

# Apply to the levelling up fund round 2

## Submission details

Submission reference	LUF20618
Created time	Wed, 10 Aug 2022 09:26
Signed-in user	9964af19-7ccd-4814-a50a-e1c5abdfaa5a

## What is the legal name of the lead applicant organisation?

London Borough of Waltham Forest

## Where is your bid being delivered?

England

## Select your local authority

Waltham Forest

## Enter the name of your bid

Child-Friendly Chingford

Does your bid contain any projects previously submitted in round 1?

No

## Bid manager contact details

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Position	Director Area Regeneration Delivery
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Postal address	Waltham Forest Town Hall Forest Road London E17 4JF

## Senior Responsible Officer contact details

Full name Ian Rae

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Position Corporate Director Regeneration, Planning & Delivery

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## Chief Finance Officer contact details

Full name Ursula Gamble

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## Local Authority Leader contact details

Full name Cllr Grace Williams

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Position Leader

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Telephone number

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Email address leader@walthamforest.gov.uk

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Enter the name of any consultancy companies involved in the preparation of the bid

PRD Consulting Ltd

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Enter the total grant requested from the Levelling Up Fund

£8433525

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## Investment themes

Regeneration and town centre 83%

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Cultural 17%

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Transport 0%

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Which bid allowance are you using?

Full constituency allowance

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How many component projects are there in your bid?

2

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Are you submitting a joint bid?

No

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### Grant value declaration

I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value

Tick to confirm

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### Gateway criteria: costings, planning and defrayment

I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year

Tick to confirm

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Costings and Planning Workbook

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Provide bid name

Child-Friendly Chingford

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Provide a short description of your bid

Transformational programme of investment to create Child-Friendly Places in Chingford's Town Centres and Parks.

Co-designed with children and young people around three key drivers Social Spaces, Healthy Places and Economic Boost.

Resulting in a safe, inclusive and healthy 15-minute neighbourhood for the benefit of all the community, increasing civic pride, community safety and cohesion, while boosting high street footfall and businesses.

Levelling Up Funding will be invested in:

- Child-Friendly Town Centres: Investment in Chingford Mount and Highams Park town centres to enhance the attractiveness and greening of the public realm, creating safe, inclusive multi-generational spaces, particularly for children and young people, increasing civic pride, community cohesion, boosting town centre footfall, dwell-time and spend and creating new opportunities for local enterprise.

- Child-Friendly Parks: Delivering a network of connected, safe play, sport and leisure spaces that support all generations, particularly young people to be active and healthy, increasing social cohesion and wellbeing.

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## Provide a more detailed overview of your bid proposal

£8.4m Levelling Up Funding will be invested in a £10.35m transformative programme of child-friendly spaces in Chingford's town centres, parks, play spaces and sporting facilities, co-designed with children and young people.

The programme is based around three key drivers: Social Spaces, Healthy Places and Economic Boost, creating Child-Friendly places which can be enjoyed, benefit and bring together the whole community.

The programme will deliver at least £22m of benefits, with a Benefit-Cost-Ratio of 2:1.

### PROJECT 1: CHILD-FRIENDLY TOWN CENTRES

- £5.6m investment programme delivering 1.6ha of public space improvements across Chingford Mount and Highams Park Town Centres

- Transformative enhancements to Albert Crescent, Chingford Mount's key public space, as well as wider public realm improvements across the town centre, including new playable space, surfacing, landscape, lighting, greenery, wayfinding and public art which will create safe, inclusive, welcoming, attractive connections and spaces, particularly for the area's children and young people.

- Transforming Highams Park Overground Station forecourt and car park to become a public space, with the introduction of small retail units and workspaces to support small businesses, start-ups and meanwhile uses/pops ups as well as a base for regular craft and food markets for local creatives and producers.

- Investment in the heart of the town centre, creating an enhanced gateway to Highams Park station with a safe, attractive, welcoming and inclusive space for all the community.

