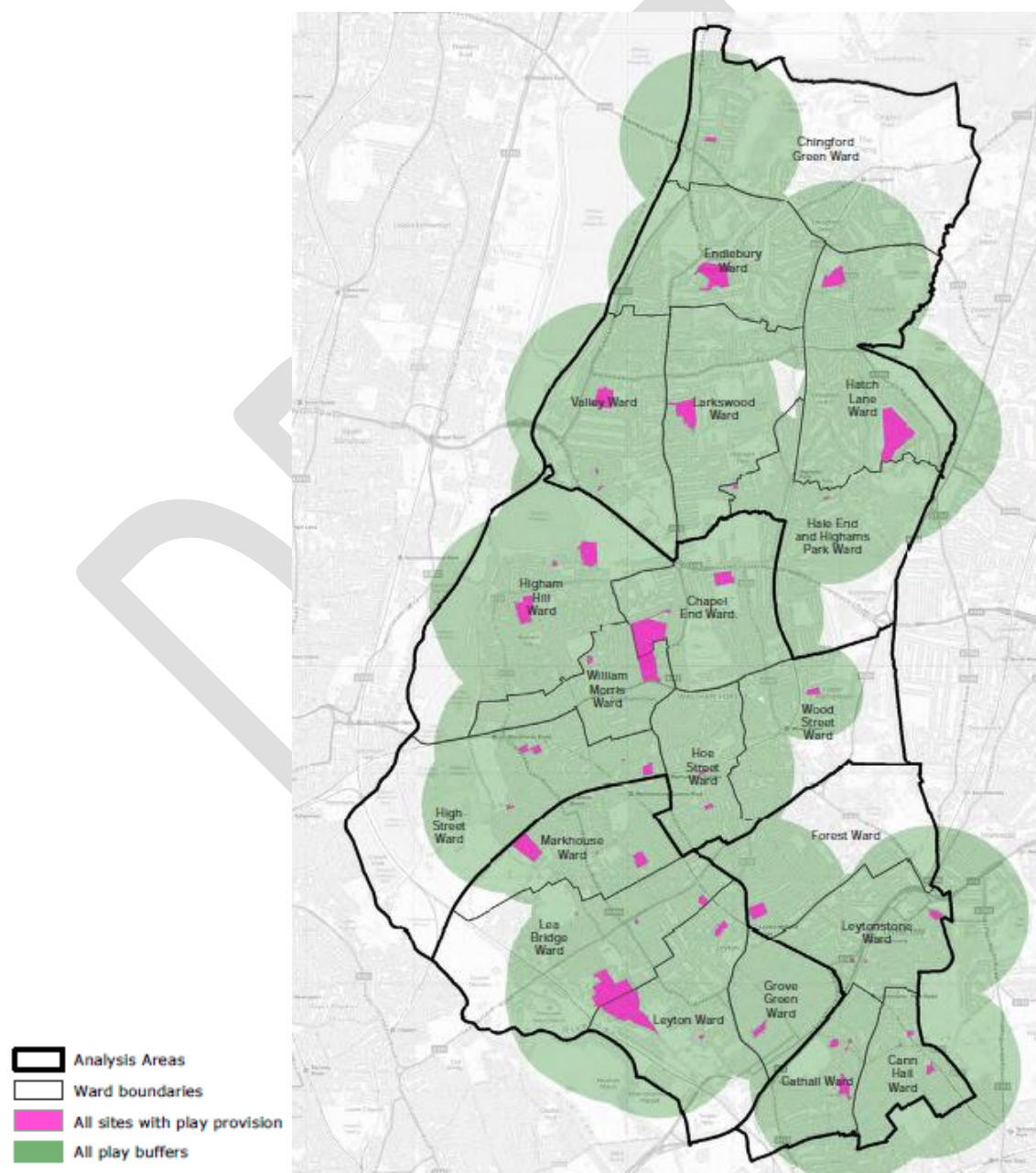
	Site Name	Post code
1	Abbotts Park	E10 6JP
2	Acacia Road Play Area	E11 3PG
3	Aldriche Way	E4 9LZ
	Aldriche Way Long Leys	E4 9NW
5	Arnett Square	E4 8YY
6	Artesian Gardens	E11 4NS
7	Astins House	E17 3BP
8	Attlee Terrace	E17 3EQ
9	Avenue Road	E7 0LD
10	Bisterne Avenue Park Play Area	E17 3RD
11	Bridge Road Play Area	E17 8HG
12	Brookscroft Road Play Area	E17 7DU
13	Cann Hall Park	E11 3NN
14	Cathall Road Outdoor Gym	E11 4YD
15	Chase Lane Park Play Area	E4 8HS
16	Cheney Row Park Play Area & BMX Track	E17 5ED
17	Church Lane Play Area	E11 4QX
18	Coppermill Park Play Area	E17 7HE
19	Dames Road Play Area	E7 0DR
20	Drapers Field Play Area	E15 2DD
21	Drysdale Park Play Area	E4 7PZ
22	Dyers Hall Park Play Area	E11 4AA
23	Epi-Centre Play Area	E11 4LJ
24	Folly Lane Play Area	E17 5SW
25	Greenleaf Road Play Area	E17 6QQ
26	Harrow Road Play Area	E11 3PU
27	Hempstead Road	E17 3RL
28	Henry Reynolds Gardens	E11 3AE
29	Higham Hill Park	E17 5QT
30	Highams Park Play Area	IG8 9RB
31	Hollow Pond natural play equipment	E11 1NP
32	Jack Cornwell Park (formerly Skeltons Lane Park)	E10 5DJ
33	Fred Wigg Tower	E11 3EP
34	Keatley Green	E4 8YL
35	Kitchener Road Play Area	E17 4LZ
36	Langthorne Park	E11 4YG
37	Lascelle Close	E11 4QE
