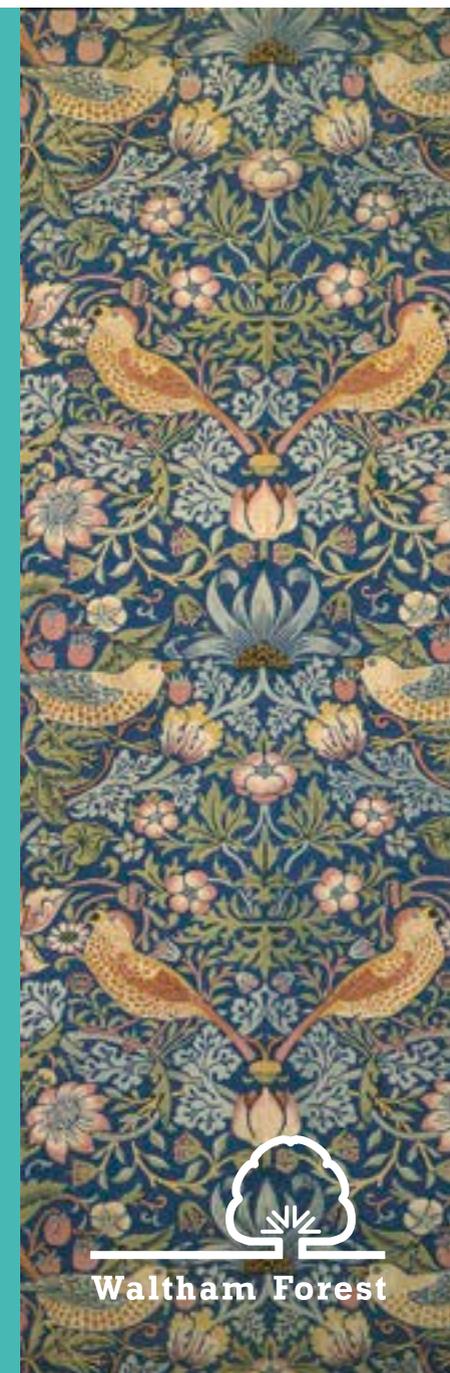


ECONOMIC GROWTH STRATEGY

2016-2020

THE CREATIVE CHOICE
WALTHAM FOREST | EAST LONDON.



Waltham Forest

ECONOMIC GROWTH STRATEGY 2016-2020

CONTENTS

FOREWORD.....	3	THEME 1: BUSINESS – KEEP, SEED AND GROW	11
OUR BOROUGH	4	THEME 2: TOWN CENTRES – PROMOTION AND INVESTMENT.....	15
OUR PLAN FOR ECONOMIC GROWTH IN WALTHAM FOREST	6	THEME 3: HOUSING GROWTH	19
OUR FINDINGS	8	THEME 4: EMPLOYMENT AND SKILLS.....	23
OUR FUTURE GROWTH POTENTIAL.....	9	THEME 5: INFRASTRUCTURE	27
OUR VISION FOR ECONOMIC GROWTH	10	ECONOMIC GROWTH STRATEGY FRAMEWORK	31
		MONITORING AND MEASURING.....	32
		FURTHER INFORMATION	33

FOREWORD

Our borough has transformed over the past six years and is continuing to experience unprecedented levels of growth. With this change we have seen significant increases in the number of jobs and businesses in the borough, the transformation of our town centres, and thriving arts and creative industries which have contributed to our unique cultural identity.

The Council has ambitious plans to build on this success and deliver further economic growth for the borough from 2016 to 2020, and this document sets out how we plan to achieve this. Over the next four years we will continue to work closely with local businesses and give them the support they need to prosper, and promote and invest in our town centres to keep wealth in the borough and give residents the quality and mix of services they expect. The Council has also set out ambitious plans to see 12,000 new Council, affordable and private homes built in the borough by 2020, while ensuring that the infrastructure is provided to give all residents access to the services they need such as schools, GP services and good public transport.

With so much growth planned over the next four years, we want to ensure that our residents can take advantage of the benefits that this brings. By making sure that they have the skills that they need our residents will be ideally placed to compete for the growing job opportunities that will be available to them.

We are also clear about our ambition to put residents at the heart of decision making about growth and will develop ways to engage local people in our plans for places and across all aspects of our Economic Growth Strategy.

We are confident that our strategy will enable Waltham Forest to be resilient during this uncertain period and continue to progress and deliver our ambitious plans for the borough, our residents and our businesses.

These are exciting times for Waltham Forest and we look forward to working closely with our partners and with residents to deliver on our vision.



Cllr Clare Coghill

Cabinet Lead Portfolio Member -
Economic Growth and High Streets



OUR BOROUGH

BLACKHORSE LANE

Designated as a Creative Enterprise Zone by the Council and part of the GLA's Housing Zone the Blackhorse Lane area is a vibrant new quarter, with 2,500 homes planned and 1,000 jobs. A new centre is planned with developments to include housing, business space, a purpose built music venue and a micro-brewery. In close proximity to the internationally significant Walthamstow Wetlands, a distinctive urban nature conservation area which opens to the public in 2017.



CHINGFORD

In the leafy north of the borough, it provides a significant town centre with high quality, independent retailers. Provides the best of city living alongside the incredible green environment of Epping Forest. It is emerging as a key cultural hub for the borough.



LEA BRIDGE

With Lea Bridge station recently re-opened after 31 years of closure there are significant opportunities for regeneration and development in this locality. At the heart of the Lea Bridge/ Leyton Housing Zone (target 2,500 new homes) and alongside some of the borough's most important employment land. It is expected that growth will support a new centre with a range of facilities including shops, businesses, homes, cultural and community facilities all creating a great new place to live and work.



WALTHAMSTOW

Our largest town centre, with excellent transport links and a thriving market and high street. It is home to the award winning development The Scene, which brought a cinema back to the borough for the first time in more than a decade and there are plans for 2,000 new homes in the area over the next decade. There is major growth in the retail, leisure and evening economy offer and in turn significant investment in public realm and supporting infrastructure.



HIGHAMS PARK

One of the smaller of the borough's town centres, but a key local hub for residents and unique in the borough due to the Highams Park Plan, a community plan which is being developed by local residents, for local residents.



