



# Waltham Forest

## Sustainable Community Strategy

# Introduction

By Councillor Clyde Loakes, Chair of the Local Strategic Partnership Board and Leader of the Council

This year over 4,000 new Londoners will be born in Waltham Forest – each with their future still to be determined, each with the almost unlimited possibilities of a dynamic global city open to them. Our ambition is to make the most of London's opportunities and growing prosperity for all our residents now and in the future.

In 2012 we will jointly host the biggest sporting spectacle in the world. The development of the Olympic Park will result in a legacy of thousands of homes and the largest urban park created in Europe for 150 years. In addition, nearly 30,000 new permanent jobs will be created once Stratford City is completed. Canary Wharf is set to double in size providing further confirmation that the eastward shift of London's wealth and regeneration is about to reach us.

However, being part of London also brings huge challenges: population growth and instability plus the sheer volume of development activity around us is bringing great change. Accommodating London's growth is placing serious pressures on housing, transport and other local infrastructure.

Our aim is to create prosperity and stability. In practice this will mean many more of our residents in well-paid jobs and decent homes, all our children achieving their full potential free from the limiting effects of poverty, and a revitalised public realm including thriving town centres, parks and open spaces.

This Sustainable Community Strategy has been developed by the Council and its partner organisations on the Local Strategic Partnership (LSP). It is about our future. It is about unlocking the potential of Waltham Forest – the borough, its residents and their neighbourhoods. It sets out what we want to achieve for our borough over the next 20 years, and signals our determination to take *Our Place in London*.

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# Brief history of the borough

Waltham Forest was formed in 1965. Its predecessors – Leyton, Walthamstow and Chingford – have long histories. During the industrial revolution, these boroughs – on the Essex side of the Lea Valley – became home to industries, from copper refining to milling, and for the manufacture of everything from toys to small arms. The 19th Century saw the combined population of these towns increase from 6,500 to more than 150,000.

During the 20th Century, the population in each of the towns, then the new borough of Waltham Forest, continued to grow up to 218,000 at the 2001 Census. From the 1980s, the population became more and more like that for London as a whole, with increases in the numbers of 20 to 40 year olds and residents from ethnic minority backgrounds.

The rapid population growth through the end of the 19th and beginning of the 20th centuries resulted in the distinctive rows of Victorian and Edwardian terraces across the centre, south and some of the north of the borough. This was then supplemented in the 1930s by terraces and semi-detached properties built in the north of the borough. Since the 1950s, most large new developments have been social housing, with many being demolished and subsequently rebuilt.

Up to the 1980s, manufacturing accounted for one in three jobs. The recession of the early 1990s and restructuring of the economy meant more unemployment and worklessness amongst lower skilled residents. That legacy still remains and while there is more employment in the borough, growth in recent years has been mainly in the public sector such as health and education.

Waltham Forest has a strong tradition of being a community where people from different backgrounds get on well and most residents view our cultural diversity positively. Many of our residents live in deprived communities but the high numbers of people from different ethnic backgrounds has not created tensions, unlike some other urban areas.

The fortunes of the town centres within the borough seem to have been linked with that of the residents. As unemployment rose in the centre and south of the borough, the quality of shops and the town centres also declined. Only Chingford, with more higher income earners, has escaped a steep decline in the quality of shops and cafes.

A combination of the original towns, housing and the main road, rail and tube transport networks have all contributed to the development of different identities of place. The transport networks connect the borough to the rest of London but also serve as borders within the borough, especially the North Circular between the centre and north.

Few residents associate themselves with the borough of Waltham Forest, with most stating their place of residence as Chingford, Leyton, Leytonstone or Walthamstow. With the exception of Walthamstow town centre, residents in other areas will very rarely travel to other town centres in the borough to shop or for other leisure activities.

The borough's opportunities and challenges for now and the future have been shaped by many different factors – history, residents' backgrounds, the economy, transport and employment.

Today, Waltham Forest is uniquely placed to take advantage of new opportunities. We sit alongside the Olympic Park and the Stratford City Development and are part of two massive regeneration areas: the Thames Gateway area and the London-Stansted-Cambridge corridor. Together these will all provide a host of employment, leisure and housing opportunities.

# How we did this work

The development of this strategy involved a rigorous examination of a comprehensive evidence base supported by discussions with our partners and engagement with thousands of residents.

The Council's senior politicians and officers worked with their counterparts in our partner organisations, such as the police, health service, local businesses and voluntary sector, to explore what Waltham Forest might be like in 20 years time. Importantly, we had the same discussion with residents and businesses to make sure this document is based on the views, experiences and ambitions of our community.

## Stage One: Where we are now in Waltham Forest

### Creating an evidence base

To assess where we are today it is important to understand the past and to consider what has shaped our borough. We did this by researching the key social, economic and environmental trends that have affected Waltham Forest. We also looked at what residents told us in previous consultation exercises. This evidence highlighted issues such as the quality of the local environment, changes to the economy, rising house prices and community cohesion.