39	Leyton Jubilee Park Fenced Area play equipment	E10 7BL
40	Leyton Jubilee Park Unfenced Play Equipment	E10 7BL
41	Leyton Jubilee Park Outdoor Gym Equipment	E10 7BL
42	Leyton Manor Park	E10 5AL
43	Leyton Sports Play Area	E10 6RG
44	Lloyd Park Play Area	E17 5EH
45	Lloyd Park Skate Park	E17 5EH
46	Lloyd Park Natural Play Equipment	E17 5EH
47	Lloyd Park Outdoor Gym Equipment	E17 5EH
48	Low Hall Sports Ground Outdoor Gym	E17 8AX
49	Marlowe Road Play Area	E17 3HB
51	Memorial Park Play Area	E4 9BT
52	Norman Road	E11 4PX
53	Northwood Tower	E17 3HJ
54	Pimp Hall Park Play Area	E4 6JH
55	Priory Court	E17 5LU
	Adelaide House	E17 5LX
	Capri House	E17 5LH
	Devon House	E17 5LL
	Everglades House	E17 5LT
	Upshire House	E17 5LT
	Vermont House	E17 5LT
	Washington House	E17 5LX
56	Queens Road Play Area U.7's	E17 8PX
57	Radbourne Crescent	E17 3RR
58	Ridgeway Park Play Area	E4 6XU
59	Ridgeway Park Outdoor Gym	E4 6XU
60	Sidmouth Park	E10 5HG
61	St. James Park Play Area	E17 8AN
62	St. George's Court	E17 3NL
63	Stocksfield Estate	E17 3LJ
64	Stoneydown Park	E17 6NJ
65	Tenby Court	E17 7AU
66	Thomas Gamuel Park	E17 8NP
67	Tom Smith House	E17 9EQ
68	Town Centre Play Area	E17 7JJ
69	Vestry Road Play Area	E17 9NH
70	Vincent Road Play Area	E4 9PP
71	Walnut Road Play Area	E10 5TF
72	Wingfield Park Play Area	E17 9PA