WOOD STREET

A vibrant high street on the east side of Walthamstow, home to a wide variety of niche, independent retailers and small scale manufacturers. There are plans for nearly 1,000 new homes by 2025 and work has already taken place to improve the public realm and infrastructure provision.



LEYTONSTONE

A diverse and culturally rich town centre, with a mix between quirky independent retailers, well-known national high street stores and new and traditional pubs and restaurants. Located a stone's throw from the vast green spaces of Epping Forest, it is also well connected to central London via the Central Line.



LEYTON

Home to an extensive and vibrant high street, benefiting from an award winning shop front renovations scheme started in preparation for the 2012 Olympic Games. Its fantastic location provides links to the Queen Elizabeth II Olympic Park, as well as excellent tube links to central London. There are plans for 2,500 new homes in the Lea Bridge/Leyton Housing Zone along with new shops, new business space, a new primary school, community and health facilities and potential regeneration of Leyton Mills with a mix of housing, retail and business space.



OUR PLAN FOR ECONOMIC GROWTH IN WALTHAM FOREST

Waltham Forest's residents and businesses stand to benefit significantly from the economic growth taking place across London. The borough's well-connected location in the east of London, the cultural heart of the capital, along with its unique identity founded in cultural heritage, its burgeoning arts and creative industries, and abundant green spaces all contribute towards the urban vibrancy that makes Waltham Forest a special place to live.



In relative terms, Waltham Forest is now growing faster than any other borough in London. In the last five years the number of jobs in the borough has increased by 30 per cent (the highest in London) and the number of businesses by 40 per cent (the sixth highest increase in London). This in part is due to the significant effect of investment in Olympic legacy projects but also in the overall growth in London and the movement of the capital's economic activity eastwards.

Waltham Forest is uniquely located on the edge of inner London, alongside the Lea Valley with excellent transport connections to central London. **The borough has a network of unique town centres** that contribute to its individuality and its attractiveness to residents and businesses. The borough has a strong economic base with major strategic industrial sites at Blackhorse Lane and Argall Trading estates and key growth sectors around the creative, construction and urban services

industries. These are the key to future growth and prosperity in Waltham Forest.

The Council has a central role in leading and promoting economic growth, backed up by a strong track record and big ambitions. Our successes to date, from The Scene and Lea Bridge Station, through to the William Morris Gallery, Walthamstow Wetlands and our town centres improvement programme demonstrate our clear vision for the borough and our track record in working with our partners to deliver investment.

“THIS STRATEGY PROVIDES A FRAMEWORK FOR OUR VISION FOR ECONOMIC GROWTH FROM 2016 TO 2020, BY FOCUSSED ON THE AREAS OF BUSINESS, TOWN CENTRES, HOUSING, INFRASTRUCTURE, AND JOBS AND SKILLS”

We have made a commitment to deliver 12,000 new homes by 2020, supported by effective local infrastructure. Five thousand of these new homes will be delivered with support of the Mayor of London in the Housing Zone extending from Blackhorse Lane through Lea Bridge to Leyton. These homes will be just part of the **£1billion of development opportunities in the borough up until 2020**. At the heart of our plans is the revitalisation of our existing town centres, as well as the creation of two new town centres based around the re-opened Lea Bridge Station and the Blackhorse Lane area. We are committed to ensuring

that economic growth benefits all residents through access to good jobs, training and skills development and an overall increase in quality of life.

Well-managed economic growth will impact positively upon the quality of life of our residents, not just because growth can ensure a high quality living environment, but also because future decisions around business and housing growth have a direct impact on the future financial viability of the Council and the services it can provide. The withdrawal of direct central government funding of local authorities by 2020 makes it **essential for the Council to plan proactively for growth in the**

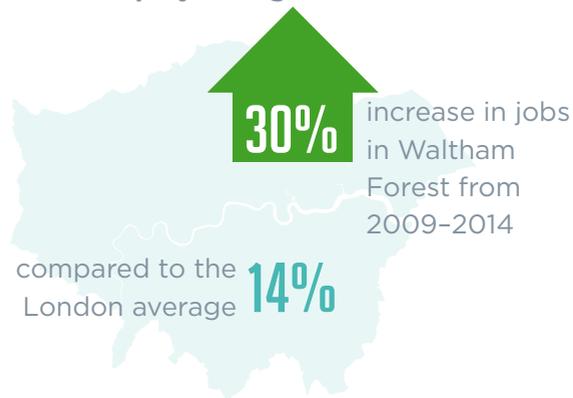
borough's business rates and council tax bases as these will contribute towards the future sustainability of the Council and the services it delivers.

This strategy provides a framework for our vision for economic growth from 2016 to 2020, by focussing on the areas of business, town centres, housing, infrastructure, and jobs and skills. The Council has already delivered significant improvements in the borough and we are ready to move to the next stage and lead plans for economic growth in partnership with new and existing residents, businesses, developers, investors and local, regional and national government.

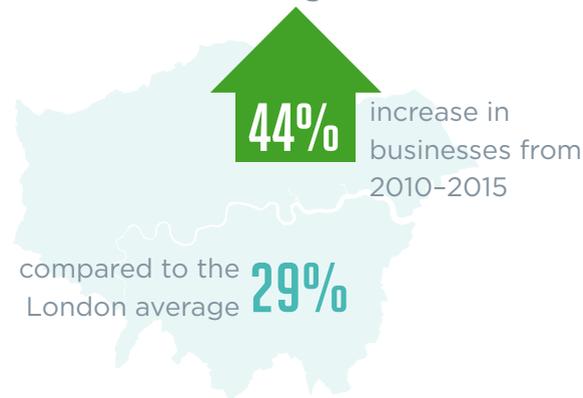


OUR FINDINGS

Fastest employment growth in London:



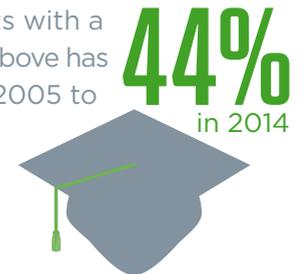
Sixth fastest business growth in London



Self-employment is growing above the London average but business start-up rate remains low.



Proportion of residents with a level 4 qualification or above has nearly doubled since 2005 to 44% and those with no qualification dropped from 20% to 11%



Despite this, in 2014, Waltham Forest had the **third lowest paid** workforce in London.