## Stage Two: Drivers of change in Waltham Forest

### Building a shared understanding of the future

It is equally important to consider the factors that could contribute to change in London or the local area. We call these 'drivers of

change' and they are essential when creating scenarios about realistic potential futures for the borough. Our research pointed to key factors like regeneration in East London and changes to the population, economy and climate.

## Stage Three: Scenario planning workshops

### Workshop on owning the evidence and its implications

We involved a wide range of stakeholders to create a shared understanding and collective ownership of the complex evidence and drivers of change.

### Workshops on developing a preferred scenario

We used our evidence base and drivers of change to build four scenarios for the borough's future. The most positive or preferred scenario will require commitment to three principles: managing population growth and change; creating wealth and opportunity for all residents; and retaining more wealth in the borough.

### Producing priorities and commitments

Officers from the Council and partner organisations considered the preferred scenario in more detail and developed a set of options on how we could deliver it. This detailed information was then used as the background information for the consultation with residents and businesses.

## Stage Four: Public consultation phase

All organisations involved in this work were committed to making sure residents and businesses had the chance to consider the issues we face in a detailed way and share their opinions. We used a variety of methods

to achieve this: surveys with adults and children; internet polls; discussion workshops; roadshows; community meetings; and internet diaries. We also made sure a comprehensive publicity campaign through our newspaper WFM, posters and our website raised awareness of the work and opportunities for engagement.

As part of the consultation we used some established mechanisms, such as our Community Councils and residents panel. We also organised a series of specially designed workshops with residents to explore the preferred scenario and the supporting evidence in detail. Overall, we engaged with over 2,500 residents, businesses and stakeholders, which has given us a mandate for strong and bold leadership to deliver on the things that matter to people.

## Stage Five: Writing this document

We used all the information gathered at every stage of this work to write this single document setting out the strategic issues, our ambition for the future and a clear set of priorities. This strategy gives us a clear direction for work on immediate priorities, such as housing, culture and leisure, and land use in the borough over the next 10-20 years.

This strategy meets the statutory requirement for all local authorities to lead on the development of a sustainable community strategy with the full involvement of partners, residents, businesses and other stakeholders. Our approach represents best practice in rising to the challenge of setting a local and strategic agenda for sustainable improvement, in advance of the new national Comprehensive Area Assessment performance framework for local government.



# Our ambition for the future

The key to our future is increasing the prosperity of all our residents. Jobs, the relevant skills and good access to them, are the priority. *Our Place in London* sets out what we need to do and how increasing prosperity will change life in the borough for the better.

## **We are vital to London's success**

The legacy of the Olympics and Stratford City has created a new economic centre on our doorstep. Transport improvements have made it easier for all our residents to travel to Stratford, Canary Wharf, the City and the centre of London. Our local employment centres are benefiting from a move to providing small and medium-sized accommodation for business support services and high tech industry. Stratford's 'overspill' has increased local employment opportunities.

## **People aspire to live here**

Strong Council leadership on planning has made the borough an attractive residential location for people moving from flats into family accommodation. The right kind of housing has been built in the right places to support a growing and more diverse population. More people are choosing to stay in the borough to enjoy the distinctive town centres, friendly neighbourhoods, excellent schools and access to quality open spaces.

Our main town centres of Chingford, Leyton, Leytonstone and Walthamstow have all built on their assets to become successful in different ways. Each provides interesting leisure, cultural and shopping options in safe, clean well-designed urban spaces. Each offers an alternative to Stratford, helping to increase local pride in each area. People feel proud to live here.

The Lea Valley became a major attraction for residents and visitors during the Olympics. Improvements continued and increased leisure activities around the natural habitats, combined with improved access, have provided an excellent space for everyone to take a break in quality surroundings.

## **All our children are happy and successful**

The strong foundation of good pre-school and primary school provision has been built upon by excellent secondary schools. Families are attracted to the clear dual paths of academic and vocational studies on offer throughout our schools, colleges and work-based learning providers. All children and young people are able to achieve and gain the confidence and resilience needed to make the most of living and working in a world city. Exam results in all schools are much higher than the average, and vocational qualifications are directly linked to jobs available in the London economy.

## **None of our residents live in poverty**

Our residents have moved from benefit dependency into employment, and worklessness is a thing of the past. Improvements in health, education, skills and employment programmes coupled with more affordable housing have raised aspirations and helped narrow the wealth gap between neighbourhoods. Our children have high aspirations, and child poverty has been eradicated.

## **Vulnerable people get what they need**

Public services have increasingly worked together to create the seamless provision of services to residents. The most vulnerable are supported through difficult life episodes with an emphasis on independent living and positive lifestyles. The increasing older population is able to participate fully in all the borough has to offer.

## **We are the greenest borough in London**

The Council and other public sector organisations have led from the front by reducing consumption of energy and water. The planning system has delivered sustainable development with all new housing and business developments now carbon neutral. Residents have played their part by significantly reducing their waste and increasing recycling. Waltham Forest is renowned throughout the country as a champion of green innovation.

The borough has the best cycling options in the capital with the Lea Valley routes connecting to the central London network, and car usage is falling due to the high quality public transport available.