- Linking Aldriche Way Estate to Highams Park town centre through a new pedestrian route, addressing an existing missing connection from one of the town's most deprived areas

- Transforming the play area on Signal Walk, linked to the new route to Aldriche Way and Highams Park Tesco superstore, creating a focal point for child-friendly activity and addressing issues of ASB working with the landowner and local community to deliver this match-funded project.

- Providing safe and clear connections between the high street, play spaces and parks in line with our 15-minute neighbourhood priority, encouraging active travel and boosting health

- Resultant boost to footfall and dwell-time in the town centre, supporting local business, increasing civic pride and confidence to invest

### PROJECT 2: CHILD-FRIENDLY PARKS

- £4.7m investment programme in c.10,000 sq m of Chingford's parks, play spaces and c.7,500 sq m of its sports grounds all set within the 15-minute neighbourhood to create and enhance varied, safe and inclusive play, sport and leisure facilities for children and young people.

- Reinforce the network of green spaces and connections within the neighbourhood encouraging safe, active travel and resultant enhancement to local air quality.

- Equipping parks and sports grounds with high-quality new or refurbished amenities especially for children and young people, including a skatepark, a scooter play area, 10 refurbished tennis courts with flood lighting and bubble for indoor use, new MUGA, outdoors gym, new play equipment and community and café spaces.

- Refurbishing a disused pavilion and adjacent toilet block in Memorial Park, Chingford Mount to become a café and community space to reinforce the sense of the community while providing additional amenities for people of different ages to enjoy the park and its facilities.

- Match-funded delivery of a replacement pavilion at Rolls Park creating a focal point for the investment in the park's sports and leisure facilities

- Complemented by a programme of environmental improvements delivering sustainable drainage and flood mitigation for the wider neighbourhood.

Please see Appendix 1 - Delivery Plan for further details on the investment programme and projects.

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## **Provide a short description of the area where the investment will take place**

The Chingford Mount and Highams Park areas of Chingford are predominantly suburban residential neighbourhoods in the north of Waltham Forest set around their respective district centres. The neighbourhood has a population of almost 70,000 with 15,000 residents under 18 and 26% of the population from ethnic minority backgrounds. This part of Chingford is set apart from other parts of the borough by the presence of persistent pockets of hardship against a backdrop of relatively moderate affluence with the challenges facing residents described more fully in the Strategic Case.

Chingford Mount is situated on the eastern edge of the Lea Valley but separated from this environment by topography and extensive areas of infrastructure including the A406 North Circular Road, reservoirs with limited public access and large areas of out-of-town style retail and industrial. Chingford Mount is less accessible than other parts of the borough, with bus services the only form of public transport access. Highams Park is to the east of Chingford Mount close to Epping Forest and has overground station access. Both Chingford Mount and Highams Park are identified as strategic locations for regeneration within the Council's emerging Local Plan and the Mayor's London Plan (for Highams Park), as an area where growth can occur to deliver new homes, employment space and supporting community and social infrastructure over the next 15 years. The Council is in the process of preparing a Town Centre Area Framework for Chingford Mount and is working with local group Highams Park Planning Group on the implementation of its Neighbourhood Plan adopted in 2020.

Chingford Mount District Centre is one of the most traditional town centres in Waltham Forest, predominantly focused on local services and convenience retail. Footfall in the town centre is driven by the presence of chain retailers and services such as banks and pharmacists, with vulnerability to national trends and closures. At its heart is Albert Crescent which sits at the crossroads of the town centre and has a distinct identity retaining elements of its original Art Deco character. The town centre has had incremental investment over the last decade, but much of its public realm is tired and in need of renewal and the boost this would provide the centre, alongside addressing emerging hotspots of crime and ASB, which are particularly impacting younger people. Recognising these issues, the Council has embarked on a GLA-funded Child-Friendly 15-minute neighbourhood pilot the engagement and findings from which have been key to shaping the vision and proposals in this bid.

