

FUTURE LEYTONSTONE

A vision and roadmap for creating a Future Neighbourhood funding package for Leytonstone town centre



ABOUT THIS DOCUMENT

This document sets out a vision for a sustainable future for Leytonstone town centre, and identifies a portfolio of interrelated projects that would seek funding, business plans and investment propositions in order to achieve this vision.

Three ambitious interventions in the town centre have been mapped out and proposed as strategic projects for sustainable town centres in general:

1. Leytonstone Green Gateway
2. Leytonstone Green Enterprise Zone
3. Leytonstone Retrofit Accelerator

Within Projects 1 and 2 are a number of sub-projects that could be funded individually or at different points in their development, or as pilot projects to test and refine them.

These projects will form part of the [Leytonstone Framework](#) ([leytonstoneframework.commonplace.is](#)) – a long-term vision that aims to transform Leytonstone town centre into an exemplary green town centre at the heart of a 15-minute neighbourhood for local communities.

It endeavours to make Leytonstone town centre the template for tackling the Climate Emergency

while driving economic growth and investment in community infrastructure.

Other corporate and planning context for this report takes into account Waltham Forest’s:

- [Local Plan](#)
- [15-minute neighbourhood proposals](#)
- [Climate Action Plan](#), to achieve net zero by 2030
- Green Business Strategy
- Business Low Emissions Neighbourhood (BLEN)
- [Draft Leytonstone Framework](#)

Proposals have also been informed by on-the-ground research and ongoing engagement with local stakeholders including:

- The Leytonstone Town Team (comprised of representatives from local businesses and residents’ associations)
- Transition Leytonstone (an established community group running projects championing sustainable living)

- Stone Rangers (local Women’s Institute group)

The projects in this report have been developed by Waltham Forest Council with a team of consultants comprised of:

- Soundings (Co-design, urban strategy, public realm)
- Synergetic (Sustainability)
- Momentum (Transport)

This report has been prepared under the GLA’s Future Neighbourhoods 2030 funding programme, which aims to tackle some of London’s defining environmental challenges.

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SUMMARY

Future Leytonstone presents a holistic vision for a fully sustainable, zero-net carbon emissions Leytonstone town centre.

It offers an ambitious template that would not only contribute to the economic prosperity and wellbeing of Leytonstone town centre itself, but pilots groundbreaking measures that could be adopted by other town centres.

A Leytonstone town Centre sustainability charter has been drawn up, setting out the four pillars of a sustainable future. These are:

Equality	Economy
Environment	Engagement

A package of three complementary strategic projects has been developed in line with existing local policy, and in consultation with Waltham Forest Council officers and key town centre stakeholders. These have been measured against the four pillars to ensure they are effective in fulfilling the sustainability vision.

These strategic projects are broken down into discrete items that could be funded and implemented in a phased approach as funding becomes available. These are:

1. Leytonstone Green Gateway

A flexible pedestrianised space outside the Central Line station, consisting of:

- Landscaped public space and sustainability showcase
- Mobility hub
- Repair & recycle market
- Circular-economy business hub
- Community noticeboard (physical and digital app)

2. Leytonstone Green Enterprise Zone

A new hub and sub-hubs with dedicated resources, programming, and initiatives to facilitate a green transition for local businesses.

- Business support hubs
- Green affordable commercial space
- Leytonstone Green Town Centre digital hub
- Common procurement waste collection

3. Leytonstone Retrofit Accelerator

A pilot programme of innovative net zero retrofits in and around Leytonstone town centre, showcasing different approaches to achieving net zero. The programme involves:

- Retrofit showcase
- Retrofit competition
- Award & delivery
- Performance review
- Learning programme

FUTURE LEYTONSTONE IS...



GROUNDBREAKING
INNOVATING AND ADOPTING FORWARD-THINKING MODELS OF URBAN SUSTAINABILITY



TRANSFORMATIVE
INITIATING ON-THE-GROUND PROJECTS THAT WILL HAVE A MAJOR IMPACT ON LEYTONSTONE TOWN CENTRE, EXEMPLIFYING THE GREEN NEW DEAL



SCALABLE
PIONEERING NEW APPROACHES THAT CAN BE REPLICATED ACROSS LONDON, THE UK AND BEYOND



DELIVERABLE
SETTING OUT A REALISTIC PHASED APPROACH AND WORKING CLOSELY WITH LOCAL STAKEHOLDERS TO ENSURE SUPPORT

**PART I.
VISION**

VISION - A SUSTAINABLE 21ST CENTURY NEIGHBOURHOOD

Future Leytonstone will make the town centre a showcase for sustainable 21st Century urban living, developed with the local community.

Building on Waltham Forest's existing reputation as a leader in active and sustainable travel – supporting means of travelling such as walking, cycling and public transport – it will become widely known for its commitment to green principles, attracting more businesses, residents and visitors who are keen to be part of this vision. It will be an economically successful town centre and a great place to live that prioritises health and wellbeing of people and the planet.

Alight from the Central Line Tube or a bus and a new Green Gateway will greet you – a landscaped town square that is the model of the 21st century. Here the community can come together for events and entertainment, markets and meet-ups in a truly accessible space that is not only attractive to be in but employs forward thinking landscaping features such as Sustainable Urban Drainage Systems (SuDS), permeable paving and rainwater gardens and covered areas for shelter that respond to climate change.

This is just the starting point for the Future Leytonstone experience. From here, visitors

can hire a bike or scooter, charge their car or pick up deliveries at the mobility hub – a nucleus of sustainable transport options such as rapid charging points and cutting-edge new technologies – and hook up with the borough's network of newly improved cycle lanes.

Readily available local information and route maps would encourage further exploration, by wheel or foot, drawing interest along the whole length of the high street, and allowing everyone to reach the green spaces nearby with ease.

Under the auspices of the borough's first Green Enterprise Zone, the town centre would be a showcase of sustainable practices that people come from all over London, and the world, to learn from, be inspired by and enjoy.

Businesses would be supported and incentivised to sign up to a collective sustainable ethos that uses scale and collaboration to maximise efficiencies, eg the waste and cast offs from one business could provide the raw materials for another.

Coordinated combined deliveries and collections for multiple businesses would keep to a minimum the number of motor vehicles coming and going. Meanwhile low-emission alternatives such as

electric vehicles and cargo bikes would be well promoted, accessible and affordable.

A fully networked community would be able to maximise available space and resources. A reduction in the need for car parking and delivery bays would free up street space for uses that improve equality, environment, economy and engagement – such as new green space, seating, play, public art, and small-scale food production.

Reuse, repair, and recycling will be fundamental to how the town centre operates. A pioneering accelerator programme of retrofitting existing buildings in the town centre will act as London's showcase for best practice and new ideas that value existing resources. This will decarbonise and help achieve a net-zero town centre, with buildings that are fit for the future.

Building on the work of the Waltham Forest 15-minute neighbourhood research and Draft Leytonstone Framework, the result would be an exemplary neighbourhood where most needs can be met within a short walk, bike ride or public transport journey. It would be a place of thriving sustainable businesses, supporting the environment and biodiversity, while offering a healthy lifestyle for all.



Aerial view showing example locations of proposed strategic projects. NOTE: These are indicative only - not the final locations

CONTEXT - KEY ISSUES, CHALLENGES AND STRATEGIC OPPORTUNITIES

Leytonstone is a busy town centre in the south of the borough of Waltham Forest, served by Overground and Central Line. The town centre is hemmed in by the A12 to the west and green open space of Bushwood and, Wanstead Flats and the beginnings of Epping Forest to the North.

Retail & business

The long High Road is characterised by independent businesses, many of which saw footfall drop dramatically in the wake of Covid and have been further hit by rising rents and inflation.

Town centre activity is focussed at the north end and around the Tube station / Church Lane; businesses further south say they lack footfall.

The Council currently hosts a borough-wide Green Business Network. The library has recently been fitted out as a business support hub.

Transport & Movement

The town centre is designated as a Business Low Emissions Neighbourhood (BLEN) and is well served by public transport, with good cycling infrastructure.

Central Line (Leytonstone) and Overground

(Leytonstone High Road) both stop in the town centre, but the stations lack step-free access; this is something the Council is addressing through its Infrastructure Delivery Plan.

Several bus routes also pass through the town centre (66,145, 257, 339, W13, W14, W15, W16, W19, N8, N55). These connect with a wide range of destinations to the north (Walthamstow, Chingford, Woodford), east (Ilford, Becontree, Dagenham, Romford), west (Hackney, Stratford) and south (Shadwell). Together with the rail transport options, they contribute to the high Public Transport Accessibility Level (PTAL) of 6a within the town centre.

The central section of the High Street, from Gainsborough Road to Church Lane, includes traffic calming features such as a narrow carriageway, flush kerbs, paving instead of asphalt and mandatory cycle lanes in both directions of travel. Beyond this area, cycle lanes are marked as advisory, although Waltham Forest Council is developing plans to extend the cycle lanes north towards the Green Man Roundabout.

Finally, traffic calming measures extend on side streets and residential areas, including Copenhagen-style crossings (prioritising

pedestrians by extending the pavement surface across the road junction, often at a raised level to the road), modal filters, road closure and streetscape greening. These are in general more developed than in most other London areas.

The Green Man Roundabout is a major junction along the A12. This road is a significant barrier between the High Street / residential streets and green spaces to the north of Leytonstone. Multiple bridges and underpasses are underused but a wayfinding strategy is already underway to improve this.

The roundabout draws a significant amount of traffic through the town centre one-way system due to the lack of suitable alternative routes to the surrounding neighbourhoods.

Parking, parklets and loading spaces are provided on-street in many areas of the town centre.

Active travel

Waltham Forest Council's longstanding commitment to active travel and sustainable transport – particularly cycling infrastructure and electric bike delivery – is something for which it has become known across London. The borough has won multiple awards for its Mini-Holland /

Enjoy Waltham Forest active travel programme.

In Leytonstone town centre there are secure bike storage hubs, electric bike hire and delivery service, and cycle lanes on both sides of the High Road, currently undergoing improvements.