Table 14.3: shows the range of some of the other facilities available to children and young people in Waltham Forest.

Table 14.3: Other play provision by primary typology

Facility	Number of Sites
Multi Use Games Area (MUGA)	14
Skatepark	3
BMX	1
Other (including green gyms, basketball, outdoor table tennis, youth shelters)	20

Figure 14.4: Play Accessibility in Waltham Forest



Play Improvement Programme 2020

- 14.7 In 2020, £440,000 of Neighbourhood CIL was allocated to the Council Play Improvement Programme for delivery in 2020-2022.
- 14.8 Details of the Council Play Improvement Programme are set out in the [Infrastructure Delivery Schedule \(IDS\)](#) supporting this document.

Future Provision

Mayors Play and Informal Recreation Supplementary Planning Guidance (SPG)

- 14.9 The Mayors SPG on Play and Informal Recreation²⁶ notes that safe and stimulating play facilities are essential for a child's welfare and future development. However, in such a densely developed and populated city it's a challenge to provide these spaces. Many of London's children still do not have adequate access to such facilities.
- 14.10 To overcome this issue, the GLA produced Supplementary Planning Guidance (SPG) for London boroughs. The SPG can be used by those involved in planning local neighbourhoods to engage with young Londoners and deliver real improvements in the quality of play spaces.
- 14.11 To help borough planning officers and developers estimate the potential child yield from a development, and the resulting requirements for play space provision, the GLA provide a play space calculator²⁷.
- 14.12 The Mayors SPG sets out that new housing developments that will house 10 children or more should make provision for play and informal recreation, based on the expected child population generated by the scheme and an assessment of future needs.
- 14.13 The Open Space Needs Assessment²⁸ recommends a Waltham Forest Standard of 10sqm per child in line with the Mayors SPG. This requirement should be met onsite and where this is not possible, a financial contribution will be payable to the Council to support local provision.

²⁶ <https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/planning-guidance/play-and-informal-recreation>

²⁷ <https://data.london.gov.uk/dataset/population-yield-calculator>

²⁸ https://www.walthamforest.gov.uk/sites/default/files/WF%20Open%20Space%20Needs%20Assessment%202019%20Update_WEB.pdf

15. Libraries

15.1 The Borough currently has 8 libraries. These are:

- [Chingford Library Plus](#), The Green, Chingford E4 7EN
- [Hale End Library](#), Castle Avenue, Highams Park E4 9QD
- [Higham Hill Library](#), North Countess Road, Walthamstow E17 5HS
- [Lea Bridge Library](#), Lea Bridge Road, Leyton E10 7HU
- [Leyton Library Plus](#), High Road, Leyton E10 5QH
- [Leytonstone Library Plus](#), 6 Church Lane, Leytonstone E11 1HG
- [Walthamstow Library Plus](#), High Street, Walthamstow E17 7JN
- [Wood Street Library](#), 1 Troubridge Square, Wood Street, E17 3AG

15.2 Excitingly, we have just opened our brand new Wood Street Library (August 2020). The library is a key part of the £3m investment in Wood Street that has also seen the creation of high-quality housing and public space improvements alongside a new Post Office.

15.3 With increased opening hours (till 7pm on weekdays), it is now open seven days a week to provide essential services for the community at times most convenient for them. There are also new community meeting spaces and free wifi for visitors and a café that will provide healthy, locally sourced food and beverage options at reasonable price, discounted for library members.

15.4 The boroughs residents can also access the library online by registering for a library card which they can manage online. The Waltham Forest library card gives residents access to:

- over six million books, eBooks and eAudiobooks across 170 London library branches - via the [Waltham Forest Libraries website](#) or [our library app](#)
- thousands of information resources and reference materials, including family history research tools, business and legal resources, and various newspapers, magazines and eMagazines
- free Wi-Fi and PC computer use in the borough's eight libraries
- a range of online courses, including language lessons, driving theory test preparation and computer skills lessons.

15.5 The Council also provides step by step guides to access thousands of newspapers, magazines, e-books and audiobooks.

Local Studies Library and Archives at Vestry House Museum



Figure 15.1: Vestry House Museum

15.6 The Waltham Forest Archives and Local Studies Library is based at Vestry House Museum²⁹ and holds a wide range of resources - [click here](https://vestryhousemuseum.org.uk/) to find out more.