A small business economy

76% of companies employ 4 people or less (vs. 73% in London)

Business Size	Jobs
Large: 250+ employees 20 Businesses 0.2% of the business base	30% of all jobs
Medium: 20-250 employees 500 Businesses 6% of the business base	40% of all jobs
Small: 0-20 employees 8,050 Businesses 94% of the business base	30% of all jobs

Top 5 sectors to keep, seed and grow

Percentage of growth from 2010-2014



OUR FUTURE GROWTH POTENTIAL



EMPLOYMENT AND BUSINESS GROWTH

If we continue our current rate of employment (6 per cent annually) and business growth (9 per cent), by 2020 Waltham Forest will have in the region of:



26,000 additional jobs



5,400 additional businesses

This could help to



Generate **additional business rates** to support council activities



Create new and diverse markets locally; stimulating **enterprise** and **innovation**



HOUSING GROWTH

Building 12,000 additional homes could lead to:



Over £1 billion of construction spending



Supporting **over 3,500** fte construction jobs



Around an additional **£140 million** spent in local shops annually



Over **1,200** new service jobs (e.g. education, health) supporting the local population



Up to **18,000** more working aged people supporting a stronger labour market



PRODUCTIVITY AND WAGES GROWTH

If productivity and wages increased to the London level (+11 per cent), this could lead to:



Additional earnings of **£220 million** (before tax)



Higher productivity will allow Waltham Forest businesses to **better compete** in the wider economy

This could help the borough by



Boosting spending in local shops and services



SIGNIFICANT NEW FACILITIES



GP Surgeries
A new or enhanced health centre in each key growth area



Transport improvements
A new station at Lea Bridge. Enhanced rail and bus services and better cycling and walking provision.



Schools
New primary and secondary schools to support a growing population.



Quality shopping
New high quality shopping offer at The Mall, Walthamstow. New centres at Blackhorse Lane and Lea Bridge.

OUR VISION FOR ECONOMIC GROWTH

‘To maximise the opportunity of Waltham Forest’s unique place in London to help our economy grow and thrive, enabling residents to enjoy sustainable prosperity and a high quality of life.’

1



Business we will keep, seed and grow businesses in the borough – with a targeted approach to specific sectors – to ensure Waltham Forest’s economy thrives and overall productivity increases

2



Town Centres we will support and promote retail, business, cultural, leisure and residential investment in our town centres that recognises their unique identities and invests in their future

3



Housing Growth we will aim to build 12,000 new homes by 2020, creating great places to live and supporting the borough’s vibrant local economy

4



Employment and skills we will ensure that local people have the skills and ability to capture the opportunities of growth and to access high-quality employment in the borough and across London

5



Infrastructure we will ensure that growth supports the delivery of vital infrastructure and new facilities across the borough

This vision is underpinned by five key themes which we believe are fundamental to delivering economic growth to the borough, creating prosperity and providing a greater quality of life for all.

When developing our economic growth strategy, we have made use of current data and insight to ensure that we understand fully the borough context in relation to each of these themes. We have used this

information to identify opportunities for the Council to make a positive contribution to promoting economic growth in the borough and have developed a set of actions under each theme to maximise these opportunities. Each theme is supported by a separate, detailed planning and delivery document, details of which are outlined at the end of the strategy.

This strategy outlines how the Council will use its powers and influence to guide economic growth and how we will work together with all partners to realise the economic opportunities for the borough in order to ensure prosperity and a good quality of life for all.

**To 'keep, seed and grow' businesses in the borough
- with a targeted approach to specific sectors - to
ensure Waltham Forest's economy thrives and the
borough's overall productivity increases**



BUSINESS – KEEP, SEED AND GROW

THEME 1: BUSINESS – KEEP, SEED AND GROW

OUR AIM

To ‘keep, seed and grow’ businesses in the borough – with a targeted approach to specific sectors – to ensure Waltham Forest’s economy thrives and the borough’s overall productivity increases.

ECONOMIC BENEFITS

If growth continues at its current rate, then by 2020 there will be 5,400 new companies in the borough. These companies will potentially support the growth of around 26,000 new jobs and an uplift in business rates.

CONTEXT

Waltham Forest had the highest percentage growth in the number of businesses out of all the London boroughs in 2015 (16.5 per cent) and has had business growth above both the inner and outer London average in the last two years. Self-employment is now above the London average and the business start-up rate is increasing.

The **challenge is to ensure that ongoing business growth becomes a driver of increased productivity and wages, greater business rate contributions and an increase in the overall prosperity** of the borough.

The sector mix in the local economy is changing. Traditional sectors such as manufacturing, construction, wholesale

and retail remain the larger employers. There is also **significant growth under way in the creative, digital, technical and urban services sectors** that serve London’s businesses and employees. Companies are increasingly locating in Waltham Forest due to its proximity and easy access to Central London, the affordable rents and the vibrant business environment. The challenge is to provide support for new businesses in new sectors alongside protecting and growing established enterprises that provide employment and already contribute to Waltham Forest’s prosperity.

The borough’s business community is comprised of the top 20 companies that employ more than 250 people, the next 500 medium sized businesses that employ between 20 and 250 people and 8,050 small companies that employ between 1 and 20 people. There is huge potential to grow the small companies in particular.

The borough has recently completed three pieces of research looking at the local business base, employment land and

retail activity. All three studies point to the fact that **local businesses want to grow** but that space to do this is limited. It also shows that there is growing diversity in the business base and that the effects of housing growth will be to increase demand for businesses and services and therefore support further growth.

The Council has also looked in more depth at the rapid growth of the creative industries and is keen to see this sector contribute to the overall growth of the borough.

We have adopted a commitment to **‘keep, seed and grow’ all businesses** which can contribute positively to the economy. As part of this ambition, the Council will enhance its business offer, expand the business support service, and support sector growth in the creative, construction and urban services sectors.

ISSUES AND OPPORTUNITIES

1 The borough's key business sectors need to be given certainty that they can stay and grow in the borough. These companies include creative, construction and urban services (such as laundry services, printers, just in time food supplies), manufacturing and retail sectors.

2 There is evidence of significant interest in Waltham Forest from businesses being squeezed out of inner London. These companies are from all sectors but especially the digital, creative and IT areas. There is an opportunity for the borough to facilitate their arrival; ensuring business is

encouraged to locate here and to provide support to keep these new companies in Waltham Forest.