A 2022 pilot cargo bike hire initiative had poor take up. Some businesses have said they did not know about it and others that they were nervous about trying the bikes for the first time.

Air quality, pollution and emissions

Leytonstone is already designated a Business Low Emission Neighbourhood and Zero Emission Deliveries (ZED) bikes (electric bike couriers) seems to be a viable business. The nearby large green spaces act as green lungs, but the adjacent A12, although out of sight, creates pollution from emissions. Frequent tailbacks at traffic lights in the town centre also increase emissions.

Green space

Neighbouring large green spaces such as Bushwood and Wanstead Flats are not necessarily evident or well sign-posted from the town centre. A Green Links masterplan is addressing this.



Refill shop and community space, with sculpture from summer Arts Trail (2-10 July 2022)



Leytonstone House (built approx 1800)



Pedestrian and cycle path under Green Man roundabout



Community Fridge, run by Transition Leytonstone

Images showing Leytonstone in 2022

The town centre has pockets of green including St John’s Churchyard, gardens at Leytonstone House, Green Man roundabout, the leafy Tesco car park and the Transition Leytonstone community garden. These are complemented by parklets, some street planting in oil drums and, in the side streets, front gardens of homes.

Leisure & entertainment

Many activities stopped and venues closed during Covid, but are beginning to start up again with concerts in St John’s church, summer fairs in its gardens, and events at the recently opened (2022) Good Shepherd Studios. Many people are also keen to have a cinema in the area and there is an active creative community that includes filmmakers (leytonstonelovesfilm.com has been set up to support this). Permanent and seasonal art trails are used to attract visitors to the high street. There are also several markets in the local area, including a farmers’ market, but these are small and not linked to each other.

Community

Leytonstone town centre boasts a number of highly active community initiatives and sustainability-focussed campaigns. These include a community fridge and growing garden (run by

Transition Leytonstone), refill station (Stone Mini Market), school streets (Davies Lane), bee-friendly streets, parklets, Women’s Institute, and the Library of Things, due to open in 2023. However many of these rely on volunteers and not-for-profit enterprise.

There are a number of active residents’ associations such as the Bushwood RA.

Communications

A number of websites and social media accounts cover what’s going on in Leytonstone (Leytonstone Loves Local, Leytonstone Green Directory, The Leytonstoner), but there is no central source. Residents and businesses don’t always know about local projects and opportunities (eg available space for activities), and potential visitors aren’t always aware of what’s on offer and lack a sense of the neighbourhood’s character.

Heritage

Leytonstone benefits from a well defined historic high street incorporating a number of Heritage Assets including St John’s Church and its grounds. In addition, there is a cluster of historic buildings at the north of the high street, including

Leytonstone House (a Georgian mansion) and a number of historic pubs.

The residential area of Bushwood, to the east of the high street, includes the Browning Road Conservation Area with Georgian houses.

Public art on the high street proudly celebrates Leytonstone’s cinematic heritage, including being the birthplace of Alfred Hitchcock.

MAIN OPPORTUNITIES

- Established business and community networks and structures providing a critical mass of sustainability-focussed community activity and identified project options
- A contemporary, sustainable, and future-proofed public realm imaginatively utilising underused public and highway space to attract investment and co-location of like minded green businesses
- Enhancing air quality through place-based interventions and enabling active travel through the framework for a new climate aware, 15 minute neighbourhood
- Collaboration with nearby [London Academy of Sustainable Construction](#) and [SIMIAN](#) construction consultancy and training
- Levering of Council-run pan-borough Green Business Network, developing a bustling green economy and hub based here that serves as an exemplar for London
- Use a variety of measures to encourage footfall across the wider town centre, beyond Church Lane, and new cycling and walking links to Bushwood, Wanstead Flats and Epping Forest
- Centralising information and using signage and a shared identity to promote what’s on offer in the town centre and network and to inform people about the various green interventions
- Use the community’s existing appetite for well-being and sustainable living to train, teach and educate
- Influence significant site allocations and council development sites at the station to be exemplary sustainable development

CHALLENGES

- Encouraging footfall across the whole town centre
- Encouraging take up of active travel schemes
- Balancing the current economic and energy crisis with people’s interest and ability to prioritise environmental sustainability
- Creating better / safer and accessible connections to the west across the physical barriers of the A12 and Central Line corridor to increase catchment and footfall
- Changing businesses perceptions of the importance of parking for trade and for deliveries, managing change
- Changing funding environment and policy drivers
- Need for projects to be sustainable in the long run established through business case in order to attract investment and deliver a return
- The A12 and other main roads cut off some of the green spaces and create traffic in the Town Centre

Local Plan

Four sites are listed in the Local Plan (Site Allocations) with potential for housing, commercial and community uses, subject to Planning applications. Three of these are in private ownership and Church Lane car park is in Waltham Forest Council ownership.

SUSTAINABILITY CHARTER: THE FOUR PILLARS OF A SUSTAINABLE FUTURE

The Future Leytonstone sustainability vision is based on four pillars (or themes) that together can form a Community Charter. These bring the community together as part of a joint sustainability mission.

Each pillar is intentionally ambitious. Each is made up of three 'building blocks' described here which will have developed Key Performance Targets against which genuine sustainability benefits can be measured for Leytonstone town centre and for London.

PILLAR 1 : EQUALITY

London is faced with many inequalities. This pillar ensures everyone can enjoy clean air, safe streets, healthy active lifestyles as a basic human right.

These three building blocks will help create a more equal and just Leytonstone.

Air quality improvement

- Creating a neighbourhood that supports the physical and mental health of all
- Reducing air pollution
- Reducing noise pollution
- Mental health improved through urban design, accessibility and inclusion

Leisure

- Build a community where everyone can find employment and take part in leisure activities
- Equal access to green space
- New opportunities for free activities
- Support entertainment and play for all ages

Active travel

- Provide pedestrians, cyclists and all users of public space with the space, safety and access enjoyed by motorists
- Embed TfL's Healthy Streets Approach
- Increase walking, cycling and other non-motorised travel
- Reduce traffic dominance

PILLAR 2 : ECONOMY

Leytonstone's local economy has the potential to contribute to a greener, healthier London. It can offer opportunities, and benefits for all – businesses, residents and visitors.

These three building blocks will grow Leytonstone town centre's local green economy.

Local enterprise

- Support entrepreneurship in order to build a thriving economy
- Generate new green business start-ups
- Generate new green jobs
- Help people into employment

Capacity building

- Help businesses become more sustainable
- Put green practices into the supply chain
- Embed green principles into the workplace
- Provide training and education

Circular economy

- Encourage businesses and residents to become part of the circular economy
- Link businesses and people so that waste from one process is used by another
- Use sustainable materials and products
- Curate events and programmes

PILLAR 3 : ENVIRONMENT

Climate change, reduction in biodiversity, pollution and water management (drought and flooding) all pose major challenges for London. Leytonstone town centre will play a leading role in combating these with pilot projects that will ease the way for other town centres to follow their example.

These three building blocks will help establish Leytonstone town centre's reputation as an environmental steward.

Urban nature - Become an exemplar of urban green space by:

- Enhancing urban greening
- Expanding biodiversity
- Increasing tree canopy

Climate resilience - Fight climate change at the same time as adapting to it by:

- Reducing transport emissions
- Reducing construction & building emissions
- Reducing flood risk
- Capturing carbon

Small footprint - Support businesses in operating more sustainably and promote low-carbon lifestyles by:

- Reducing waste and encouraging recycling
- Supporting the sharing resources
- Minimising energy and water use

PILLAR 4 : ENGAGEMENT

An equal society, a green economy, a sustainable built environment – none of these are possible without the active participation and engagement of residents and businesses.

These three building blocks will enable the Leytonstone town centre community to come together in this mission.

Activation - Create places where people and businesses can engage and connect by:

- Increasing useful public space
- Making streets more active
- Hosting more accessible local activities

Connection - Foster mutually beneficial connections between people and businesses that help them support the Green Business District by:

- Helping up-skill residents and businesses
- Supporting community groups
- Hosting events to connect the community
- Providing accessible forums (physical and digital) for information sharing

Innovation - Develop strategic partnerships that produce ground-breaking outcomes through:

- Linking businesses and people so that waste from one process is used by another
- Events and programmes
- Using sustainable materials and products
- Co-design

**PART II.
STRATEGIC
PROJECTS**

STRATEGIC PROJECT 1: GREEN GATEWAY

Announcing and celebrating the ambition of Leytonstone town centre as a Green Enterprise Zone. A pedestrianisation scheme with mobility hub, urban greening, and activated public space adjacent to Leytonstone Underground station.

Key features and initiatives

The holistic vision for a Green Gateway is comprised of a complementary suite of sub projects that could be implemented individually over time through discrete funding packages as Leytonstone's sustainability needs and aspirations grow:

1. Landscaped public space and sustainability showcase
2. Mobility hub
- 3a. Repair & recycle market
- 3b. Circular-economy business hub
4. Community noticeboard

Leytonstone town centre's Green Gateway is a public space for the 21st century, an inspiring new sustainability hub located outside the Central Line Tube station and a multifunctional space for the community to come together. It works to ensure good air quality by collating and promoting the means for low-emission and active travel, responsible economic activity, community culture, climate-change appropriate landscaping and support for healthy lifestyles. Intervention from the Leytonstone Business Low Emissions Neighbourhood (BLEN) and Ultra Low Emission Vehicles (ULEV) projects.

Through the partial pedestrianisation of Church Lane to the south of Kirkdale Road, (see plan), re-landscaping of the public realm, and appropriation of some shop units, space would be created to provide an attractive and practical arrival point into the area, and a starting point for exploring the wider neighbourhood, as well as a powerful statement of intent.

Located beside the Tube station and incorporating a bus interchange, it is the ideal place for an accessible mobility hub. This would encourage, support and showcase accessible / sustainable modes of transport, building on Waltham Forest's reputation as leaders in active

travel. The latest innovations and prototypes in sustainable travel would be readily available. This might include bike hire and secure storage, rapid charging points and last-mile delivery, however the space would be agile enough to respond as the technology and local needs change.