# Principles and priorities

Waltham Forest has the chance to benefit from a wealth of regeneration opportunities over the next 20 years. In 2012, we will be under the world's spotlight as we host the Olympic and Paralympic Games. We also need to help our community to take advantage of the thousands of job opportunities at Stratford City, as well as the housing and employment being created along the Lea Valley.

We recognise that our challenges and opportunities are linked. If we want to achieve the maximum benefits from the opportunities in East London we need to achieve improvements on some issues locally. Equally, some of the regional opportunities will help us make further improvements locally.

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“I think it is great that you are looking at what needs to happen to make Waltham Forest a great place to live in the future. You will have a lot to do though!”

Resident, feedback via Council website

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The scale and depth of our consultation means we know what is important to stakeholders and residents. There is still more work to do on some of the more complex issues but we are clear about our direction of travel.

To achieve our ambitions for the future our guiding principles are to:

## **Manage population growth and change**

Our population will definitely grow in the future and it will become increasingly diverse. We need to help our population to grow in an economically balanced and sustainable way that supports and benefits everyone. This means:

- Improving housing quality and choice with the right kind of homes in the right places.
- Creating a more economically balanced population, to increase local spending power, generate jobs and tackle concentrations of deprivation and low aspirations.
- Cultivating civic participation, cohesion and independent living so everyone feels they belong.
- Responding to climate change in a practical and effective way.

## **Create wealth and opportunity for all residents**

We need to tackle worklessness and help unlock the talents of our residents. Moreover, we must ensure our young people have first rate training and education opportunities, and can look forward to positive and happy futures. This means:

- Making sure our children and young people have the skills and confidence to achieve their ambitions and compete in a global economy.

- Achieving full employment.
- Ensuring residents are fit and healthy for work.
- Making the most of the regeneration of East London.

## **Retain more wealth in the borough**

In recent years we have seen more people on higher incomes leave the borough than move in. Some areas see high numbers of people moving in and out of the borough every year. Our town centres do not provide the leisure and shopping opportunities that people want. Quite simply, we need to become a destination of choice where people choose to stay. This means:

- Creating vibrant town centres with an attractive leisure and cultural offer.
- Transforming the design and quality of public space.
- Improving community safety and reducing anti-social behaviour.

The Council and its partners have made a number of commitments about how we will work to deliver these priorities in the short, medium and long term. These commitments are listed on pages 18 - 20.

# Manage population growth and change

## Why is this important?

We know our population of 226,000 is set to grow over the next 20 years by up to 14,000. We also know that in the recent past our population has grown, but without a corresponding growth in prosperity – in fact our population has become poorer, and this is not sustainable. It places pressures on individuals, families and public services and means that there is insufficient money in the locality to sustain local infrastructure and businesses.

We need to ensure that future growth in Waltham Forest is economically and environmentally sustainable, and that people with choice will want to come here and stay. Amongst other things, this means having the right type of housing options to attract people to the borough, and encourage them to stay as their families grow and prosperity increases.

Housing pressures are already intense. At present, we have nearly 10,000 households on our social housing waiting list, mostly needing family-sized housing. On top of this, we need to plan for a population that is more diverse and living longer. 44% of our residents were from an ethnic minority background in 2001, and by 2011, this will have risen to more than 60% in most of the centre and south of the borough.

The Waltham Forest of the future will need strong communities, and supportive, empowering services, to enable all people to live active and independent lives.

## What is already happening?

We now have a much better understanding about the likely future demand for housing, and the land that could be developed in future – and we are using this to develop a strategic housing plan. New opportunities are being created to bring forward new housing close to public transport nodes in Walthamstow town centre. We have built on our success in promoting recycling, and are developing a response to the challenges of climate change. While we can never be complacent, we know that community cohesion is already strong in the borough, and our community engagement mechanisms are improving each year.

## What do our residents and stakeholders say?

Residents raised concerns about the increasing number of houses being converted into flats and the effect this was having on the availability of affordable family housing. They wanted housing developments to be built to high design and quality standards. Many felt that local people should be involved in key decisions, and that we should build on the success of the consultation for this strategy to continue to provide more in-depth opportunities for people to influence what we do. New migrants to the borough told us that they needed access to high quality language training, and were prepared to pay for it. There was a mixture of views about community cohesion, but most people agreed that we need to create public spaces and opportunities for interaction between communities.

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“To be a nice, welcoming place that embraces all communities. Expand on what 2012 can bring to this borough.”

Resident, winner of the “Postcards to the future” prize draw

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## Our Priorities

### Improve housing quality and choice with the right kind of homes in the right places

Housing is a critical element in creating and maintaining sustainable communities, and meeting the housing needs of all our residents is important to us. However, the future prosperity of the borough will in part depend upon whether we can attract, and retain economically active households. The borough's housing must be able to meet their aspirations. Our key challenges are how to deliver more affordable housing and increase housing density while retaining the borough's character, making better use of our existing housing stock, and developing the partnership arrangements to support new developments.

### Create a more economically balanced population, to increase local spending power, generate jobs and tackle concentrations of deprivation and low aspirations

Evidence shows that in the poorest parts of our borough many people move in and out of the area each year. This population churn creates severe pressures on already disadvantaged communities. It also means that it is difficult to calculate how many people are living in these areas each year and to assess the support or services they might need. Consequently it is harder to secure the right level of resources we need to provide the services.