3 There is a threat to business space from changing planning regulations and increasing land and property values that squeeze businesses out. Planning, property and legal measures need to be investigated to protect business space, including town centre cultural and evening economy venues in perpetuity.

4 To maximise Waltham Forest's growth potential there will need to be a range

of workspace units and typologies with different levels of affordability across the borough. Many of the borough's small businesses have great potential to expand and support growth with new jobs, new products and services.

5 We aim to work with our key partners including our top 20 employers, the emerging Blackhorse Creative Partnership, the Argall Business Improvement District, workspace providers, developers and investors to achieve this ambitious agenda.



PRIORITY ACTIONS

1

Launch the **Waltham Forest Business Offer** including enhanced business support, better communications, ideas events and signposting to business services.

2

Promote and invest in the **growth sectors of creative industries, construction and urban services.**

3

Set up a **Forum for the borough's Top 20** companies to work on key issues facing business and explore how companies will promote growth.

4

Set up the **Waltham Forest Workspace Initiative** with Council sponsorship providing land and resources, to work with workspace providers to increase workspace provision in the borough.

5

Promote the **Blackhorse Lane Creative Partnership** that supports the creative industries providing business space, training and workspace brokerage.

6

Promote the **Walthamstow Hoe Street Corridor** for creative, digital and high tech businesses.

7

Open the **Chestnuts Creative Enterprise Centre** as a hub for business, training and community activities.

8

Develop the **Town Hall campus as a civic hub.**

9

Protect and enhance businesses in the Lea Bridge/Leyton area.

10

Protect land for employment use through clear planning policies and masterplans and encourage investment, repurposing and regeneration of business space.

11

Launch a **campaign to support the smallest businesses in the borough**, often located on the edge of the town centres and other local retail areas, to capture the opportunities of growth and modernisation.

12

Work with businesses on their **corporate responsibilities** to their local communities including community activities and social investment.

MEASURES OF SUCCESS

THEME	INDICATOR
Business	Number of businesses in Waltham Forest
Business	Business survival rate (three-year and five-year)
Business	Mean/median pay of jobs in Waltham Forest

To support and promote retail, business, cultural, leisure and residential investment in our town centres that recognises their unique identities and invests in their future



TOWN CENTRES – PROMOTION AND INVESTMENT

THEME 2: TOWN CENTRES – PROMOTION AND INVESTMENT

OUR AIM

To support and promote retail, business, cultural, leisure and residential investment in our town centres that recognises their unique identities and invests in their future.

ECONOMIC BENEFITS

Waltham Forest's town centres are growing employment hubs. New residents will demand more of our town centres in terms of choice and quality of retail provision and a broader cultural and leisure offer. The 12,000 new homes planned in the borough could support an additional retail spend of over £140million per year in local shops, equating to over 1,000 retail and service jobs. Increasing numbers of visitors will enable Walthamstow and the other key centres to grow.

CONTEXT

Walthamstow, Leyton, Leytonstone and Chingford are Waltham Forest's key town centres and much of the recent growth in the borough has taken place in these locations. They are the commercial and community hearts of the borough, accounting for 22 per cent of employment and 18 per cent of businesses. Our town centres are adapting to new urban lifestyles and expectations to provide a range of activities including shopping, social spaces, business networking and cultural activities. Each has its own distinctive character and identity and as such they define the borough.

The town centres are home to a wide range of businesses including local independent retailers, markets, cafes and restaurants.

Over the last few years there has been a dramatic change in Walthamstow town centre. Following the opening of The Scene in 2014 there has been further regeneration with new business opening in the town centre and spreading out along Hoe Street. The recent opening of the pop-up bar at the EMD Cinema (as a pre-cursor to the rejuvenation of the auditorium), demonstrates the community's appetite for new, high quality activities in Walthamstow. It is now vital that the overall quality of the retail offer in the town centre is raised by attracting high quality, high street brands and boutique chains to locate here.

The other centres at Leytonstone, Leyton, Chingford, South Chingford, Wood Street and Highams Park are growing their unique character and offer. The Council understands the importance of maintaining vibrant and prosperous town centres and since 2011 has delivered a significant programme of town centre investment.

Despite improvements in town centres, the Council's recent retail study shows that there is considerable loss of retail expenditure to locations outside the borough. Good transport links enable residents to easily access Stratford City and Oxford Street. Significant numbers also leave the borough for night time leisure and cultural activities in central London. These numbers may increase when the Night Tube starts running in summer 2016.

There is an **opportunity to grow and diversify the borough's retail and leisure offer**. The planned redevelopment of the Mall shopping centre in Walthamstow is welcomed. Place-shaping strategies for Walthamstow, Leytonstone and South Leytonstone have identified opportunities for future intervention and investment.

Plans for growth and investment at Blackhorse Lane, Lea Bridge and Leyton town centres are underway. The Council is determined to find new solutions for these growing urban centres that achieve the right mix of land uses and facilities to support existing and future resident and business communities.

ISSUES AND OPPORTUNITIES

1 The Council is keen to work with retail operators to improve the attractiveness of the retail offer in Walthamstow and the other key centres to meet residents' expectations for high quality retailers and boutique chains and to develop the centres as attractive places and destinations of choice for businesses to locate and residents and visitors to spend money.

2 There is an opportunity to develop new centres at Lea Bridge and Blackhorse Lane, at the heart of the Housing Zone, that include shops, schools, health facilities, leisure facilities and business space.

3 The Council has led an award winning high street improvement programme and there is now an opportunity to extend this activity to other centres and extend the work to business support for small retail businesses, to ensure continued investment linked to improving centres as destinations and providing links to arts and culture programmes.

4 Many of the borough's smallest businesses are located in our town centres and there is a need to review the existing provision and future potential of all town centres in order to capture the opportunities of economic growth.

5 There are a number of different approaches to town centre management and improvement that could be cost effective and deliver the next phases of growth and investment in the town centres.

6 There is an opportunity to capture local knowledge of culture and music industries, to build on the borough's culture, music and pubs investments to create a vibrant destination with an excellent range of music and entertainment venues.



PRIORITY ACTIONS

- 1 Work with our key partners to achieve the planned **investment and regeneration of Walthamstow town centre** at the heart of the borough.
- 2 Develop detailed plans for **new centres at Lea Bridge and Blackhorse Lane**.
- 3 Undertake a **programme of town centre health checks, audit and action plans** to support business growth, town centre management and new investment.
- 4 **Promote the unique characteristics of each town centre** and capture the opportunities to invest and create even more vibrant centres, with a particular focus on arts, culture and music.
- 5 Establish a **Town Centre Initiatives Grant Fund** to support new retail activity, markets, public realm improvements, arts interventions, activities and events.