Meeting Future Need

15.7

²⁹ <https://vestryhousemuseum.org.uk/>

16. Gypsy & Traveller Provision

- 16.1 Decision-making for policy concerning Gypsies, Travellers and Travelling Showpeople sits within a complex legislative and national policy framework. The following key pieces of legislation and guidance are relevant when developing policies relating to Gypsies, Travellers and Travelling Showpeople:
- The Housing Act, 1985³⁰
 - Planning Policy for Traveller Sites (PPTS), 2015³¹
 - The Housing and Planning Act, 2016³²
 - National Planning Policy Framework (NPPF), revised 2019³³
 - Planning Practice Guidance (PPG)³⁴, 2019 and as updated
- 16.2 The primary guidance for undertaking the assessment of housing need for Gypsies, Travellers and Travelling Showpeople is set out in the PPTS (2015). It should be read in conjunction with the NPPF (2019) and the Housing and Planning Act (2016) which make provisions for the assessment of need for those Gypsy, Traveller and Travelling Showpeople households living on sites and yards who do not meet the planning definition.
- 16.3 The Draft London Plan (2018) included a new draft policy (H16 – Gypsy and Traveller Accommodation) on assessing accommodation need for Gypsies and Travellers. This policy included a different planning definition of Gypsies and Travellers than was not consistent with the definition included in national policy in PPTS (2015). Whilst the Inspectors' concluded that the definition of Gypsy and Travellers in the London Plan should be consistent with national policy in PPTS, the London Mayor did not accept this recommendation and Policy H14 in the Intend to Publish London Plan still includes the different definition of a Traveller for planning purposes.
- 16.4 Whilst the new London Plan has not yet been formally adopted, an assessment of need has also been completed using the alternative planning definition to provide an indication of the potential increased levels of need that may have to be addressed should it be adopted in its current format.

Waltham Forest Gypsy, Traveller and Travelling Showpeople Accommodation Assessment (GTAA), 2020

³⁰ <https://www.legislation.gov.uk/ukpga/1985/68/contents>

³¹ <https://www.gov.uk/government/publications/planning-policy-for-traveller-sites>

³² <https://www.legislation.gov.uk/ukpga/2016/22/contents/enacted>

³³ <https://www.gov.uk/government/collections/revised-national-planning-policy-framework>

³⁴ <https://www.gov.uk/government/collections/planning-practice-guidance>

16.5 The purpose of the Waltham Forest GTAA 2020³⁵ is to provide a robust updated assessment of current and future need for Gypsy, Traveller and Travelling Showpeople accommodation in the borough.

The PPTS Definition of a Traveller

16.6 The PPTS (2015) introduced a revised definition of a Traveller for planning purposes. To meet the revised PPTS definition, households need to demonstrate that household members travel for work purposes, or for seeking work, and stay away from their usual place of residence when doing so, or that family members have travelled for work in the past and have stopped travelling temporarily due to education, ill health or old age. As a result, there are 3 categories of Travellers identified and assessed in this GTAA in relation to the PPTS planning definition:

- Households where an interview was completed who met the PPTS planning definition.
- Undetermined households where an interview was unable to be completed who may meet the PPTS planning definition.
- Households where an interview was completed who did not meet the PPTS planning definition.

The Intention to Publish London Plan definition of a traveller

16.7 The Intend to Publish London Plan (2019) is proposing a more far reaching definition of a Traveller for planning purposes. This will include people with a cultural tradition of nomadism, a nomadic habit of life, or living in a caravan, whatever their race or origin, including:

- 1) those who are currently travelling or living in a caravan
- 2) those who currently live in bricks and mortar dwelling households whose existing accommodation is unsuitable for them by virtue of their cultural preference not to live in bricks and mortar accommodation
- 3) those who, on grounds of their own or their family's or dependants' educational or health needs or old age, have ceased to travel temporarily or permanently.
- 4) Further information on gypsy and traveller needs in London is contained in the GLA Gypsy and Traveller Accommodation Topic Paper, 2017.³⁶

16.8 It is highly likely that the application of the Intend to Publish London Plan definition of a Traveller will increase levels of need arising from Gypsies and Travellers living across London and in Waltham Forest.