Highams Park District Centre is split in two by the overground line, creating local severance issues. It is a smaller centre characterised by a nascent economy of smaller independent retailers. Highams Park town centre has relatively few public spaces and meeting points and issues of ASB around the Signal Walk space, which has led to recent Council-led investment in CCTV. The Aldriche Estate is adjacent to the town centre but lacking a connection to it. Investment in connectivity across Highams Park's 15-minute neighbourhood and enhancement of public space in the town centre is at the heart of this bid.

Sitting between and around the two town centres are several parks and green spaces which are key to the communities' opportunities for accessing play, recreation and sport. The Council is embarking on a programme of investment

in Memorial Park and Rolls Park sports ground, but a further injection of investment – and core request of this bid – is required to enhance the quality and range of offer in these parks as well as address underinvestment in parks such as Chase Lane which sits to the west of Chingford Mount town centre in Valley ward where there is a deficiency of access to green space.

The Council is now looking to build on local community networks and engagement to deliver a comprehensive programme of investment Chingford's Town Centres and Parks that delivers significant social, economic and environmental benefit for all its communities, most particularly generations of children and young people.

Appendix 1 - Delivery Plan contains further detail on the investment area, including a series of maps and the detail of the project proposals.

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## Optional Map Upload

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## Does your bid include any transport projects?

No

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## Provide location information

### Location 1

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Enter location postcode	E4 8DD
Enter location grid reference	51.61723342914683, -0.01785199485318697
Percentage of bid invested at the location	39%
Optional GIS file upload for the location	Chingford-LevellingUpFund GIS map.zip

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### Location 2

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Enter location postcode	E4 9LA
Enter location grid reference	51.607679591541824, -0.0004820248883886227
Percentage of bid invested at the location	15%
Optional GIS file upload for the location	Chingford-LevellingUpFund GIS map.zip

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### Location 3

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Enter location postcode	E4 8LR
Enter location grid reference	51.613715929923146, -0.014611876197760753
Percentage of bid invested at the location	8%
Optional GIS file upload for the location	Chingford-LevellingUpFund GIS map.zip

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### Location 4

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<b>Enter location postcode</b>	E4 8HS
<b>Enter location grid reference</b>	51.61517492421133, -0.026070287878156555
<b>Percentage of bid invested at the location</b>	9%
<b>Optional GIS file upload for the location</b>	Chingford-LevellingUpFund GIS map.zip

#### Location 5

<b>Enter location postcode</b>	E4 9JG
<b>Enter location grid reference</b>	51.61026915284591, -0.007055469443292011
<b>Percentage of bid invested at the location</b>	28%
<b>Optional GIS file upload for the location</b>	Chingford-LevellingUpFund GIS map.zip

#### Location 6

<b>Enter location postcode</b>	E4 8AQ
<b>Enter location grid reference</b>	51.630805589233255, -0.01790234259759938
<b>Percentage of bid invested at the location</b>	1%
<b>Optional GIS file upload for the location</b>	Chingford-LevellingUpFund GIS map.zip

### Select the constituencies covered in the bid

#### Constituency 1

<b>Constituency name</b>	Chingford and Woodford Green
<b>Estimate the percentage of the bid invested in this constituency</b>	100%

### Select the local authorities covered in the bid

#### Local Authority 1

<b>Local authority name</b>	Waltham Forest
<b>Estimate the percentage of the bid invested in this local authority</b>	100%

### Sub-categories that are relevant to your investment

<b>Select one or more regeneration sub-categories</b>	Commercial Civic
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that are relevant to your investment	Other Regeneration
Describe other regeneration sub-category	Town Centre Public Realm and business spaces
Select one or more cultural sub-categories that are relevant to your investment	Sports and athletics facilities Other Cultural
Describe other cultural sub-category	Parks, play, sports and open space

Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

There are no currently pending applications for funding for the bid or component projects.