- 6 Adopt guidelines to support use of Council and developer **space for pop up shops and meanwhile uses** including art and cultural installations.
- 7 **Review town centre retail planning policies** and adapt them to support growth.
- 8 Adopt a **protocol for Town Centre Management** setting out the standards for planning, licensing, building control and environmental health.

MEASURES OF SUCCESS

THEME	INDICATOR
Town Centres	Retail vacancy rate
Town Centres	Town centre business satisfaction survey
Town Centres	Percentage of residents who say they shop regularly on their local high street
Town Centres	Percentage of residents who say that the Council is doing well in building a strong local economy and thriving town centres

To build 12,000 new homes by 2020, creating great places to live and supporting the borough's vibrant local economy



HOUSING GROWTH



THEME 3: HOUSING GROWTH

OUR AIM

To build 12,000 new homes by 2020, creating great places to live and supporting the borough's vibrant local economy.

ECONOMIC BENEFITS

New home building has the potential to support over 3,500 construction jobs, as well as £140million of additional annual spending in local shops. This spending could support over 1,000 new jobs in retail and leisure with a further 1,000 created through the provision of additional services (such as health and education). It is estimated that the local working age population could increase by 18,000 people.

CONTEXT

Waltham Forest is a great place to live, with excellent transport links, flourishing town centres and an overall good quality of life; and has become increasingly popular with those moving from central London. The borough's housing market reflects the wider London experience where owner occupation of homes is decreasing and private rental is increasing. House prices in the borough rose by 25 per cent and private rents increased by 14 per cent between 2014 and 2015.

The overall population of London has been increasing faster than expected and Waltham Forest has become a particularly attractive and comparatively affordable place for people to live.

The borough needs to increase the supply of housing and the range and type of tenure, thus growing the housing offer to meet local demand. Increasing supply should have the effect of slowing demand and stabilising house prices. Increasing housing supply is essential not only to meet the needs of people in the borough but also to encourage people to move here.

The borough is aiming to build 12,000 homes by 2020. We have identified the sites for housing and are working with our partners and developers to bring these forward. We have a designated Housing Zone in the Blackhorse and Lea Bridge/ Leyton areas and are working in partnership with the GLA, land owners and developers to speed up the building of new homes and to create new jobs in these changing parts of the borough. We have up to £40million to support delivery of the Housing Zone,

including money for site acquisition, infrastructure and compulsory purchase.

We are developing our ideas for a new urbanism, an approach to the opportunities and challenges presented by growth and development which ensures that communities are mixed and balanced, and provide high quality places to live and work. As part of this, the Council has commissioned a new masterplan for the Lea Bridge and Leyton areas of the Housing Zone and is working with the Commission for Architecture and the Built Environment (CABE) to promote our design charter and ensure high quality design of all housing developments.

Through our **Invest Waltham Forest** initiative, the Council is capturing increasing market interest and encouraging developers and investors to visit the borough and to find out more about the opportunities that exist here. A number of significant housing schemes are now taking shape. These include two major schemes in Walthamstow – the redevelopment of The Mall Shopping Centre to provide new homes above a

brand new shopping centre and new homes at South Grove along with a new health centre and new business accommodation.

We are using the borough's property assets to bring forward key sites such as Central Parade and Juniper House in Walthamstow and the Score Centre/Coronation Gardens, in Leyton. We are also **investing in excess of £41million to build over 200 new council homes**. We will be setting up a new, specialised company to give the Council greater control over the building of new homes and create an income stream for the Council.

The major regeneration schemes at the Marlowe and Montague Road estates are now well underway delivering higher density development. These will provide new and improved homes to create genuinely mixed income and tenure communities with a target of no loss of Council social rented homes.

We are aiming to expand innovative housing initiatives such as the Community Self Build Agency and work with similar organisations to identify new sites to increase the supply of self-build sites. There is now a statutory duty for Councils to work to support the delivery of starter homes.

We look forward to **building a positive working relationship with a range of developers and investors**, from large household names to small, niche developers, along with registered social providers and specialist organisations to design and deliver the highest quality new homes and neighbourhoods for our residents.

ISSUES AND OPPORTUNITIES

1 As London grows eastwards, Waltham Forest is well positioned to capture the opportunities for housing growth. The relatively affordable, accessible high quality of life in the borough is attracting people to move here.

2 The shortage of affordable housing is demonstrated by the fact that 16 per cent of the borough's households live in overcrowded accommodation, the ninth highest rate in London. One in three of these is a household with dependent children. 27 per cent of households live in private rented sector housing, which is more likely than other tenures to be overcrowded and in poor condition.

3 We are keen to make sure local people and all key stakeholders are involved in the Council's People Shaping Places initiative

to ensure community participation is effective in planning the new housing areas.

4 The Council is keen to explore new models of housing delivery including self-build and co-housing and to include these within new developments.

5 Evidence from businesses suggests that pressure on employment land from housing development is a significant concern. It is vital that housing growth complements rather than competes for employment land.

6 The Council expects to work with all stakeholders to ensure new housing schemes are supported by the appropriate level of infrastructure including new school places, health facilities and sustainable transport actions.



PRIORITY ACTIONS

1

Promote an approach to regeneration and growth in the borough which ensures that **communities are mixed and balanced, and provide high quality places to live and work.**

2

Deliver housing growth in the Housing Zone at Blackhorse Lane in line with ambitious masterplans and emerging creative industries.

3

Achieve growth at Lea Bridge and Leyton that promotes a new urbanism, for these centres as great places to live, to do business and enjoy.

4

Establish a Local Development Company to promote area based regeneration.

5

Support innovative models of housing delivery such as self-build, live-work and co-operatives that will deliver combined housing and employment benefits.

6

Update the Council's planning policies and viability review mechanisms to capture new products such as starter homes, self-build, and private rented sector (PRS) and get the best contribution through planning negotiations, including achieving the Council's ambition to deliver more affordable housing.