To create an economically balanced population, we need to reduce population churn and stabilise neighbourhoods, as well as ensuring that there are opportunities to progress up the housing ladder within the borough.

### Cultivate civic participation, cohesion and independent living so everyone feels they belong

As our population grows and becomes more diverse, it will be increasingly important to ensure that there are strong and positive relationships between people from different backgrounds. We will also need to ensure that all our residents have equal life opportunities, access to services and treatment.

We will focus on promoting equality, cohesion and active citizenship. The foundations of a strong community and responsive services will provide the supportive mechanisms to enable those most vulnerable people in our community to live active, enjoyable lives.

### Respond to climate change in a practical and effective way

The challenge of responding to climate change will require individuals, families, businesses and institutions to change their behaviours, particularly in relation to recycling, waste reduction, energy efficiency, and transport. We will provide strong leadership, building a momentum for changes across the borough.

### How can residents and stakeholders help?

Residents can help by continuing to recycle enthusiastically, to use public transport more often instead of cars or other vehicles, to make homes more energy efficient, and to get involved in what is going on in their communities.

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“I like the fact that my street is mixed, there's a Catholic church around one corner and a mosque around the other.”

Resident, workshop

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# Create wealth and opportunity for residents

## Why is this important?

A sustainable community must be able to generate sufficient resources to sustain itself. Our residents have the huge advantage of living close to highly paid jobs and almost unlimited opportunities. By 2016, there could be up to 450,000 new jobs in London including 150,000 at Canary Wharf and 30,000 at Stratford City. However, the extent to which the borough is sharing in the wealth of London is very limited.

In Waltham Forest, benefit dependency is high and skill levels are very low. The Government's Index of Multiple Deprivation income measure shows that 94% of the borough is in the poorest half of the country. Over the next 10 years, over half the new job opportunities in London will require qualifications at A-level or above. Unless skill levels are addressed, opportunities will continue to bypass our residents. While our schools are improving, attainment levels still lag behind the London average, and not enough of our children are leaving school with the skills and confidence to take advantage of all that London has to offer.

Manufacturing, which was traditionally the borough's economic base, has declined, with a loss of 2,900 jobs between 1998 and 2004. This is likely to continue. Key measures of health such as life expectancy and deaths from circulatory diseases such as heart disease and stroke have been improving but still lag behind the London average. Mental illness also limits the ability of many people to earn their own living.

## What is already happening?

Ambitious area regeneration schemes have been developed for Blackhorse Lane and Walthamstow town centre to deliver new homes, leisure facilities and commercial space in close proximity to public transport hubs. A new planning framework for Blackhorse Lane will transform the area, bringing up to 2,000 new homes, 1,000 new jobs and creating a new neighbourhood centre with shops and a public square. This work is linked to the North London Waterside vision for the Upper Lea Valley covering Lea Bridge Road up to Enfield.

In Walthamstow town centre there is potential for around 2,300 new homes and 'walkable neighbourhoods'. Major improvements have already been made to the town square and gardens, bus and railway station and most recently the library. New plans for the Arcade site will create a mixed-use retail, housing and leisure development. This will improve an important area in the town centre before the Olympics and kick-start the next stage of town centre development.

Work is underway on the City Strategy programme, which aims to tackle deep-seated worklessness in our borough. A new Construction Skills Centre is opening and aims to provide training opportunities and get 1,000 people into jobs over the next 3 years. We have Children's Centres in every community and £250 million to invest in new school buildings or refurbishment over the next few years.

A new improvement partner has been appointed, to support schools to drive up educational standards further. There will also be work to ensure a seamless academic and vocational curriculum from schools to our further education and work-based learning providers.

## What do our residents and stakeholders say?

Residents told us that good secondary education would make them want to stay in the borough, and they were clearly ambitious for their children. They were generally unconcerned about the location of job opportunities, and were prepared to travel to them, if the transport infrastructure allowed it. They wanted to see more opportunities for small businesses to set up and grow. Local businesses believed that developing small workspaces in town centre locations will help. Investment organisations and developers felt that the borough needed to promote itself as a business-friendly location, capitalising on the opportunities presented by its excellent transport links and the Olympics.

## Our Priorities

### Provide children and young people with the skills and confidence to compete in a global economy

Our key challenge is to help our young people to appreciate the unique advantages and opportunities available to them as residents of a global city. We need to provide a quality of education that will drive up attainment levels and help our children to succeed. In Waltham Forest, child poverty limits the life chances of many of our children. This will require concerted and strategic action by the whole Local Strategic Partnership.

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“If I had a penny for the number of volunteers that offer to come into schools and do DJ workshops – that doesn’t raise aspirations – but a City lawyer offering mentoring, that would make a difference.”

Resident, workshop

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### Achieve full employment

This is fundamental to our aim to create an economically balanced and sustainable community. We need to address both the barriers to employment and the barriers preventing people from progressing once they are in work, such as low skills, low wages, poor transport, and inadequate childcare. Increasingly, further education, work-based learning provision and the Community Learning and Skills Service, will focus training and education directly towards the needs of employers.