The Green Gateway would also showcase best practice in sustainable landscaping, making the space itself resilient in the face of climate change at the same time as inspiring well-designed sustainable public realm design elsewhere in London. Measures that could be designed in include sustainable drainage (SuDS), air purification installations, rainwater harvesting and management, recycled materials, green walls, and drought-resistant planting.

This landscaped piazza would bring nature to the town centre's front door and eventually link up with green corridors across the neighbourhood, enhancing wellbeing for all.

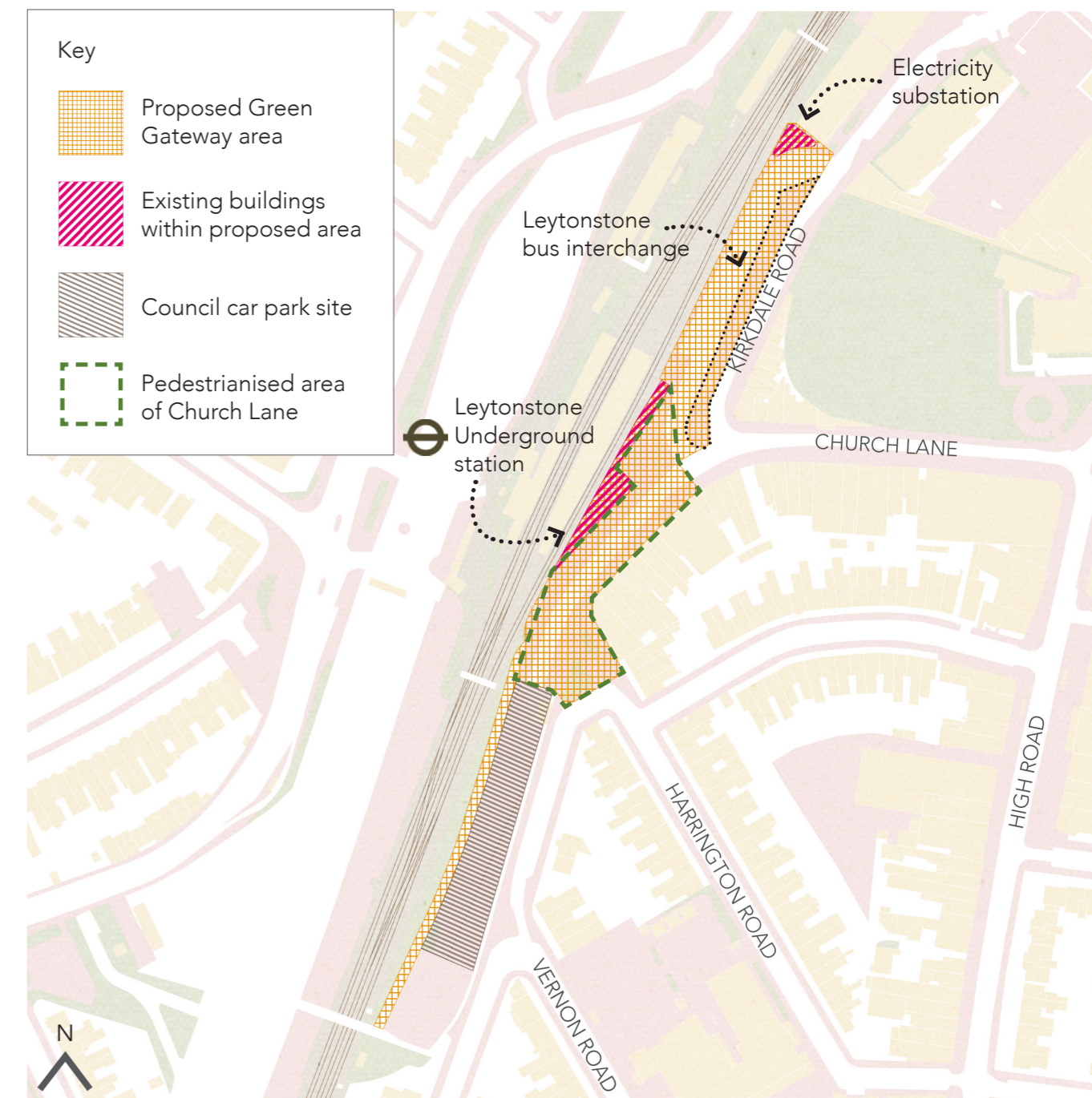
The space identified for the Green Gateway connects with council-owned land (currently Church Lane car park), currently earmarked for housing. This new development could also employ a net zero carbon building design and use of innovative materials and methods.

Street-level units, including the ground floor of the new housing, could be employed to activate the square and public realm with sustainability focussed uses. These could include a space for start-ups, social enterprises and SMEs that focus on the circular economy.

Community notice boards – physical or digital, small scale or an entire retail unit – would be a one-stop-shop for information and communication. A plan of the town centre would show what's on offer. Businesses and residents could use it to share resources, knowledge and skills.

As well as making access to local public transport more attractive and accessible, the Green Gateway would promote onward travel on foot and cycle, directing visitors to other parts of the town centre where greater footfall is needed to boost business. The piazza can also be a launch pad for walking and cycling groups to gather, service and fuel before exploring nearby green spaces.

The Green Gateway would also provide an attractive canvas for public art projects and events. This would draw visitors to the town centre to boost the local economy, and providing activities that make Leytonstone town centre an even better place to live and work.



Plan showing proposed area for Green Gateway

1. Landscaped public space

The land between Church Lane and the station is highways land, allowing the public space south of the bus station to become a welcoming new town square with a mobility hub promoting active travel.

This project would see Church Lane turned into a green and fully pedestrianised gateway for arrival from the Central Line Tube station. Access could be permitted out of hours for deliveries to shops while the proposed new development on the station car park would be accessed primarily from Vernon Road. Taxis could pick up and drop off outside the Tube station.

Safe circulation of vehicles and cyclists could be achieved with traffic calming measures allowing both modes to share the carriageway safely.

This might include traffic calming measures such as narrowing of the carriageway, using of materials other than asphalt and alternating one-way sections. The width of the carriageway could be between 3.75m and 5.5m, subject to design development.

Buses currently do not go down Church Lane south of the Kirkdale Road junction so would not be impacted. An opportunity exists to reduce the

width of the bus station mouth into Church Lane allowing more space for the public. This should be explored with Transport for London (TfL) as part of design development.

Landscaping would offer significant improvements to local biodiversity, air quality and stormwater management.

Public art installations could also be used within the space to do this, as well as providing an educational and informative purpose.

New materials, devices and measures at the cutting edge of sustainable public realm design could be showcased in this space, including items listed in the BLEN ULEV Options Report. These could feature:

- Sustainable drainage, and other rainwater management measures, such as rain gardens and permeable paving
- Shading, and other cooling measure
- Public realm air purifiers
- Public art
- Tree-pit planting and greening using robust and varied planting for year-round interest
- Parklets and pocket parks

- Power points for stalls / events (solar or sustainably powered where possible)
- Air purifying measures such as screens

Design and construction would be carried out in association with the local London Academy for Sustainable Construction as well as national organisations such as the Building Research Establishment.

Existing community and schools growing projects, such as the Transition Leytonstone community garden, would be encouraged to be involved in the greening of the space. At the same time, other residents, visitors and businesses would be able to learn about planting and growing.

This new public square would increase the amount of centrally located space to host events and public activities such as weekend markets and exhibitions, expanding on the capacity of the adjacent church gardens.

Programming of the space would emphasise activities supporting a sustainability agenda. Eg repair and recycling markets, local food growing, climate change fair, skills share, training, and street food. Storage would be needed on site or nearby for some of these activities (eg market stalls).



Indicative vision showing some of the potential features of the Green Gateway outside Leytonstone Tube station

Benefits of the landscaped public piazza

- Enhance biodiversity
 - Improve air quality, including installation of air-purifying units
 - Attract residents, businesses, and visitors with an eco-gateway
 - Public space for hosting a variety of events
 - Enhance public realm and Healthy Streets
 - Visually signal a change in the neighbourhood to be more sustainable
 - Reduce the urban heat island effect
 - Support and promote active travel
 - Create new opportunities for community engagement and interaction
 - Manage stormwater more effectively
 - Support arts and culture
 - Showcase local green economic activity
 - Increased footfall for businesses in that location
 - Somewhere to learn about planting and growing
 - Community involvement and ownership through public art
 - An attractive place to sit and dwell
- A safe, central place to gather
 - Making Leytonstone somewhere people want to live, work and visit
 - Responds to climate change
 - Opportunity to tackle, through design, long-standing antisocial behaviour & crime issues linked to street drinkers and some irresponsible businesses

These events would attract more visitors to the town centre. This would provide space for local economic, creative and leisure activity.

Essential facilities such as accessible WCs would be added to those already available, including free drinking water, provided here to boost the town centre's inclusivity and accessibility for everyone.