MEASURES OF SUCCESS

THEME	INDICATOR
Homes	Number of new homes provided (minus any demolitions or losses)
Homes	Number of new affordable homes provided (practical completions)
Homes	Ratio of house prices to earnings
Homes	Ratio of private rents to earnings
Homes	Percentage of residents who are satisfied with their local area as a place to live

To ensure that local people have the skills and ability to capture the opportunities of growth and to access high-quality employment in the borough and across London



EMPLOYMENT AND SKILLS



THEME 4: EMPLOYMENT AND SKILLS

OUR AIM

To ensure that local people have the skills and ability to capture the opportunities of growth and to access high-quality employment in the borough and across London.

ECONOMIC BENEFITS

If employment growth continues at its current rate, then it is estimated that by 2020 there will be an additional 26,000 jobs in the borough. Residents will need to have the skills to enable them to benefit from these new opportunities. If these jobs support increased productivity and wages rise to London levels, this could add over £200million to the local economy.

CONTEXT

Waltham Forest is well placed to ensure that its residents are able to maximise the opportunities presented by economic growth. Currently, the employment rates in the borough are commensurate with the London averages and residents' qualification levels are improving.

The proportion of residents with a Level 4 qualification or above has nearly doubled since 2005 to 44 per cent in 2014, with the proportion of those with no formal qualifications dropping from 20 per cent to 11 per cent over the same time period.

It is expected that **the range of job opportunities will grow** and the expansion in creative, construction and urban services will mean that local people will need to widen their skills to take advantage of these opportunities.

Unemployment rates in the borough have been falling faster than the London average for a number of years. The total number of local residents claiming Jobseekers Allowance (JSA) dropped from 9,800 in March 2013 to 6,630 in March 2014 and at December 2015 was recorded as 3,383. The number of young people claiming JSA dropped from 2,600 in March 2013 to 1,415 in March 2014 and was 455 in March 2016.

Despite these improvements, there are still a considerable number of residents in working poverty. In 2014 Waltham Forest was listed as having **the third lowest paid workforce in London**. Based on average gross weekly earnings, the earnings gap between Waltham Forest residents and the London average is widening. The Council can do more to support and promote in-

work progression to ensure that the wider improvements in employment rates in the borough translate into improved economic outcomes for all our residents.

The borough will support **specialist initiatives that enhance the skills of local people**, by providing specialist training in the creative, construction and urban services growth sectors. We welcomed the establishment of the National Construction College in Leyton as a key part of the borough's Olympic legacy. The lease for site and building will come up for renewal during the lifetime of this strategy – it will take time to consider the way forward for the centre to ensure the best possible skills support for our residents. We will welcome existing and new initiatives such as the Big Creative and ESCALATOR project which will support the growth of skills of local people in the creative and urban services sectors.

Through the Adult Learning Service, the Council plays a significant role in upskilling local people, improving their chances of better paid jobs and reducing poverty.

We will work more with businesses to ensure our residents' skills fit their needs and assist them in running their businesses.

We will take a lead in **co-ordinating local and regional approaches to skills provision and employment support**, focussing on promoting careers and supporting transitions, creating opportunities for all, improving services to maximise investment coming into the borough and building better relationships with business. To achieve this we will work with our key partners including Waltham Forest College, Skills Funding Agency, Department of Work and Pensions and with our neighbouring

boroughs to capture the opportunities offered by devolution of funding from central government to the region or sub region.



ISSUES AND OPPORTUNITIES

1 The strategic framework for employment and training is changing and it is vital that the Council and partners are clear on the ambitions for employment and skills growth in the borough.

2 The Government's target for three million apprenticeships provides a clear opportunity for Waltham Forest to lead and help a greater number of young people and adults access jobs and training.

3 We must ensure that our residents can access all the opportunities presented by growth, in particular by providing access to better-paid jobs which will provide a range of employment opportunities for all skills levels. While we especially welcome local

jobs, there are also wider opportunities across London which we want all our residents to be able to access to ensure that no one gets left behind. London's demand for increasingly high level skills is likely to be intensified by changes in its sectoral structure, with strong concentrations of employment in professional and business support services, information and communication, and finance and insurance.

4 There is an opportunity to achieve the Council's ambition for residents through the Government's post 16 education and training review, the Mayor of London's agenda for devolution and the potential for this agenda to be delivered in partnership with adjoining authorities or providers.

5 The Council needs to play a principal role in facilitating a borough-wide partnership, measuring performance and benchmarking the impact of interventions so informed decisions can be made.

6 There is an opportunity to work with employers and businesses to develop employment-focussed actions that support growth in the borough. This will be the key to increasing access to employment and high quality jobs, increasing the number of apprenticeships and improving economic outcomes for all residents.

PRIORITY ACTIONS

- 1 Establish an **Employment and Skills Partnership Board**.
- 2 Set up a **new apprenticeship partnership** for the borough that works with businesses to increase the number of apprenticeship places and monitors their success.
- 3 Develop **clear pathways for residents to access training and skills development** to enable them to access high quality employment, with a broad range of skills levels, but a good level of pay and working conditions.
- 4 Promote employment, training programmes and sector based initiatives in the **growth of skills to support creative, construction and urban services**.
- 5 **Promote the London Living Wage** and support businesses to become better employers who pay the London Living Wage, support apprentices and provide training and career progression.
- 6 **Develop the Adult Learning Service** to provide targeted training and skills development in existing, new and emerging sectors of the local economy.

- 7 Develop **enhanced planning policy and skills negotiations** regarding local employment and training from developments.
- 8 **Maximise job opportunities for local people** through procurement processes.