### Ensure residents are fit and healthy for work

For many of our residents, health conditions severely limit their capacity to support themselves and their families. We will focus on prevention, targeting specific issues such as childhood obesity, and reducing smoking and alcohol consumption. Primary care services will support individuals to remain in work while dealing with health problems, particularly those related to mental health. We will work across agencies and services to ensure that action on issues such as employment, housing, safety, and leisure help make people healthier.

### Make the most of the regeneration of East London

Over the next 10 years, the 2012 Games and the regeneration of parts of East London will transform the land and development economics of Waltham Forest. New opportunities will arise to revitalise areas of our borough, such as the northern Olympic Fringe and parts of the Lea Valley. We need to identify and release development opportunities that will draw in private investment. Our challenge is to work strategically in the region and sub-region to build relationships with neighbouring boroughs, development agencies and developers. This will help us maximise the benefit of regeneration schemes and ensure that the wealth created is enjoyed by everyone in our community.

### How can residents and stakeholders help?

Parents can help by making sure their children eat healthy food, are physically active, attend school regularly and aspire to achieve. Individuals must take responsibility for staying healthy and avoiding activities that are bad for them or their community. More people could consider becoming school governors, to strengthen community input into the way schools are run. Making a commitment to lifelong learning would help all residents to keep pace with changing job requirements and advances in technology.





# Retain more wealth in the borough

## Why is this important?

Being able to retain wealth means two different things: Firstly it means people choosing to stay in the borough, when their personal wealth increases. We know that the centre and south of the borough experience high levels of people moving in and out of the area every year. We also know that the borough has been losing people in 'professional and managerial' occupations, and these are already under-represented in our population, compared to London as a whole. So many of our residents with choice are choosing to leave.

Secondly it means people spending more of their income in Waltham Forest rather than elsewhere. We know that this is not happening at the moment. Good transport links draw our residents to other parts of London, where the culture, leisure and entertainment offer is one of the best in the world. With notable exceptions in North Chingford and Walthamstow Village, there is little evidence of an evening economy, and the range and quality of goods and services available are not meeting our residents' expectations.

The effect of this is a cycle of decline: the borough's 'offer' to residents is poor, causing our residents to go elsewhere – and the lack of a local customer base dissuades potential investors from investing in our town centres to improve that offer. The lack of clear design principles and low maintenance standards also combine to create poor quality local environments, where residents may feel unsafe.

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“I'd like to see more entertainment in the borough – more music, more comedy, more shows and a cinema!”

Resident, roadshow

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## What is already happening?

Business Improvement Districts have been established in Leytonstone and Argyll Industrial Area in Leyton, and it is anticipated that these will provide a platform for securing greater investment in these areas. Safer Neighbourhoods Teams have been established to provide a visible police presence in neighbourhoods. A masterplan has been drawn up to drive forward the regeneration of Walthamstow town centre.

## What do our residents and stakeholders say?

Our residents told us that our town centres have potential but they need to be improved. They want to see a better quality and variety of shops and cafes, but still want our town centres to reflect the local community. While few people were happy with Walthamstow Market in its current form, many residents felt that it could be an asset in future.

Many people told us that they want more entertainment and leisure opportunities, especially a cinema, and that improvements are needed to the design and quality of town centres and streets. They also want the good things we already have to be better marketed and promoted. There was a lot of concern about the cleanliness of streets and that the increasing number of fast-food outlets is spoiling the look and feel of the borough. Residents were clear that they want the Council to tackle these problems.

## Our Priorities

### Create vibrant town centres with an attractive cultural, leisure and commercial offer

It is crucial that we improve the range of things to do in the borough for existing and new residents. We want to create multi-functional town centres, and where possible, to bring together other services such as leisure and cultural provision, into town centre locations. This will help to create the number of visitors or “footfall” that will attract quality retailers to the area. Investment in public art will help to bring about more lively and interesting public spaces. A major challenge will be to transform Walthamstow Market into an asset for the borough.

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“The borough should be a destination of choice for housing, schools and fun.”

Resident, roadshow

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### Transform the design and quality of public space

We know that we need to make significant improvements to the borough’s physical appearance. In the past we have not considered urban design carefully enough and issues such as the quality of individual buildings, the mix of uses, and maintenance have not been prioritised. We will need to use and enforce planning and regulatory powers much more and persuade residents, homeowners and businesses to play their part. Improving the cleanliness of our streets remains a priority for us and we are considering how we will work with residents and businesses to improve the look of our buildings.

Our residents told us that getting around the borough was more difficult than travelling to central London, and this was a disincentive to shopping locally. To retain more wealth in the borough, we will need to improve local transport and make sure that everyone knows about the leisure and shopping opportunities that will encourage residents to spend more money in Waltham Forest.