IMAGE CREDITS, Clockwise from top left: Soundings; Nigel Dunnett; The Telegraph; 1:1 Landskab; Nigel Dunnett; Adria Goula



Street greening
Pitfield Street, Hoxton, London



Sustainable planting
Grey to Green project, Sheffield



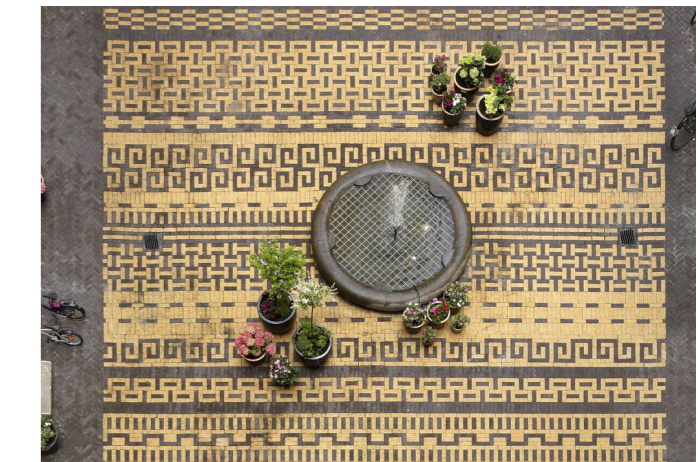
Active pedestrianised street
Pavillion Road, Chelsea, London



Permeable paving
Passeig de St Joan, Barcelona, Spain



Bespoke planters and seats
Tudor Square, Sheffield



Shared spaces
AB Store Classenshus, Copenhagen, Denmark

Examples of sustainable landscaping initiatives that could inspire the Green Gateway

2. Mobility hub

Central to the Green Gateway will be the integration of a consolidated multimodal transport interchange. This would be housed around the station forecourt, bus stands, and new public spaces created through partial pedestrianisation of Church Lane. In the station forecourt. It will include public transport (LU, buses) and last mile mobility options. This could include:

- Cargo bikes (extension of existing scheme, integrated with propose delivery hub in Church Lane)
- Delivery lockers
- Cycle parking
- Shared cycle facilities for commuters and employees
- Bike hire or cycle share scheme for visitors to the surrounding green spaces (eg Wanstead Flats, Lea Valley, Epping Forest)
- E-scooters
- E-bike charging
- Car club
- Rapid EV charge points (solar or sustainably powered if possible)
- Information on virtual loading bay system use and access

- Change of parking bays to loading bays through the town centre, integrating with the BLEN and ULEV projects
- Information on virtual loading bay system that would be accessed via a digital app
- Change of parking bays to loading bays through the town centre, integrating with the BLEN ULEV project
- Connection and integration with the existing and proposed BLEN segregated cycling infrastructure
- Consolidation of business waste collection services, linked to the Green Enterprise zone
- Junction improvements (reviewing the impact on town centre one-way system and buses)
- Improved pedestrian crossings and continuous footways
- Information and wayfinding to low emissions pedestrian routes through Leytonstone town centre

These will be developed according to Collaborative Mobility UK (CoMoUK) guidelines – the national charity dedicated to the social, economic and environmental benefits of shared transport.

Many services are already available in Waltham Forest; the proposal would be to move them, grouping them to the station for better visibility. Feedback from local businesses is that poor take up of a current cargo bike scheme can be attributed to many businesses not knowing about it, and a nervousness about riding cargo bikes for the first time. A digital presence, including an interactive totem, could be included to present and consolidate all the other town centre initiatives.

To encourage take up, grant money could subsidise use and pay for training. Cargo bike use training can be provided to businesses by organisations such as Pedal Me, Cycle Confident and Zero Emissions Network. The Cross River Partnership also has business resources on training and take up of cargo bike use.

Cycling proficiency can be taught from an early age through partnership with local schools and holiday activities, helping normalise cycling as a way of getting around safely.

The operating model of the hub is also important: if the hub remains isolated as unique project in the town centre, then vehicles would have to be brought back to the hub after use – this would suit



Indicative illustration of a mobility hub



Example of a mobility hub in Germany



Proposed mobility hub for Kings Cross, London (not built)



Bus interchange outside the Tube station

businesses renting a cargo bike, doing a round of deliveries to local clients or picking up items at a local consolidation hub, then returning the vehicle or bike.

If smaller pick-up points were provided around residential areas or near schools, residents could use these for their day-to-day activities and/or school runs without worrying about bringing the vehicle back to the pick-up point. The operating model should be defined as part of the next stages of development.

Mobility hubs have usually a very minimal and functional design, being mostly located on re-purposed car parks or underused parts of public realm. The proposed Leytonstone Mobility Hub, integrated with the Green Gateway, would form a unique project bringing together three key themes for sustainability – mobility, greening and sustainable public realm design – in a unique best-practice project acting as a gateway to Leytonstone town centre, and beyond.



Borough-wide electric bike delivery service

Benefits of the Leytonstone Mobility Hub

- Promotion of range of sustainable travel options to ensure everyone knows what is available and where to find it
- Support and enhance Green Gateway
- Support shift in thinking about transport / movement priorities
- Attendant benefits of encouraging active travel (eg clear air, exercise)
- Improved air quality and reduction in congestion – from local transport users
- Healthy streets
- Encouragement of cycling and walking

3a. Repair & recycle market

The new public space, neighbouring shop units or space in new development on Church Lane car park could be used to host events such as a repair and recycle market. Stalls selling vintage and second-hand goods could be complemented by:

- Volunteer fixers / advisors
- Workshops
- School uniform exchange
- Furniture reuse and upcycling

A bespoke unit could be co-designed with the community to accommodate some of these – itself showcasing recycled materials. As well as providing an attractive and useful event, it would also help change mindsets from disposable consumerism to repairing and mending.

These activities could also be housed in businesses around Church Lane, using a green rental subsidy to support this (see Green Enterprise Zone strategic project).

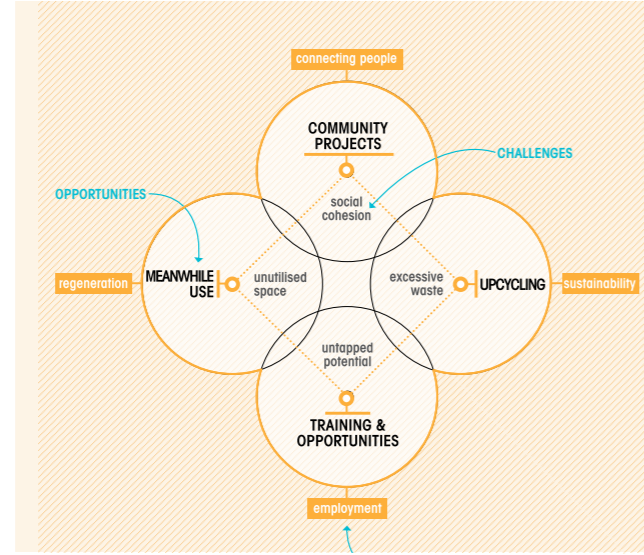
This proved a popular idea in engagement with stakeholders, something they felt they would benefit from and that could be used to tie into and strengthen existing activities across the town centre such as charity shops, Stone Mini Market,

Transition Leytonstone Community Garden and the popular Climate Action Day.

A Leytonstone town centre Repair & Recycle Market would also form a cornerstone of the Green Enterprise Zone, complementing the Library of Things, opening in 2023 in Leytonstone Library.

Benefits of the repair & recycle market and Blue City

- Reduces waste
- Saves money for users
- Skills sharing / knowledge building
- Shift in mindsets
- Community expressed interest in markets as attractive events
- Mend and make do mentality becomes a positive and creative act with the added benefit of forming stronger social networks, bringing people together and supporting social cohesion.



3b. Circular economy business hub

Following the Blue City model pioneered in Rotterdam (www.bluecity.nl/about-bluecity/), a space would be created for SMEs, startups and other independent traders. Here businesses would be curated and coordinated to share inputs and outputs – the ‘waste’ from one business being used by another. The result would be a circular economy community that minimises waste, minimises the need for outside inputs, and becomes (insofar as possible) self-sustaining.

Both of these initiatives would be building blocks of the Leytonstone town centre Green Enterprise Zone.

4. Community notice board

In order that the Green Gateway benefits the whole town centre, not just its immediate locale, feedback from stakeholder groups is that it should be a place of arrival, not a final destination. A genuine gateway.

Using it to communicate information about the town centre (events, community activities, places to visit, where to find support) would draw people onwards across the town centre. It could be a physical information board, digital display, repurposed shop space, or / and a virtual noticeboard (website/app) accessed via a smart phone. This digital presence could also consolidate and link to other Future Leytonstone initiatives across the town centre.

Information would also be displayed here about the Green Gateway itself, enlightening and inspiring people about some of its key features such as planting, climate change mitigation, cutting-edge forms of sustainable transport, and recycling / circular economies.

Stakeholders reported that although there are many attractive businesses, sustainable-living initiatives and community events and activities

in the area, no one knows where to go to find out about them. Feedback is that a one-stop-shop for all things Leytonstone, that also champions its vision and promotes its character, would strengthen the town centre socially, culturally and economically. With investment, the existing Leytonstone Loves Local can grow to fulfil this function.

This would overlap with and support the proposal for Leytonstone town centre to be a pilot Green Enterprise Zone.

Benefits of a community notice board

- One-stop shop for information
- Promotes character of area
- Attracts visitors and local use
- Supports sharing of resources and knowledge
- Boosts economy across the town centre, drawing footfall to areas currently lacking
- Ensures people are informed about the ideas behind the Green Gateway

How does the Green Gateway meet the four pillars of a sustainable future?

The following matrix marks the Green Gateway against each aspect of the community charter for a Future Leytonstone sustainability vision set out on page 14-15.

KEY	
	HIGH IMPACT The measure makes major contributions to the targeted outcome.
	MODERATE IMPACT The measure makes moderate contributions to the targeted outcome.
	LOW IMPACT The measure makes limited contributions to the targeted outcome.

	 EQUALITY			 ECONOMY		
	AIR QUALITY	LEISURE	ACTIVE TRAVEL	LOCAL ENTERPRISE	CAPACITY BUILDING	CIRCULAR ECONOMY
1 PUBLIC PIAZZA						
2 MOBILITY HUB						
3A REPAIR AND RECYCLE MARKET						
3B CIRCULAR ECONOMY BUSINESS ZONE						
4 COMMUNITY NOTICEBOARD						
OVERALL						

 ENVIRONMENT			 ENGAGEMENT		
URBAN NATURE	CLIMATE RESILIENCE	SMALL FOOTPRINT	ACTIVATION	CONNECTION	INNOVATION

Key stakeholders

- Transport for London (TfL)
- London Buses and Underground
- London Borough of Waltham Forest: especially Highways, Regeneration, Planning
- Landowners adjacent to the site
- Businesses and residents in immediate area
- Shops & businesses along Church Lane
- Town Team focus group
- Ward councillors
- St John's Church
- Transition Leytonstone

Delivery considerations

Utilities surveys to check underground services to ensure no conflicts with drainage and tree planting

Opportunity to link up with TfL

Further consultation required for detailed design development

STRATEGIC PROJECT 2: GREEN ENTERPRISE ZONE

Providing a home for the Green Business Team of Waltham Forest Council. A new hub with dedicated resources, programming, and initiatives to facilitate a green transition for local businesses.