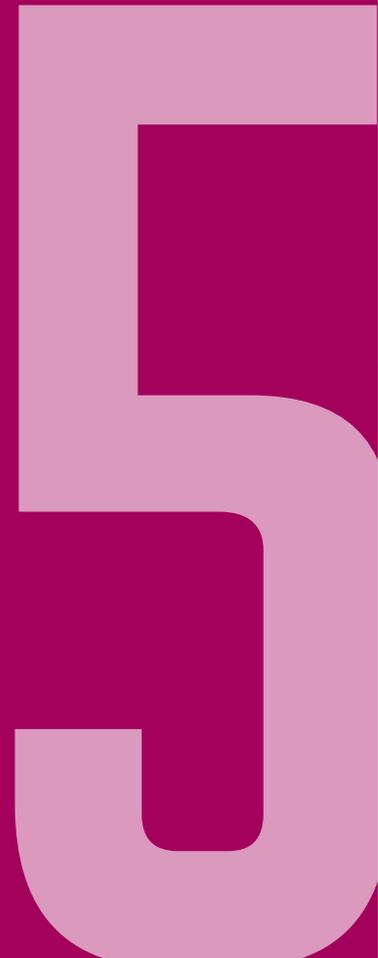
MEASURES OF SUCCESS

THEME	INDICATOR
Employment and Skills	Number and percentage of residents claiming Job Seekers Allowance
Employment and Skills	Model-based estimate of unemployment
Employment and Skills	Percentage of residents who say they have done some voluntary work in the last 12 months
Employment and Skills	Percentage of residents with degree-level qualifications / no qualifications
Employment and Skills	Average Point Score at Key Stage 5 (per pupil and per entry)

To ensure that growth supports the delivery of vital infrastructure and new facilities across the borough



INFRASTRUCTURE



THEME 5: INFRASTRUCTURE

OUR AIM

To ensure that growth supports the delivery of vital infrastructure and new facilities across the borough.

ECONOMIC BENEFITS

Economic growth will bring financial benefits to the borough from increased council tax, business rates, and payments to Section 106 and Community Infrastructure Levy (CIL) contributions. All of these funds can be used to finance new infrastructure and support the delivery of new facilities across the borough.

CONTEXT

Waltham Forest has changed significantly in recent years, the number of people living in the borough has increased and businesses and jobs have grown. This creates great opportunities to develop a more prosperous and vibrant borough. In order for economic growth to benefit all residents and ensure a good quality of life, there must be **sound proposals to provide good quality infrastructure** including transport enhancements, new school places and health facilities.

The Council has adopted a **clear strategy to provide infrastructure** in the right place, of the best quality and to meet the challenges of rapid growth. There are enough school places to 2018. Beyond that the Council is working to identify the locations for the nearly 400 additional places required by 2021.

The Council is working closely with Waltham Forest Clinical Commissioning Group and NHS England to ensure that growth in the borough includes modern and efficient health provision for all residents.

The Council has recently sponsored a £12million scheme to reopen Lea Bridge Station and is spending £27million of TfL funding on the ground-breaking Mini Holland Programme to promote sustainable transport options for pedestrians and cyclists.

We will continue to work with our key partners, including the Clinical Commissioning Group, Transport for London, utility companies and education

providers to agree an Integrated Infrastructure Plan for the borough. This will cover everything from schools and education development to health centres, transport, superfast broadband, public realm and green spaces.

Good infrastructure planning and provision will positively enhance the quality of life in Waltham Forest, contributing to an increasingly **prosperous and sustainable lifestyle** and will attract high quality residential and business growth in the borough.

ISSUES AND OPPORTUNITIES

1 The Council requires an Integrated Infrastructure Plan that predicts and provides the right infrastructure in the best location to support growth and the prosperity of local communities.

2 The Council is clear that there needs to be an up to date transport plan for the borough that sets out the transport requirements to support growth and mitigate the risks of increased traffic and pollution. This plan will be developed with TfL, the GLA and key partners with a view to agreeing the phasing and shared costs of delivery of the transport infrastructure.

3 The Council is keen to build on its success in creating new enhanced open spaces such as the much acclaimed

Walthamstow Wetlands project and at Leyton Jubilee Park and Eton Manor. As more people want to live, work and visit the borough, it will be vital to extend this programme of green space provision and enhancement including new play areas, cafes, markets and performance spaces that create a contemporary quality of life.

4 There is a significant challenge to the Council to provide the required infrastructure. Increasingly a package of funds will be brought together, including contributions from capital planning, prudential borrowing, Section 106 and Community Infrastructure Levy (CIL). Government changes to public sector finances and to the planning system may further reduce the Council's ability to fully

fund infrastructure through development. The Infrastructure Plan will set out the proposed package of funding and timescales for delivery.

5 The Council will play a key role in coordinating and facilitating the delivery of infrastructure through a range of different partners and using a variety of funding sources including Section 106/ CIL, prudential borrowing, and external grant funding.

6 The Council is exploring new and innovative approaches to urban development including the co-location of community infrastructure within developments and in streamlining local facilities.



PRIORITY ACTIONS

1

Capitalise on the development opportunities afforded by the reopening of Lea Bridge Station.

2

Develop an **Integrated Infrastructure Plan and funding strategy** for the borough and work with partners to deliver this strategy.

3

Update the Local Plan, s106 and CIL policies to take account of economic growth in the borough, including increased land values and infrastructure requirements.

4

Develop a **Waltham Forest Transport Plan** that will set out the Council's ambition for transport investment in the borough.

5

Work with the broadband providers to **invest in superfast broadband** services to all business locations.

6

Adopt a vision and capture the opportunities to **develop 'community hubs'** where infrastructure is co-located in accessible locations.

7

Communicate clearly to developers the borough's infrastructure requirements and develop new ways of responding to the identified needs and aspirations.

8

Introduce an **Infrastructure Delivery Accreditation Scheme** for developers.

9

Develop a strategy to **work with the third sector** and support their role in infrastructure provision.

MEASURES OF SUCCESS

THEME	INDICATOR
Infrastructure	Percentage of residents able to get GP appointment when required
Infrastructure	School admissions – percentage of offers made to applicants at one of their top three preferences (primary and secondary)
Infrastructure	Average Broadband Download and Upload Speeds increased along with WiFi Hotspots in selected places.
Infrastructure	Bus Service Reliability
Infrastructure	Percentage of trips made by bicycle