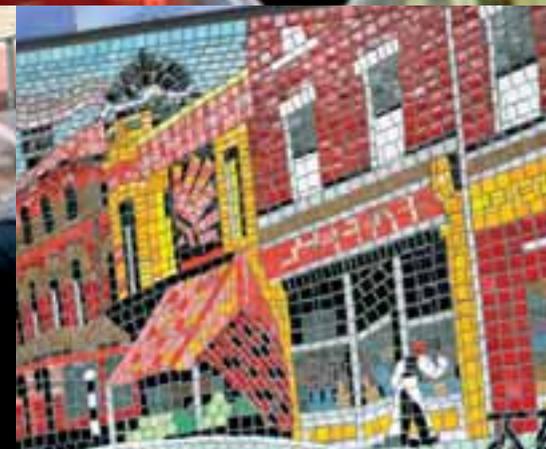
### Improve community safety and reduce anti-social behaviour

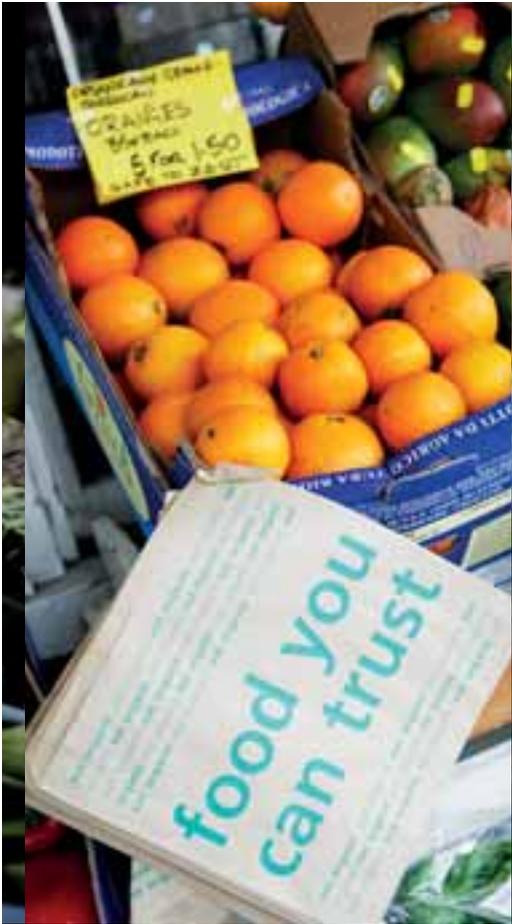
To encourage more residents to stay in the borough they need to feel safe, and parents need to be confident that their children will not be at risk of becoming a victim of crime or becoming involved in criminal activity. Our focus will be on working intensively with young people at risk of involvement in criminal activity, gangs and drugs. We will also tackle the fear of crime by improving liveability and reducing anti-social behaviour.

### How can residents and stakeholders help?

Residents can help by using local shopping and leisure opportunities, and by disposing of litter and rubbish in a responsible way. Retailers could help by improving shop frontages, and keeping the areas outside shops and restaurants free of litter.

Residents can become involved in neighbourhood initiatives to tackle crime and grime, report persistent problems to the authorities and ensure their valuables are secure in motor vehicles, at home and in public spaces. Parents should take responsibility for the behaviour of their children, and make use of the support available to prevent drug and alcohol misuse and crime.





# Priorities and commitments

## Manage population growth and change

Improve housing quality and choice with the right kind of homes in the right places		Timeframe for visible improvement	Lead partnership or agency
1	Facilitate the development of high quality, affordable 3 and 4 bedroom family homes.	Medium term	Housing Partnership
2	Maintain a distinct housing offer, resisting the conversion of family houses to flats and houses in multi-occupation.	Medium term	The Council
3	Harness the opportunities for housing renewal and development, presented by area regeneration programmes.	Medium term	The Local Strategic Partnership Board
4	Raise standards within the private rented sector, and bring empty homes into use, through enforcement and use of compulsory purchase powers if necessary.	Short term	The Council
Create a more economically balanced population, to increase local spending power, generate jobs and tackle concentrations of deprivation and low aspirations			
5	Develop and maintain an accurate and up to date understanding of the changes in the local population, to ensure effective resourcing and planning of public services, in particular health and social care infrastructure, school places, and community facilities.	Short term	The Local Strategic Partnership Board
6	Retain the character of places that people aspire to live in, and create more areas that are recognised as being amongst the best in London.	Medium term	Sustainability & Environment Partnership
7	Encourage more residents to go to college, university or into vocational training.	Short term	The Local Strategic Partnership Board
Cultivate civic participation, cohesion and independent living so everyone feels they belong			
8	Promote active citizenship and civic pride, for example by encouraging volunteering, and giving residents a greater say over priorities and the allocation of resources.	Short term	The Council
9	Provide information to newly arrived communities, with a particular focus on the needs of children, high quality language and skills training, and local democracy.	Short term	The Council
10	Support and empower our most vulnerable residents to live independent, active and enjoyable lives.	Short term	Healthier Communities Partnership
11	Promote equality, cohesion and integration in our community.	Short term	Community Cohesion Task Group
Respond to climate change in a practical and effective way			
12	Involve residents and businesses and the public sector in reducing landfill waste, energy use and carbon emissions.	Medium term	Sustainability & Environment Partnership
13	Promote sustainable private and public transport.	Medium term	Sustainability & Environment Partnership
14	Ensure new developments and existing public sector buildings are environmentally sustainable.	Long term	The Council