Local community organisation Highams Park Planning Group (HPPG) secured £20,000 seed funding from GLA to develop proposals in the town centre, including at Highams Park Station, in 2021/22. There could be further opportunity for HPPG to apply for complementary capital funding in Autumn 2022, which would build on the programme of investment set out in this bid.

The Council is working with London Councils and GLA as it prepares its investment plan for the Shared Prosperity Fund, anticipating that funding from the Communities & Place theme will complement and help unlock social regeneration benefits from Levelling Up Fund investment in Chingford.

Provide V AT number if applicable to your organisation



Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community

The bid is built around the principle of improving community integration and cohesion.

The Strategic Case recognises the risks of polarisation that currently exist across Chingford, particularly between more wealthy parts of the community and those whose circumstances are more deprived, as well as inter-generationally between a growing older population and the area's significant population of children and young people.

The vision for the bid is built around creating a Child-Friendly neighbourhood, providing healthy places and social spaces for the area's young people to enjoy, feel comfortable and thrive, tackling some of the issues of exclusion and anti-social behaviour.

In turn the intention is that the whole community can benefit from these interventions and investment, with space and facilities created that are free or low cost to use by all ages. This will support objectives around community cohesion, improving wellbeing, enhancing civic pride, also increasing footfall and dwell-time in the town centres, supporting high street businesses and boosting the local economy.



**Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?**

No

**Does the support measure confer an economic advantage on one or more economic actors?**

No

**Provide further information supporting your answer**

N/A - investment will be made into town centre public realm, parks and play spaces following appropriate procurement processes

**Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?**

No

**Provide further information supporting your answer**

N/A - investment is in town centre public realm, parks and play spaces following appropriate procurement processes.

**Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?**

No

**Provide further information supporting your answer**

N/A - investment is in town centre parks, play spaces and public realm following appropriate procurement processes.

**Will you be disbursing the funds as a potential subsidy to third parties?**

No

**Has an MP given formal priority support for this bid?**

Yes

**Full name of MP**

Sir Iain Duncan Smith

**MP's constituency**

Chingford and Woodford Green

**Upload pro forma 6**

Proforma 6 - Sir Iain Duncan Smith MP.pdf

**Describe what engagement you have undertaken with local relevant stakeholders. How has this informed your bid and what support do you have from them?**

The Council's State of the Borough report (2021) identified structural health, community and income inequalities to residents' lives, acting as a catalyst for

addressing these. The Council's resident survey and engagement on 15-minute neighbourhoods in 2021/22 engaged 2,800 residents, 750 in Chingford with key insight including:

- Lower levels of pride in their area (68%) than the borough average (74%)
- Lower sense of belonging (77%) compared to the borough average (82%)
- Lower community cohesion (73%) compared to the borough average (78%)
- 25% residents feel that crime strongly impacts their lives, more than any other area in the borough
- 25% residents do not feel they can rely on their neighbours and wider community to do what's best for their area
- 57% of residents do not feel there is a good range of spaces and opportunities to meet people
- 45% of residents do not feel their area is a place with a positive identity where they feel they belong
- 51% of young residents do not feel they have good access to space for recreation
- 33% young residents do not feel their local facilities and amenities meet their needs well with this recognised as a top concern across the community

The Council engaged on community priorities for Neighbourhood Community Infrastructure Levy (NCIL) using online and face-to-face surveys in 2021 receiving 650 responses. Top five priorities for Chingford were high streets, air quality, environment, crime prevention/community safety and sports, leisure and parks.

#### Chingford Mount Draft Area Framework:

The purpose of the framework is to promote regeneration, encourage investment into the area and ensure the long-term vitality of Chingford Mount. The framework includes the public realm proposals in this bid. Consultation in Winter 21/22 was hosted virtually with in person sessions and consultation boards displayed in the town centre. Leaflets were distributed to all households within a mile of Chingford Mount with 4000 visitors to the online pages and 700 comments received.