ECONOMIC GROWTH STRATEGY FRAMEWORK

THEME	CHALLENGES	ACTIONS	MEASURES	BENEFITS
 BUSINESS	<ul style="list-style-type: none"> ● Competitive markets ● Perceptions ● Networks 	<ul style="list-style-type: none"> ● Communication ● Promotion ● Advocacy and networks ● Business space 	<ul style="list-style-type: none"> ● Number of businesses ● Business survival rate ● Average pay of Waltham Forest jobs 	<ul style="list-style-type: none"> ● Jobs for local people ● Better local services ● Increased business rates
 TOWN CENTRES	<ul style="list-style-type: none"> ● Quality of provision ● Competition ● Appropriateness of space 	<ul style="list-style-type: none"> ● Diversification of uses ● Physical improvements ● Effective enforcement 	<ul style="list-style-type: none"> ● Retail vacancy rate ● Business satisfaction ● Resident use of town centres ● Resident satisfaction with town centres 	<ul style="list-style-type: none"> ● More space for business ● Better local services ● Increased local spending
 HOUSING	<ul style="list-style-type: none"> ● Affordability ● Ensuring quality ● Balancing housing and employment land 	<ul style="list-style-type: none"> ● Funding mechanisms ● Developer partnerships ● Infrastructure planning 	<ul style="list-style-type: none"> ● Homes completed ● Proportion of affordable homes ● Ratio of housing costs to earnings ● Ratio of private rents costs to earnings ● Resident satisfaction 	<ul style="list-style-type: none"> ● Increased local demand ● Improved local labour market ● Stable housing for local people ● Increased Council Tax base
 EMPLOYMENT AND SKILLS	<ul style="list-style-type: none"> ● Qualifications ● Low wages ● Deprivation 	<ul style="list-style-type: none"> ● Stronger pathways and partnerships ● Communication of opportunities ● Improved links to jobs in growth sectors 	<ul style="list-style-type: none"> ● Unemployment and JSA rates ● Participation in voluntary work ● Qualifications ● Average point score at key stage 5 (per pupil and per entry) 	<ul style="list-style-type: none"> ● Improved labour market to support businesses ● Increased income supports demand and local business
 INFRASTRUCTURE	<ul style="list-style-type: none"> ● Planning ● Funding 	<ul style="list-style-type: none"> ● Mapping need and priority ● Transport strategy ● Infrastructure accreditation scheme ● Negotiating funding 	<ul style="list-style-type: none"> ● Residents' ability to get GP appointment ● Access to school places ● Bus service reliability ● Broadband speed ● Trips made by bicycle 	<ul style="list-style-type: none"> ● Better places to live and work ● Improved efficiency for business

MONITORING AND MEASURING

We are setting out a very ambitious plan for economic growth and we need to make sure it is working. We will monitor the indicators and outcomes associated with this strategy and report annually on our progress.

THEME	INDICATOR	SOURCE	FREQUENCY
Business	Number of businesses in Waltham Forest	Nomis – Inter-departmental Business Register	Annual
Business	Business survival rate (three-year and five-year)	ONS – Business Demography	Annual
Business	Mean/median pay of jobs in Waltham Forest	ONS – Annual Survey of Hours and Earnings	Annual
Town centres	Retail vacancy rate	Goad	Annual
Town centres	Town centre business satisfaction survey	Survey	Annual
Town centres	Percentage of residents who say they shop regularly on their local high street	Waltham Forest Resident Insight Survey	Three times a year
Town centres	Percentage of residents who say that the Council is doing well in building a strong local economy and thriving town centres	Waltham Forest Resident Insight Survey	Three times a year
Housing	Number of new homes provided (minus any demolitions or losses)	Waltham Forest Council	Quarterly
Housing	Number of new affordable homes provided (practical completions)	Waltham Forest Council	Quarterly
Housing	Ratio of house prices to earnings	Land Registry, ASHE	Annual
Housing	Ratio of private rents to earnings	VOA, ASHE	Annual
Housing	Percentage of residents who are satisfied with their local area as a place to live	Waltham Forest Resident Insight Survey	Three times a year
Employment and skills	Number and percentage of residents claiming Job Seekers Allowance	DWP	Monthly
Employment and skills	Model-based estimate of unemployment	ONS / Annual Population Survey	Quarterly
Employment and skills	Percentage of residents who say they have done some voluntary work in the last 12 months	DCMS – Taking Part Survey	Quarterly
Employment and skills	Percentage of residents with degree-level qualifications / no qualifications	Annual Population Survey	Annual
Employment and skills	Average Point Score at Key Stage 5 (per pupil and per entry)	Department for Education	Annual
Infrastructure	Percentage of residents able to get a GP appointment when required	Ipsos MORI GP Patient Survey	Annual
Infrastructure	School admissions – percentage of offers made to applicants at one of their top three preferences (primary and secondary)	Department for Education	Annual
Infrastructure	Average Broadband Download and Upload Speeds increased along with WiFi Hotspots in selected places	Ofcom	Annual
Infrastructure	Bus service reliability	iBus	Quarterly
Infrastructure	Percentage of trips made by bicycle	London Travel Demand Survey	Annual

FURTHER INFORMATION

Each of the Economic Growth Strategy themes will be accompanied by a more detailed and action focussed delivery plan.

THESE ARE:

- 1 Business Growth and Investment Delivery Plan
- 2 Town Centres Strategy and Delivery Plan
- 3 Housing Prospectus - Building for the Future
- 4 Employment and Skills Strategy Prospectus
- 5 Integrated Infrastructure Plan

GOVERNANCE AND REPORTING:

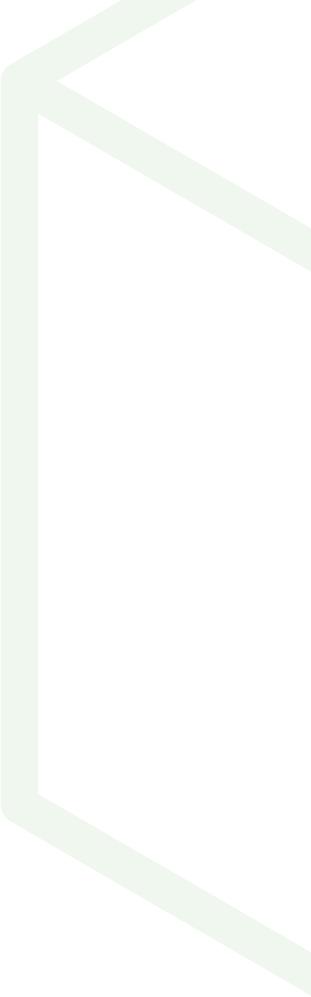
The Council's Economic Growth Delivery Board, Chaired by the Director of Regeneration and Growth, will meet monthly to oversee delivery of the Economic Growth Strategy and its associated delivery plans.

A six monthly report on progress will be provided to the Council's Investment Board Chaired by the Leader of the Council.

An annual progress report with full set of monitoring indicators will be published and available on the Council's website.

FOR FURTHER INFORMATION CONTACT:

creativechoice@walthamforest.gov.uk





SHAPING A BOROUGH FOR EVERYBODY •