## Create wealth and opportunity for residents

Provide children and young people with the skills and confidence to achieve their ambitions and compete in a global economy		Timeframe for visible improvement	Lead partnership or agency
15	Eradicate child poverty to unlock the talents of all our children.	Medium term	Children & Young People Board
16	Relentlessly focus on raising the aspirations and attainment of all children and young people, while narrowing the gap between the most and least disadvantaged; and ensure that success is celebrated.	Medium term	Children & Young People Board
17	Strengthen the relationship between schools, colleges and their communities, harnessing the potential of the Building Schools for the Future and Learning and Skills Council capital programmes to revitalise neighbourhoods.	Medium term	Children & Young People Board
18	Develop an exciting and relevant curriculum, providing vocational, entrepreneurial and academic routes to success, such as apprenticeships.	Short term	Children & Young People Board
19	Build the resilience, confidence and self esteem of children and young people, by considering their needs in the planning and delivery of all public services.	Short term	Children & Young People Board
Achieve full employment			
20	Provide job brokerage, skills development, enterprise support and employability opportunities through single points of access, that match the needs of employers and are focused on the most deprived communities.	Short term	Employment & Enterprise Partnership
21	Provide in-work training, support and affordable childcare to enable people to make the move from low to higher paid employment.	Short term	Employment & Enterprise Partnership
22	Improve access from all areas of the borough to main employment growth centres in the borough, sub-region and London prioritising better public transport.	Long term	The Council
Ensure residents are fit and healthy for work			
23	Ensure that strategies for employment, skills, housing, cohesion, participation, open space and leisure, contribute to health improvement.	Short term	Healthier Communities Partnership
24	Tackle childhood obesity by focusing on diet and exercise.	Long term	Healthier Communities Partnership
25	Support residents to reduce smoking, alcohol consumption and address drug misuse.	Short term	Healthier Communities Partnership
26	Improve the quality of, and access to primary care services, and increase the up take of screening programmes for treatable diseases.	Medium term	Primary Care Trust
27	Help people to manage long-term mental health conditions, and to remain in work.	Medium term	Healthier Communities Partnership
28	Encourage people to participate in active leisure to keep them mentally and physically fit.	Medium term	Healthier Communities Partnership
Make the most of the regeneration of East London			
29	Promote the potential of the large scale regeneration of the Lea Valley, for housing, leisure, commercial and transport uses.	Long term	The Local Strategic Partnership Board
30	Harness the increasing viability of development in the northern Olympic Fringe, as a result of increasing property values, stimulated by the Olympics.	Medium term	The Council
31	Make strategic use of land and property assets in the public sector to create the opportunities to lever private sector investment into the borough.	Medium term	Employment & Enterprise Partnership

## Retain more wealth in the borough

Create vibrant town centres, with an attractive cultural, leisure and commercial offer		Timeframe for visible improvement	Lead partnership or agency
32	Transform Walthamstow Town Centre into an asset for the borough, with quality shopping, healthy businesses and workspace, leisure, an iconic market and cinema, and vibrant day and evening economies.	Medium term	The Council
33	Improve the attractiveness, viability and marketing of the borough's smaller town centres and neighbourhood parades, in partnership with the private sector.	Long term	The Council
34	Promote the development of a vibrant cultural offer and promote public art, to give public spaces identity and interest.	Long term	The Council
Transform the design and quality of public space			
35	Enforce and promote quality and innovation in the design of buildings and public spaces.	Medium term	The Council
36	Assert stronger controls over environmental management, through proactive use of planning and enforcement powers, particularly to tackle the proliferation of fast-food outlets, flytipping and flyposting.	Short term	The Council
37	Involve residents and businesses in improving the street scene.	Medium term	Sustainability & Environment Partnership
38	Secure investment, and involve residents in improving our parks and playgrounds.	Short term	The Council
Improve community safety and reduce anti-social behaviour			
39	Identify people most at risk of involvement in criminal activity, gangs and drugs, and develop a varied offer of intensive and holistic support, and positive activities.	Short term	SafetyNet Partnership
40	Develop an area-based approach to tackling crime, improving liveability and reducing anti-social behaviour.	Medium term	SafetyNet Partnership
41	Tackle fear of crime by ensuring that public spaces and transport infrastructure are well designed, maintained, and used.	Short term	SafetyNet Partnership

## Key for 'Lead partnership or agency'

Lead partnership or agency	Areas of responsibility
The Local Strategic Partnership Board	Comprises senior representatives from the key public sector organisations working in Waltham Forest. Leads on the Sustainable Community Strategy and Local Area Agreement. Oversees the work of the other partnerships on the Local Strategic Partnership.
Children & Young People Board	Provides leadership and direction on issues relating to children and young people. A statutory partnership required under the Children's Act 2004.
Employment & Enterprise Partnership	Coordinates the development and implementation of the enterprise, employment and skills strategy for Waltham Forest.
Healthier Communities Partnership	Leads on improving the health and wellbeing of residents by influencing the wider determinants of health such as housing and employment.
Housing Partnership	Will oversee the implementation of a housing strategy designed to achieve more affordable housing and mixed sustainable communities.
SafetyNet Partnership	Leads on tackling crime and anti-social behaviour. A statutory partnership required under the Crime and Disorder Act 1998.
Sustainability & Environment Partnership	Works to improve overall public satisfaction with the access, quality and cleanliness of public space and the built environment.
Community Cohesion Task Group	Leads on community cohesion and is responsible for advising, supporting and evaluating the work of the Local Strategic Partnership on all issues relating to this matter.