Key Features and Initiatives

The holistic vision for a Green Enterprise Zone is comprised of a complementary suite of sub projects that could be implemented individually over time through discrete funding packages as Leytonstone town centre's sustainability needs and aspirations grow:

1. Business support hubs
2. Green affordable commercial space
3. Leytonstone Green Town centre digital hub
4. Common procurement waste collection

This is an opportunity to take Waltham Forest's existing Green Business Network activities to the next level by establishing a pilot Green Enterprise Zone and fulfil the greater potential of the nascent Leytonstone Business and Intellectual Property Centre (BIPC) Local – the first in London – that could be replicated, refined and adopted in other town centres.

Leytonstone Library's business hub would act as the initial home for this enterprise zone, a first-port-of-call for local businesses and residents looking for advice and support.

It would be a place where those interested in reducing their carbon footprint and adopting sustainable practices (including, businesses, landlords and residents) could not only receive guidance and support on how to do so, but be networked with other businesses, residents and other stakeholders locally to encourage people to work together and share knowledge and resources.

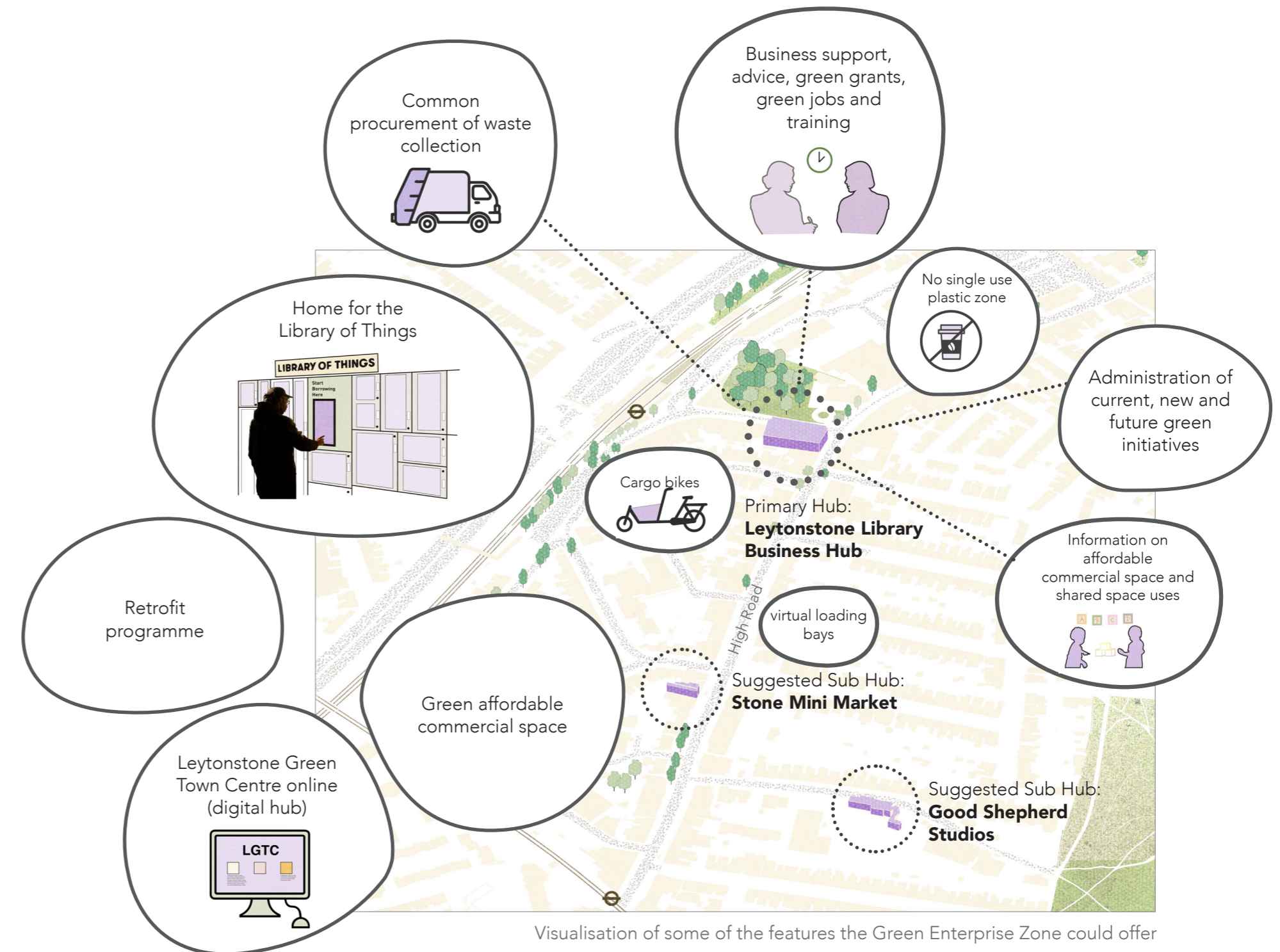
Sharing resources could mean collaborating on common procurement of waste collection to reduce the number of vehicles coming to the town centre, sharing spaces for uses at different times of day, and facilitating 'waste' from one business to be put to use by another. Further

initiatives would be supported and additional funding / investment sought as the Green Enterprise Zone gains traction.

Although there are currently numerous discrete sustainable initiatives taking place across the town centre, and both the residential and business population have said they are keen to do more, these activities currently lack the cross communication and networking that would give them the critical mass to operate efficiently and more effectively. Many local stakeholders have told us that they don't know where to go to find out information. The Green Enterprise Zone hub would bring these activities and information together in a single physical and digital space.

Investment in the management and promotion of an online information hub and social media channels for promotion of Leytonstone sustainable town centre would respond to local need and allow activities to gain wider reach. To maximise the potential of this central 'public space', it would also house complementary activities and resources such as the forthcoming Library of Things.

Other projects that could come under the auspices of the Green Business Zone include



Visualisation of some of the features the Green Enterprise Zone could offer

building support for a zero single-use plastic zone, drinking fountains, branded re-use mugs etc.

Over time, additional sub-hubs would be established to support different sorts of activities and ensure that economic benefits of the Green Enterprise Zone are felt across the whole town centre. Good Shepherd Studios, Stone Mini Market and George Tomlinson Primary School have been identified as potential sub-hubs.

1. Business support hubs

The primary hub for hosting the Green Enterprise Zone would be at the existing BIPC business hub, currently housed in Leytonstone Library, strengthening its current offer for local businesses and residents.

This is a central location on the high street, on the main route from the Tube station, and next to St John's Church – an accredited Eco Church that hosts community events such as the Climate Action Day fair.

Business support, legal advice, green grants, green jobs and training would all be on offer. Amongst the things local businesses have said they particularly need are support dealing with

landlords, legal advice, help applying for grants, and access to affordable premises. To support the many local independent businesses and encourage start ups, the hub would be agile enough to deal with businesses of all scales, including sole operators.

The hub would also be responsible for administration of current, new and future green initiatives, such as:

- 'No single use plastic' zone
- Cargo bikes
- Virtual loading bays (parking bays with bookable delivery slots, allowing other uses when not booked)
- Information on affordable commercial space and shared space uses
- Common procurement of waste collection

Sub hubs would operate at other locations to cover the whole town centre. Based on existing stakeholder activity, these could be:

- Stone Mini Market – a pair of shops at the southern end of the town centre that champion sustainable living. Spaces at the rear are currently used for community meetings and pop-up ventures.

- Good Shepherd Studios – new community/work spaces in a former sports hall, on Davies Lane, opened in 2022.
- George Tomlinson Primary School
- A local park or green space

With enough funding, a bespoke Green Zone community hub could be built in or close to Bushwood green space, offering expansion of activities out doors and more visibility.

The central hub or its subsidiaries could also provide a home for:

- A Library of Things (libraryofthings.co.uk) – a resource that allows people to borrow tools and other useful household implements, due to open in 2023.
- A warehouse for sustainable supplies for local shops – businesses have said these can be hard to procure, and bulk buying would reduce the impact of deliveries.
- Sample green building materials such as insulation, energy production and zero-Carbon materials.

Funding would cover strategic development and staffing, training, and marketing costs as well as physical upgrades to the spaces, and new signage.

Benefits of the business support hubs

- Support for local independent business and entrepreneurship
- Make sustainable business practice financially viable
- Attract more green businesses to the area
- Reinforce Leytonstone's reputation as a sustainable neighbourhood
- Greater visibility would attract a wider demographic, including young people
- Boost town centre economy



Diagram showing how hubs would benefit local businesses and the community

2. Green affordable commercial space

This programme would encourage and enable local commercial landlords to place their tenants on 'green leases'. These promote collaboration between landlord and tenant to reduce energy consumption, eliminate carbon emissions, manage waste more effectively, and minimise the overall environmental footprint – all with a view towards creating financial cost savings / additional revenue for both landlord and tenant. This would address the issue of affordable rents, which businesses have said is a key challenge in the town centre.

Within these green leases, financial incentives (e.g. discounted rents) would be provided to tenants who demonstrate an exemplary commitment to sustainability. They could achieve this by substantially reducing their impact and/or operating a business that provides products or services that contribute to a greener environment and economy.

3. Leytonstone Green Town Centre digital hub

The physical Green Enterprise Zone hub would be supported by a digital one. This would also provide access to business support, advice, green grants, green jobs and training.

Other content could include: inspiring exemplars from other places; a green community noticeboard for sharing information and resources; event listings; a little green book of contacts for sustainable businesses (building on or resourcing work already started by community group Transition Leytonstone).

Participating sustainable businesses would display QR codes linking to the digital hub, and/or more information about the ways in which they are sustainable and how the customer is supporting the sustainable vision. Clearly defined guidelines would be needed for the criteria for inclusion.

The website would be complemented by social media and newsletter communications to broaden the reach and message of the Green Enterprise Zone. These could use the current Leytonstone Loves Local social media and its existing following as a base from which to grow.