³⁵

<https://www.walthamforest.gov.uk/sites/default/files/2020%2003%2030%20Waltham%20Forest%20Gypsy%20and%20Traveller%20Accommodation%20Assessment%20Final%20Report.pdf>

³⁶

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

- 16.9 In addition to completing an assessment of need using the PPTS planning definition, an assessment of need using the Intend to Publish London Plan definition has also been completed to give an indication of potential increased levels of need that the Council may need to consider should the draft London Plan definition be adopted.
- 16.10 The GTAA identifies a need for 2 pitches by 2033 for the household that was interviewed that met the PPTS planning definition. This is made up of 2 concealed or doubled-up households or adults living on the private site. There was no further current or future need identified though the interview. Whilst it was not possible to complete interviews with 12 households it was possible to determine that they are highly likely to meet the planning definition. Households that were interviewed on both sites indicated that all current and future need, including that from households that were not interviewed, can be met through intensification of the existing sites to create additional pitches.
- 16.11 The GTAA identifies a need for no pitches for undetermined households as none were identified.
- 16.12 Whilst no longer a requirement to include in a GTAA, there is a need for 7 pitches by 2033 for households that did not meet the PPTS planning definition. This is made up of 1 concealed or doubled-up household or adult living on the public site; 3 teenage children living on the public site who will be in need of a pitch of their own in the next 5 years; and 3 from new household formation on the public site derived from the household demographics.

Figure 16.1 – Need for Gypsy and Traveller households in Waltham Forest 2018-2033 (PPTS planning definition)

Status	Total
Meet PPTS Planning Definition	2
Undetermined	0
Do not meet PPTS Planning Definition	7
TOTAL	9

Figure 16.2 – Breakdown of need for households that met the PPTS planning definition

Years	0-5	6-10	11-15	Total
	2018-23	2023-28	2028-33	
	2	0	0	2

Figure 16.3 – Breakdown of need for households that did not meet the PPTS planning definition

Years	0-5	6-10	11-15	Total
	2018-23	2023-28	2028-33	
	4	2	1	7

Transit Provision in Waltham Forest

- 16.13 The Waltham Forest GTAA recommends that, due to low historic low numbers of unauthorised encampments, there is no identified need for any formal transit provision in Waltham Forest at this time. However, there is a need for a more strategic approach to transit provision across London as recommended in the recent report by London Gypsies and Travellers and De Montfort University³⁷.
- 16.14 The Council will support and engage in discussions at a strategic level to meet identified needs.

³⁷ <https://www.dmu.ac.uk/about-dmu/news/2019/december/new-approach-to-roadside-camps-would-save-money-and-lead-to-fewer-legal-fights.aspx>

17. Burial Capacity

- 17.1 Ensuring that community and cultural facilities and services required to meet local needs are planned for and provided is one of the core principles of the planning system. Evidence supporting the Draft London Plan demonstrates that the shortage of burial space in London is reaching a critical stage in many boroughs³⁸.
- 17.2 The supply of burial provision in the UK has been subject to an accretion of legislative enactments dating largely from the mid 19th Century, none of which imposes a statutory responsibility on any agency to provide burial space.
- 17.3 From the 1850's, vestries used the early Burial Acts to close churchyards and establish burial boards. This process did not preclude the continued operation of private cemetery companies, or laying out of the burial grounds by ethnic groups and religious denominations. The Local Government Act 1972 abolished burial boards and created burial authorities: all London Boroughs were designated burial authorities. However, legislation remained permissive and London Boroughs can choose not to provide burial space.

Current Provision

- 17.4 Chingford Mount Cemetery was opened as a sister-site to the already established Abney Park Cemetery, which had opened in 1840 as part of the Magnificent Seven Cemeteries which circled London. Opened in May 1884, 41½ acres in size, it was laid out on the site of the house and grounds of Caroline Mount. Records suggest over 250,000 people have been buried in Chingford Mount.

Meeting Future Burial Space Needs

- 17.5 Evidence, supporting the Draft London Plan from 2018 suggests that, in 2010, the projected space remaining was sixteen years and that the borough had insufficient burial space to meet its projected demand for the next twenty years.
- 17.6 Steps have already been taken on the site to create graves in and adjacent to path/roadways, between graves and in capacity above existing common graves. Some of the ground has also been built up with new earth. Grave reclamation has taken place at the site, but is regarded as being problematic: some of the site's records were destroyed in a fire.