Responses have focused on concerns with development in the town centre, but with more support for the public realm vision and current initiatives in the town centre including the Child Friendly Cities pilot, pop-up shops and programme of town centre activities, as well as the framework's guiding principles focused on inclusivity, quality of the environment, supporting and celebrating local business and showcasing the town centre.

#### Chingford Mount Child Friendly Research:

The project has engaged local school children to co-design proposals to make Chingford Mount more child-friendly. The GLA-funded project surveyed 274 local school children and 98 students aged 9-16 participated in the workshops. The approach to engagement was about listening to and hearing what children tell us about their local spaces, through discussions about their lived experiences. This led to the children creating a vision of 'We are Young Chingford' which developed into a brief of what they want from Chingford Mount including trees, nature, young play, welcoming and attractive place, more interesting and diverse places, transport and safety and more information. The findings of the research and projects have been shared with the wider community including through a public exhibition at the pop-up community space in Chingford Mount.

#### Pop-up Community Space, Chingford Mount:

The Council allocated DLUHC Welcome Back Funding to bring a derelict former camera shop back into use as a pop-up community space. The space

has been used by various local groups to engage the Chingford Mount community in a range of activities and showcase creative works and ideas. Youth engagement charity Project Zero ran sessions and activities for young people in early 2022. One week of sessions partnered with Everyone on Boards CIC who inspire, engage and empower young people and families through skateboarding. Everyone on Boards support the proposal of a new skate park for Chase Lane Park as part of the Child-Friendly Parks Project intending to run skateboarding sessions with young people and families and help design the skatepark. Everyone on Boards have hosted skateboarding events across the borough and engaged over 2,000 participants, with the majority being girls aged 5-15 years old.

Highams Park Neighbourhood Plan:

Proposals in Highams Park are part of the Highams Park Neighbourhood Plan, led by Highams Park Planning Group (HPPG) which now has over 1,000 resident members. The Neighbourhood Plan, which is the first in the borough, had 96% support from the community in its referendum and was adopted in May 2020. The Council works closely with HPPG and the proposal for the station car park has been developed with the community and is well supported locally, with HPPG consulting with 341 residents on improvements to the town centre as part of the GLA funded High Streets for All Challenge project. 90% of respondents thought the town centre looked tired and needed improvements and 85% of people were in favour of repurposing the station car park as a public square/ community space. Local school children were consulted with 244 responses received and the vast majority were supportive of the proposals. The surveys showed overall support for directly connecting Aldriche Way with Highams Park District Centre via Signal Walk.

How this has informed the bid: This insight, data and recent initiatives emphasises the local community's support for investment in public spaces the town centres and in community play, sports and leisure facilities in our parks, particularly those aimed at young people. There are some concerning data on health impacts, particularly among children and young people and there is interest from children and young people to be involved in designing these sports and play spaces.

Appendix 1 - Delivery Plan provides further detail on the engagement that has been undertaken. Appendix 2 - Letters of Support includes a selection of letters from local stakeholders.

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## **Has your proposal faced any opposition?**

There has been support locally for the proposals presented in this bid. The Area Regeneration team engaged with the community on the draft Chingford Mount Area Framework in winter 2021/22. The draft Area Framework set out a long-term vision for the town centre, including residential and commercial development and improved public infrastructure and High Street interventions. The responses to the consultation included some opposition, specifically to proposed residential development and taller buildings which are indicated in the Site Allocations (Local Plan 2) document.

Some opposition relates to overlooking of neighbouring buildings which can be addressed through improved layout, massing and design considerations as specific development proposals are brought forward. Some opposition relates to increased residential density putting additional pressure on community, health, education and transport infrastructure. These concerns are being addressed through the Infrastructure Delivery Plan. However, despite local concerns about potential new development, there is strong support locally for investment in landscaping and public realm improvements and responses are positive on current and planned initiatives and for the high street improvements, play, sport and community facilities described in this proposal.