An app could also be developed to manage bookings, space sharing etc.

Funding could also support measures to increase digital access for everyone in Leytonstone town centre, via training, widespread availability of wi-fi, or access to computers.

4. Common sustainable procurement services

As part of the Leytonstone Green Enterprise Zone businesses would be offered the opportunity to subscribe to a centralised procurement service. This would provide easy access to suppliers who operate in a sustainable way and offer products and services with lower environmental footprints.

For example, there is an opportunity to provide a centralised location for harder to recycle items, for use by businesses and residents. This could be at the Tesco car park or a proposed new circular economy business hub that could be built as part of the Green Gateway.

While local businesses have expressed concerns about the cost to them of sustainable products and services suppliers, subsidy and the economy of scale could provide incentives (the more businesses, the cheaper it will be). Strength in numbers would also provide greater bargaining power, incentivising providers to offer more affordable sustainable products and services.

In addition to the financial and environmental benefits of centralised, sustainable procurement, shared sourcing would additionally reduce the number of heavy goods vehicles moving through the town centre, helping to improve air quality.

Benefits of a digital hub

- A fully networked community
- Efficient sharing of resources and information
- Instantly accessible information
- Branding / strengthening the Leytonstone Green Enterprise Zone / green town centre identity
- Digital shop window highlighting of inspirational local projects that could be replicated elsewhere
- Supports and publicises green businesses
- Meets need expressed by local stakeholders
- Improves digital access for all

Benefits of sustainable procurement services

- Reduced HGV traffic creating safer, healthier streets
- Improved air quality
- Potential to improve recycling
- Shared access to sustainable materials, inputs, supplies, and resources providers
- Cost savings to commercial operators
- Reduction in waste being left to clutter street and block pavements



Benefits of an affordable commercial space scheme



- Reduces the environmental impact of tenancies
- Engages both landlords and tenants in the green economy
- Provides landlords with a financial incentive to green their properties
- Financial boost to green economy businesses
- Will help attract green businesses to Leytonstone
- Facilitates a step-change in business operations for local companies
- Stimulates and fosters green entrepreneurship
- Responds to feedback from businesses that affordable commercial space is hard to find

How does the Green Enterprise Zone meet the four pillars of a sustainable future?

The following matrix marks the Green Enterprise Zone against each aspect of the community charter for a Future Leytonstone sustainability vision set out on page 14-15.

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	 EQUALITY			 ECONOMY		
	AIR QUALITY	LEISURE	ACTIVE TRAVEL	LOCAL ENTERPRISE	CAPACITY BUILDING	CIRCULAR ECONOMY
1 BUSINESS SUPPORT HUBS					●	●
2 GREEN AFFORDABLE COMMERCIAL SPACE				●	●	
3 DIGITAL HUB				●	●	●
4 SUSTAINABLE PROCUREMENT	●				●	●
OVERALL				●	●	●

	 ENVIRONMENT			 ENGAGEMENT		
	URBAN NATURE	CLIMATE RESILIENCE	SMALL FOOTPRINT	ACTIVATION	CONNECTION	INNOVATION
1 BUSINESS SUPPORT HUBS			●	●	●	●
2 GREEN AFFORDABLE COMMERCIAL SPACE			●			
3 DIGITAL HUB			●		●	●
4 COMMON WASTE PROCUREMENT			●		●	
OVERALL			●	●	●	●

Key stakeholders

- Waltham Forest Green Business team
- Leytonstone Library
- Good Shepherd Studios
- Stone Mini Market
- Transition Leytonstone
- Local primary schools, inc George Tomlinson
- Local businesses and retailers
- Landlords

Delivery considerations

- Amount of physical space available at the library
- Accessibility of hubs
- Geographic spread of hubs to serve whole town centre
- Visibility of the programme
- Potential to attract UK shared prosperity funding – providing advice on retrofitting for businesses and lessons learnt
- Availability of sustainable workspace
- Need for a matrix to monitor impact
- Cost of carbon literacy awareness training accreditation

STRATEGIC PROJECT 3: THE RETROFIT ACCELERATOR

This pilot programme will deliver innovative net zero retrofits in and around Leytonstone town centre to commercial and residential properties. Such a programme would enable groundbreaking approaches to retrofitting existing buildings and showcase different approaches to achieving net zero in different contexts to inform the property industry across London and the UK.

Key Features and Initiatives

The Retrofit Accelerator Programme brings together project delivery and long-term engagement. Initially it focuses on involving relevant stakeholders and delivering tangible, net-zero retrofits with immediate social, economic, and environmental benefits; longer-term, it opens the door to wider innovation, broader scale, and education and employment across the sector. The programme involves:

1. Retrofit showcase
2. Retrofit competition
3. Award & delivery
4. Performance review
5. Learning programme

The Leytonstone Retrofit Accelerator is a long-term investment programme that involves securing and distributing grant funding to pay for the retrofit of ten properties (suggested number) within the Leytonstone town centre. The retrofits would be required to achieve net zero carbon, eliminate operational emissions / fossil fuels, and demonstrate innovation in the construction method and/or use of materials.

The 10 projects could be allocated based on a public design competition, further stakeholder engagement and/or directly applied to Waltham Forest Council properties.

The intention would be to include a range of property types and demonstrate leadership in net-zero and environmentally sustainable retrofit. This will tie in with the local economy and the nearby [London Academy of Sustainable Construction](#).

Once complete, the properties would be subject to ongoing performance monitoring and would participate in an education programme. Interested stakeholders (local or regional) could come to Leytonstone town centre to visit the properties and gather lessons learnt.

This builds on Waltham Forest Council's Eco Show

Home pilot in Walthamstow, open to the public between September 2021 and June 2022. It also takes advantage of the UK Shared Prosperity Funding – pilot providing advice on retrofitting for businesses, lessons learnt – which has already been secured. It will further the collective understanding of innovative approaches to retrofit that could then be applied elsewhere.



Indicative locations for the retrofit programme. Actual properties would be decided via the retrofit competition

1. Retrofit showcase

To kickstart the Retrofit Accelerator programme, an exhibition would be held to showcase domestic and international case studies of innovative net zero retrofit. These case studies would help illustrate emerging techniques, new building materials, novel business models and, more generally, the art of the possible.

The showcase would also demonstrate the benefits of net zero retrofit, and what participants can expect from participation in the accelerator programme.

The Retrofit Showcase could include:

- A physical exhibition featuring successful retrofit projects and methods, including informational text and visuals (e.g. images, scale models, material samples, videos, etc). This would include the Waltham Forest Eco Showhome (2021-22)
- In-person presentations of specific retrofit case studies
- Educational talks and seminars explaining the process of retrofit, different approaches to delivery, and its benefits
- An informational campaign (including digital

resources) to disseminate knowledge

- Interactive workshops where interested parties can engage with experts to help them tackle the issue
- Briefing sessions to explain the retrofit accelerator programme and how to participate

Benefits of showcase exhibition

- Provides an engaging introduction to net zero retrofit
- Generates awareness of the programme for potential participants
- Connects stakeholders with workable solutions and innovations for their properties

2. Retrofit competition

Following the showcase, the Retrofit Accelerator Programme will invite local residents, businesses, and property owners to submit proposals for net zero retrofit.

These proposals should seek to transform existing properties (including retail units, offices, flats, and terraces) into innovative exemplars of net zero retrofit buildings. Following evaluation by a panel against relevant criteria, funding (potentially including grant funds) would be awarded to ten properties to enable the delivery of retrofit.

This process would involve:

- Preparing a clear brief for the competition, explaining relevant rules and criteria with clear and easy-to-follow guidelines
- Notifying local stakeholders of the opportunity to participate in the programme
- Providing relevant resources (such as retrofit guides, cost guides, and other technical material) to support participants as they prepare bids
- Assembling a panel to evaluate the submissions and select the pioneer retrofits,

pairing innovative architects with local residents and community groups

- Publicising the competition results and educating local stakeholders about the process for delivery.

Benefits of the retrofit competition

- Directly engages local residents, businesses, and property owners in a dynamic and interactive process of innovation
- Draws together local stakeholders to form collaborative relationships
- Provides incentives to use new and novel approaches to retrofit
- Ensures that value-for-money is achieved by the retrofit pioneer projects
- Provides a mechanism for strategically introducing commercial finance and investment

3. Award & delivery

Once awards are made, the Green Enterprise Zone programme would coordinate and engage with competition winners to support their retrofit activities. This would include:

- Administering finance and grants to fund the retrofit
- Connecting the winners with relevant suppliers (with an emphasis on local businesses) and linking them with the London Academy of Sustainable Construction
- Providing apprenticeship and employment opportunities on the pioneer retrofit projects
- Community engagement to educate stakeholders about the retrofit process
- Support for property owners to make use of Green Leases for their premises (where applicable)
- Documenting the process

Benefits of the award & delivery phase

- Delivers direct reductions in operational carbon emissions and air pollution
- Enhances the indoor environmental quality of spaces for occupiers
- Creates new apprenticeship and employment opportunities within the 'green property' industry
- Helps develop the skills and knowledge necessary for green retrofit at scale
- Facilitates new and sustainability-linked business opportunities for local enterprise and green economy
- Supports the work of innovative start-ups operating in the sustainable construction
- Facilitates deployment of Green Leases, providing financial benefit and energy bill savings to both landlords and tenants
- Promotes collaboration, engagement, and knowledge sharing around green retrofit

4. Performance review

Once complete, each pioneer retrofit project would be monitored to understand performance in operation. This would include:

- Ongoing monitoring of energy efficiency, thermal comfort, and carbon emissions;
- Related monitoring activities, including indoor environmental quality;
- Analysis of energy management and occupier satisfaction; and
- Regular, publicly-facing reports and analysis on the impact of the retrofit approaches (including cost-benefit analysis).