³⁸ An Audit of London Burial Provision: A report for the Greater London Authority by Julie Rugg and Nicholas Pleace, Cemetery Research Group, University of York: <http://docplayer.net/55723503-A-report-for-the-greater-london-authority-by-julie-rugg-and-nicholas-pleace-cemetery-research-group-university-of-york.html>

- 17.7 In 2019, 56 trees were removed to support the creation of new graves. This is projected to increase burial capacity in the borough over the next 16 years to 2035.
- 17.8 The Council is also exploring opportunities to provide crematoria provision in the borough.
- 17.9 The Council is also seeking to deliver improvements to the existing site, including
- Footpaths replacement/repair program £150,000 (£30,000 per annum) (footpaths are failing due to the incline and geological composition of the cemetery, rolling replacement program would be a program of re-construction and drainage to mitigate path movement)
 - Fencing and gate works £100,000 renovation of the entrance gates and boundary railings, ongoing replacement of internal railings.
 - Memorial Garden £100,000 to design and develop new memorial garden for ashes internments.
 - Materials compound £50,000 (formal storage area for aggregate and soil for burials).
- 17.10 Chingford Mount continues to play an important role in the long-term growth of the borough. The works above are project to cost £400,000 over the first 5 years of the plan (excluding crematoria provision).
- 17.11 Both of these projects have been identified in the [Infrastructure Delivery Schedule \(IDS\)](#) in Appendix 1.

CASE STUDY – Walthamstow Wetlands

The Wetlands are situated in the Upper Lea Valley, on the boundary of Blackhorse Lane and Tottenham Hale Housing Zones, where over 3000 new homes are planned. With Hackney to the south and Enfield to the north, the Wetlands sit in the heart of the most diverse communities in London. This area of North East London is also amongst the most deprived and identified as deficient in access to nature and open spaces.

The Walthamstow Wetlands is a 211 hectare site consisting of ten operational reservoirs. It is a highly significant nature reserve, a site of special scientific interest and a RAMSAY wetlands site. Until 2017 it was closed to the general public, many of whom were unaware of its existence.

Sensitively restored heritage buildings, welcoming entrances, walking and cycling routes, strategic vantage points, low key waymarking and interpretation, guide people through the site without overpowering its inherent identity.

Since opening in 2017, over 1.3 million visits have been recorded at the Walthamstow Wetlands, and it has become a much valued asset for the borough and visitors from further afield. Visits saw a 50% increase during the start of the COVID pandemic, illustrating that the wetlands are crucial to the lives of a growing population.

We have created the largest urban wetland nature reserve in London, where people can enjoy free access to nature. A programme of learning, training and volunteering has been designed to engage communities and school children in the site's natural and industrial heritage and promote water sustainability. The Wetlands are already nationally and internationally designated for their importance to migrating waterfowl. The project has introduced nearly 2 ha of wetlands habitats and planted new terrestrial habitat which will further enrich its wildlife. Positive site signage, interpretation and community installations have been designed to encourage behavioural changes that will engender a lasting respect for nature. This is underpinned by a Management and Maintenance Plan which creates a proactive framework for site management that will conserve the site's habitats and sensitively manage access to nature.

The Wetlands supports the regeneration of the two adjoining housing zones and the wider Upper Lea Valley growth area. The site has excellent public transport links to central London and the south east and has been designed to encourage walking and cycling. The Engine House Visitor Centre and cafe, Coppermill Tower, central path, and new viewing areas allow step free access.

The Wetlands is a partnership project with site owners Thames Water and London Borough of Waltham Forest at its core. The £10M + capital funding has been secured from a combination of Heritage Lottery Funding, GLA and partner funding. A 10 year Business Plan sets out a strategy for long term financial sustainability and investment. The partnership is committed to ensuring that the Wetlands becomes a lasting heritage legacy for generations to come.

www.walthamstowwetlands.com