# Delivery and measuring progress

## Delivery

This Sustainable Community Strategy (SCS) is only the beginning of important work on the opportunities and challenges we face in the borough. On some issues such as community safety, we are very clear about the detail of what needs to be done and will be working with partners to develop appropriate actions on the ground immediately.

However, on a number of other important issues such as housing, culture, leisure and planning there needs to be more in-depth work and in some instances more consultation with residents about the detail of how we improve aspects of life in the borough.

The Council and a wide range of partner organisations will work together to develop the detailed actions needed to deliver these commitments. In some instances this will mean doing more of current activity such as street cleansing and enforcement.

For others we'll need whole new ways of working, for example new approaches to housing provision, leisure and culture; and for some we'll need to stop doing certain things, such as granting planning permission for flat conversions.

All actions will be set out in relevant Strategy Action Plans and Service Plans, which in turn will inform the individual objectives of staff in partner organisations.

All partner organisations will of course have their own performance monitoring systems but will also be part of a partnership monitoring system linked to a set of 51 targets we have agreed with central government as representing a combination of local and national priorities. These are set out in our Local Area Agreement (LAA), which is published as a separate document.

## Resources

The Council and its partners are committed to ensuring the budgets and organisational structures are in place to deliver the ambition and priorities set out in this document. This will be achieved through an ongoing programme of efficiency reviews and re-direction of resources to work on the priorities.

## Accountability

The Council and its strategic partners will provide the leadership and overall accountability for delivery of our long-term ambition. Partners will hold each other to account for delivering our commitments and meeting our LAA targets through our strategic partnership. The Council's scrutiny committees will hold statutory partners to account and report to Cabinet and Full Council on delivery of the LAA targets.

## Measuring our progress

We will measure our progress each year but because some of the changes can only be achieved over the medium and long-term we will conduct a health check every three years.

The health check will enable us to review progress towards achieving our ambition and we will use the full range of information available to us with a particular focus on our high level indicators, as described on page 24, of prosperity and quality of life.

Every year we'll use the 51 LAA indicators to measure the progress on our more detailed activities.

There are other important measures that are more specific to individual services. These will continue to be monitored and reported on through our annual corporate plan alongside those relating to the SCS and LAA.

We also have a 'State of the Borough' debate each year on an important issue for us locally. This involves a broad range of stakeholders and is another way of making sure we consider emerging opportunities and challenges over time.

## Communicating our progress

Every year we'll publish information relating to our progress in WFM, the Council's fortnightly newspaper, and on the Council website. We'll also use Community Council meetings to share this information with residents.

This year, look out for further information in WFM about the important work we'll be doing on housing, culture, leisure, planning regeneration, and health.



# Strategic indicators

These high-level indicators will help us chart our progress over the long-term.

If we successfully...	We will see...	As measured by...
Manage population growth and change	<p>Strengthened cohesion</p> <p>More stability in our community</p> <p>Less inequality</p>	<p>The percentage of residents who believe people from different backgrounds get on well together in their local area</p> <p>The percentage of residents who are planning to leave the borough in the next three years.</p> <p>Index of Multiple Deprivation district level: rank of average Lower Layer Super Output Area ranks compared to other London boroughs</p>
Create wealth and opportunity for residents	<p>Higher skill levels</p> <p>Eradication of child poverty</p> <p>Full employment and increased prosperity</p>	<p>The percentage of young people who achieve a Level 3 qualification by 19</p> <p>The working age population qualified to at least Level 4</p> <p>The proportion of children in child poverty</p> <p>Borough employment rate Average household income Life expectancy</p>
Retain more wealth within the borough	<p>Revitalised town centres</p> <p>A higher quality of life</p> <p>People with choice wanting to live here</p>	<p>The percentage of residents satisfied with their local town centre</p> <p>The percentage of residents satisfied with the borough as a place to live</p> <p>The percentage of residents from socio-economic groups 1-3 (ie. managerial and professional occupations)</p>





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London  
Savouries



## **Waltham Forest Local Strategic Partnership 2008**

**Waltham Forest Council**

**Metropolitan Police Service**

**Waltham Forest Primary Care Trust**

**Waltham Forest Collegiate Board (Further Education Colleges)**

**Voluntary Action Waltham Forest**

**O-Regen**

**Waltham Forest Business Board**

**Learning & Skills Council**

**This document has been produced by Waltham Forest Council,  
on behalf of the Waltham Forest Local Strategic Partnership**

[www.walthamforest.gov.uk/ourplace](http://www.walthamforest.gov.uk/ourplace)