Benefits of the performance review

- Provides valuable data to inform future retrofit approaches and decisions;
- Helps build an evidence base for the benefits of green retrofit; and
- Provides transparency and insight into the net zero retrofit process

5. Learning programme

With the completion of these pioneer retrofits, it will be important to share knowledge and educate stakeholders on the various approaches and their impacts. To support with wider education and adoption of novel retrofit techniques, this programme would involve:

- Regular site tours to showcase the retrofits, explain the technical approaches taken, and identify lessons learned;
- Providing information to stakeholders (including residents, businesses, property owners, and the wider property industry) wanting to learn more about and potentially adopt the approaches that were taken; and
- Engaging with schools, academies, and other relevant organisations to promote education and interest in net zero retrofit.

Benefits of the learning programme

- Active engagement of local stakeholders, providing them with proven ideas and approaches for them to adopt;
- Education of industry professionals, so they are more able to provide the necessary services and expertise that enable net zero retrofit; and
- The creation of new stakeholder networks that can build on the work of the accelerator programme to drive further innovation and scalability.

Key stakeholders

- Local commercial tenants
- Local residential tenants
- Local property owners
- Transport for London
- Housing associations
- London Academy of Sustainable Construction
- The Building Centre
- UK Green Building Council
- Green Finance Institute
- Building Research Establishment
- British Property Federation
- National Residential Landlords Association
- National Renters Alliance
- Innovate UK
- Department for Business, Energy, and Industrial Strategy (BEIS)

Delivery considerations

- Relevant stakeholders will need to be actively engaged and educated on what retrofit involves, the benefits it can generate, and what 'net zero' means in practice
- Selection criteria for the pilot competition

will need to be carefully considered and made fully transparent to participants

- The competition process will need to be made accessible and understandable to local residents, businesses, and property owners
- Consideration will need to be given to potential funding sources, repayment terms, and whether the use of Green Leases can help justify or unlock commercial funding
- The retrofit supply chain will need to be actively engaged and connected with local stakeholders participating in the pilot programme
- The delivery model should incorporate specific provisions for the creation of new apprenticeships and employment opportunities, ideally directed towards local residents in unemployment or underemployment
- Clear reporting protocols and post-delivery requirements will need to be established and set out for participants and actively managed to ensure they are complied with
- Resourcing will be required to coordinate the ongoing learning programme as well as data collection, analysis, and reporting







The Waltham Forest Eco Show Home at 47 Greenleaf Street, E17, provides inspiration for the Leytonstone Retrofit programme. It was open to the public from September 2021 to June 2022. Video stills from www.walthamforest.gov.uk/housing/energy-efficiency/retrofit-advice/waltham-forest-eco-show-home

How does the Retrofit Accelerator meet the four pillars of a sustainable future?

The following matrix marks the Retrofit Accelerator against each aspect of the community charter for a Future Leytonstone sustainability vision set out on page 14-15.

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	 EQUALITY			 ECONOMY		
	AIR QUALITY	LEISURE	ACTIVE TRAVEL	LOCAL ENTERPRISE	CAPACITY BUILDING	CIRCULAR ECONOMY
1 RETROFIT SHOWCASE					●	
2 RETROFIT COMPETITION					●	●
3 AWARD AND DELIVERY	●			●	●	●
4 PERFORMANCE REVIEW						
5 LEARNING PROGRAMME					●	●
OVERALL				●	●	●

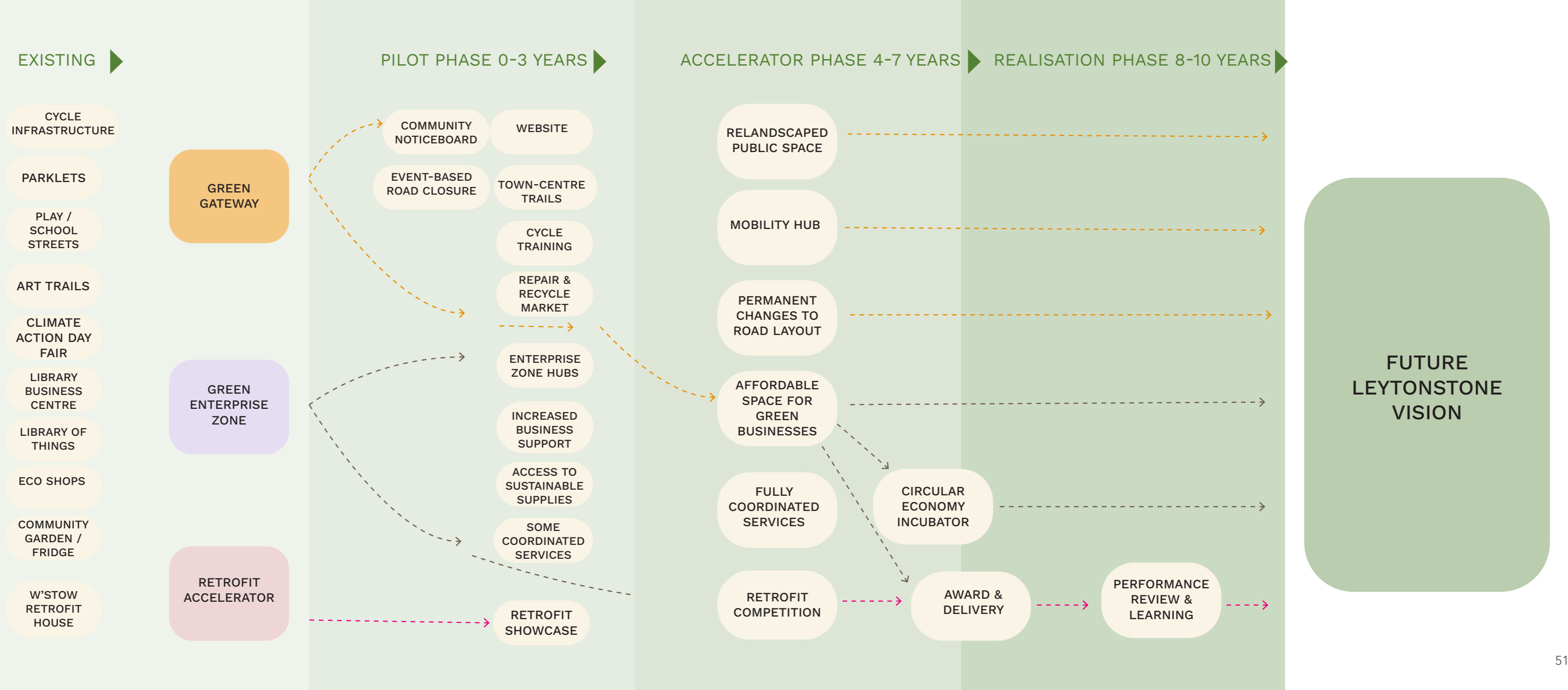
	 ENVIRONMENT			 ENGAGEMENT		
	URBAN NATURE	CLIMATE RESILIENCE	SMALL FOOTPRINT	ACTIVATION	CONNECTION	INNOVATION
1 RETROFIT SHOWCASE			●	●	●	●
2 RETROFIT COMPETITION			●		●	●
3 AWARD AND DELIVERY		●	●			●
4 PERFORMANCE REVIEW		●	●			
5 LEARNING PROGRAMME		●	●	●	●	●
OVERALL		●	●	●	●	●

PART III.
HOW TO GET THERE

ROADMAP TO REALISING THE FUTURE LEYTONSTONE VISION

Some of the sub projects proposed in the Future Leytonstone Vision are simple measures that could be implemented almost immediately; others are longer-term ambitions that will take years to implement and to reap benefits.

This visual representation of the 10 year transition roadmap is indicative only and will be developed further with Waltham Forest council and local stakeholders.



NEXT STEPS

Future Leytonstone is a vision for transforming the town centre into an exemplar of sustainability and the Green New Deal.

The next step is to define a clear, actionable plan for turning that vision into reality. This involves crafting a detailed scope of works for each of the three strategic projects and a thoroughly considered plan for sourcing and deploying the resources required to make them happen.

Such a plan will require five key stages of work:

1. Stakeholder Engagement

The complexity and resourcing requirements of these strategic projects mean that they will need multi-party cooperation and external support. Accordingly, relevant stakeholders (including, but not limited to, those identified in this report) should be engaged to determine the following:

- **Objectives:** What are the critical and supporting objectives of each stakeholder, and how do these relate to the Future Leytonstone programme?
- **Requirements:** On what terms are stakeholders willing to be involved in the programme?

- **Resources:** What can each stakeholder bring to the table, financial or otherwise, in support of the strategic projects?

Given the need for external support and resourcing (including capital and capabilities), the pool of potential stakeholders will need to be widened substantially from the predominately local stakeholder group engaged to date.

2. Project Charters

Once the objectives, requirements, and resources of each stakeholder are identified, the Future Leytonstone Vision and Charter will need to be translated into project-specific charters for each of the strategic projects. These Project Charters should be undertaken with a view towards aligning objectives, creating shared incentives, and clearly defining desired outcomes with respect to each project. Each would include:

- **Project Vision:** A consensus articulation of the project's ambitions that reflect the objectives, priorities, and roles of the stakeholders involved in the project;
- **Project Objectives:** A set of strategic objectives that translate the vision into tangible outcomes; and

- **Performance Framework:** A set of Key Performance Indicators and targets which define a) how desired outcomes should be measured; b) what level of performance must be achieved at a minimum; and c) what level of performance would be viewed as exemplary or ground-breaking.

3. Feasibility Studies

Following production of the Project Charters, each pilot will need to be assessed in detail with respect to strengths, weaknesses, opportunities, and challenges (with particular attention paid to the 'Delivery Considerations' set out earlier). Once this assessment is complete, it must be translated into a strategic brief for each project, setting out the range of potential interventions and their relative viability.

This would yield a report which sets out:

- **Strengths:** The local characteristics or conditions that support or reinforce the objectives of the pilot project;
- **Weaknesses:** The local characteristics or conditions that are deficient or otherwise require improvement for the pilot project to be deemed successful;

- **Opportunities:** The spatial or programmatic interventions that would capitalise on existing conditions and drive positive impact with respect to the Project Charter;
- **Challenges:** The barriers that must be overcome to enable effective and impactful delivery of the strategic project;
- **Envelope of Intervention:** The range of potential measures that would contribute to the targeted outcomes of the strategic project, given the identified strengths, weaknesses, opportunities, and challenges;
- **Envelope of Viability:** The range of potential measures that are deliverable, given the identified requirements and resources of relevant stakeholders; and
- **Strategic Brief:** The measures that both contribute to the pilot's targeted objectives AND have a viable means of delivery.

4. Project Specifications

Once the Strategic Brief is set, the measures will need to be assessed for their potential impact and specified in detail. This should include:

- **Impact Assessment:** Estimates of the performance of each measure in relation to the Project Charter metrics;

- **Impact Optimisation:** Consideration of which measures should be undertaken, given their relative impact and compatibility with each other, to achieve the best overall outcome;
- **Spatial Specification:** Detailed plans for physical interventions, including (where applicable) drawings, technical specifications, layouts, and renderings;
- **Programme Specification:** Detailed plans for initiatives and non-physical interventions, including (where applicable) specification of activities, actions, and ongoing programmes;
- **Synthesis:** Details on how the spatial and programmatic interventions interface to deliver the intended outcomes.

5. Delivery Plans

Once they are specified, the strategic projects will need to be crystallised into actionable delivery plans that involve relevant stakeholders and map requirements to resource. This should include:

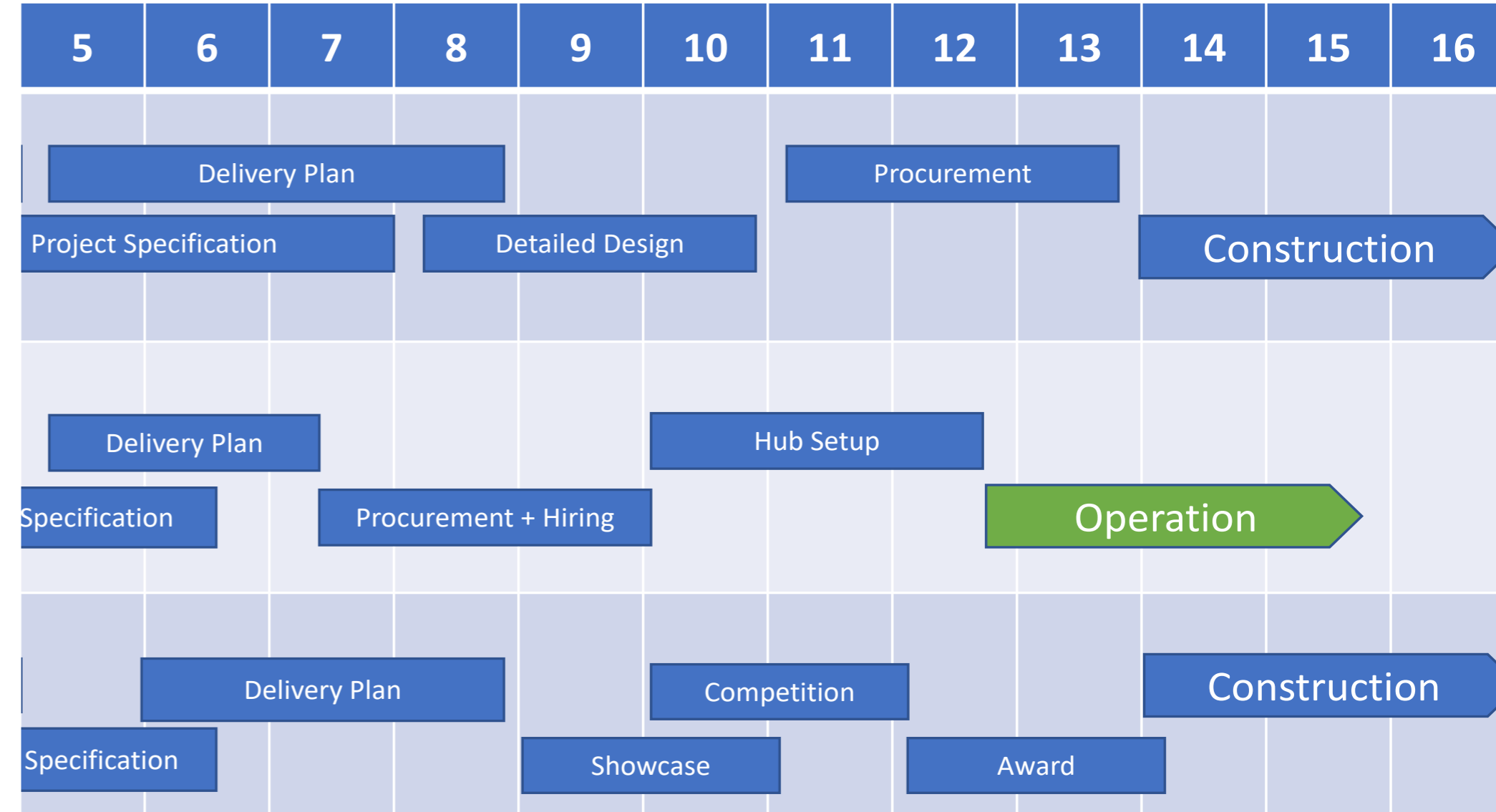
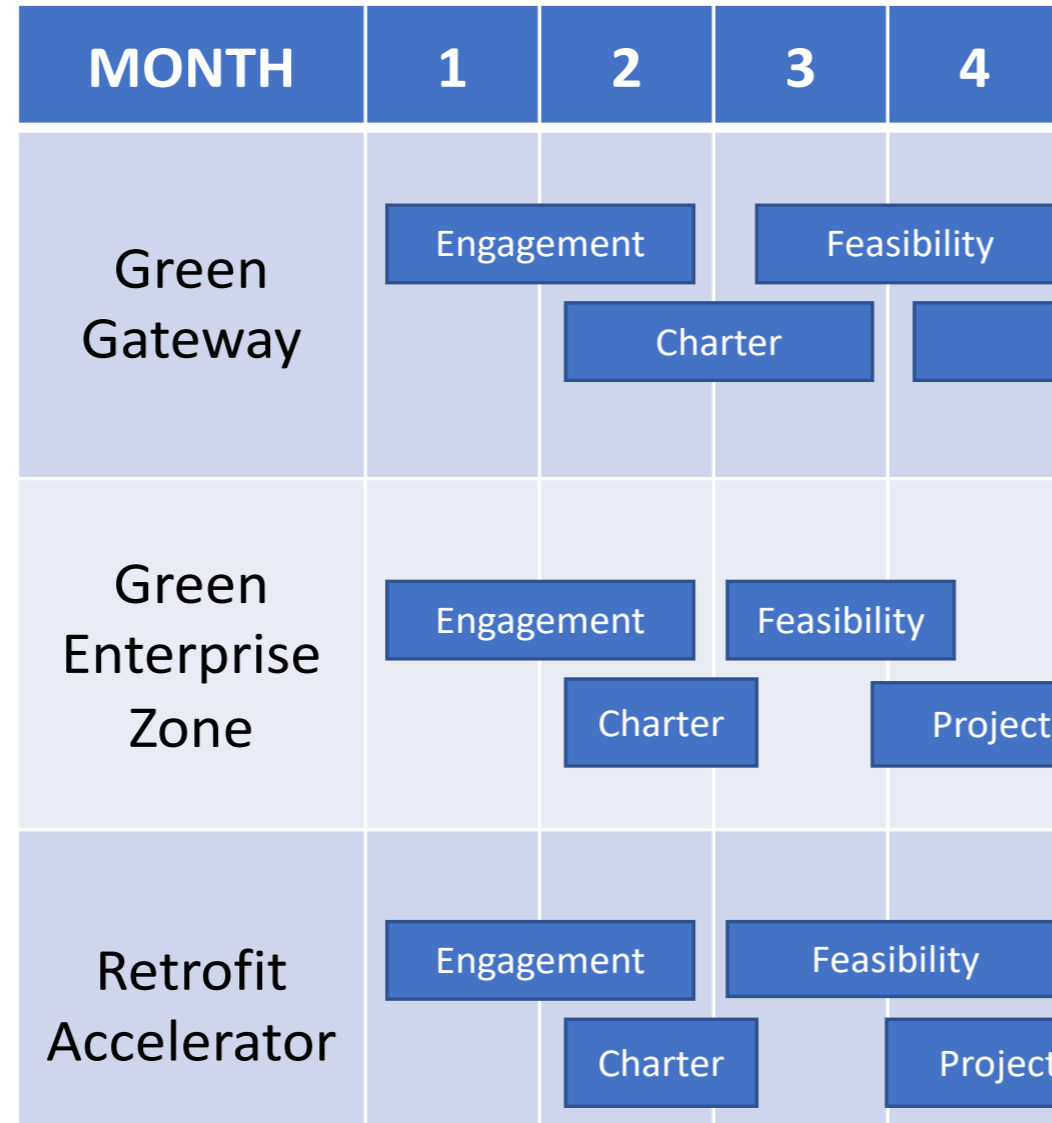
- **Requirements:** Estimates of the financial capital and non-financial resources required to deliver the pilot project;
- **Resourcing:** Identification of where / from whom the financial capital and non-financial resources will come;

- **Returns:** Quantification of the financial and non-financial benefits that the project will generate, mapped to the stakeholders who will accrue those benefits;
- **Alignment:** Analysis of each stakeholder to determine whether their expected returns (financial or otherwise) can justify their resource contribution, and if not, how that misalignment can be addressed;
- **Timeline:** Clear timelines for delivery, along with key actions for each stakeholder;
- **Budget:** Estimated cost and revenue models for the project, including capital injections from stakeholders; and
- **Next Steps**

Completion of these five work stages will yield a comprehensive, detailed, and viable plan of action to deliver the Leytonstone Town Centre Green Gateway, Green Enterprise Zone, and Retrofit Accelerator.

This will emphasise the creation of a clear financial model for delivery and sensible allocation of costs and benefits so that there are incentives for stakeholders to cooperate and facilitate the delivery of these projects.

Diagram showing when the five key stages of work would happen across each of the strategic projects.





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