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## **Do you have statutory responsibility for the delivery of all aspects of the bid?**

## **Provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to**

Waltham Forest and North-East London is one of the most deprived parts of the country. In 2019 IMD Waltham Forest was ranked 82nd most deprived local authority and 72nd when ranked on income deprivation (within 25% highest levels of deprivation in the country).

Nearly a fifth of children in Waltham Forest live in absolute poverty. 48,000 people or 22.5% of the population aged 16+ have common mental disorders, significantly higher than the rate for England (16.9%).

For under-19-year-olds the borough has the 5th highest rate in hospital admissions for asthma in England, with air pollution a contributory factor. Compared to its neighbours,

Waltham Forest has the lowest percentage of its population living close to a green space area with less than 36% living within 300m (FotE, 2020) this contributes to rates of inactivity and disease, with a quarter of people in Waltham Forest physically inactive, which contributes to obesity and overweight and to cardiovascular and other diseases. The premature mortality rate from cardiovascular diseases (CVD), including coronary heart disease, is significantly worse in Waltham Forest (85.5 per 100,000 population) compared to London (70.5 per 100,000) and national benchmark (71.7 per 100,000) – links to weight and obesity.

Chingford neighbourhood snapshot:

- Pockets of widening deprivation: 33% older people and 20% children in Valley and Hatch Lane wards suffer from deprivation, with most of Valley ward's LSOAs within the 10% and 20% most deprived areas nationally, contributing to a sense of a separation of neighbourhoods emerging.
- Acute child poverty: 38% of households are affected compared to the UK average of 31%, with significant increases since 2015.
- Rising health challenges: with childhood obesity in Hatch Lane at 15.2%, compared to 9.7% nationally (and having increased from only 5.9% in 2009); long-term illness and disability also affecting 19% of that ward's population. Mortality rates are highest in the most deprived wards, including Valley in Chingford Mount.
- New job and income insecurities: with unemployment at 11.6%, double the London average and three times higher than in 2019, and 7,400 people receiving Universal Credit.
- Risks of polarisation: with increasing older population and significant young population side-by-side, with unique challenges of social cohesion and contrasting needs.
- Rising crime and safety concerns: rising insecurity with theft rates double the London average and vehicular crime three times the average. Chingford Mount has become an emerging hotspot with an increase of 28% in ASB and "notable" offences in three years.
- Tired public spaces and parks: without much recent investment, the quality of the public realm further impacts perceptions of the place, the level of social interaction and private sector investment.

LUF investment will directly address these challenges, investing in:

- CHILD-FRIENDLY TOWN CENTRES - learning from the area's young people to enhance public realm across the town centres, creating a safer more attractive environment that encourages greater footfall, dwell time, social

cohesion and pride.

- CHILD-FRIENDLY PARKS - transforming the quality of the neighbourhood's parks, open spaces and play spaces to create safe and inclusive multi-generational spaces that increase activity and improve health and wellbeing.

Appendix 1 - Delivery Plan sets out further detail on the context and challenges facing Chingford's communities.

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## **Explain why Government investment is needed (what is the market failure)**

The case for specific child focussed investment in Chingford Mount and Highams Park is born out of significant research for both the Chingford Mount Area Framework, the Highams Park Neighbourhood Plan and subsequent Child Friendly research. This has identified specific challenges which have more of an impact on the lives of young people but addressing them will bring wider benefits to the area and its communities. Specific market failures are inherent in creating these challenges, underpinning our case for investment.

The lack of connections between parks and green assets and the ability to transform hard urban spaces are classic public goods. Public goods occur when goods (e.g. improved public realm, connectivity and pedestrian environment) are consumed by a large number of the population, but their cost does not increase with the increase in the number of users. Public goods are non-rivalrous as well as non-excludable. This means that interventions are provided efficiently to the whole population if provided at zero cost (non-rivalrous) and cannot exclude non-payers from benefitting from improved facilities (non-excludable). Local people would not expect to pay for these new and improved spaces, but their delivery can have significant impact on their lives.

These factors are not typically priced by the market when considering investment decisions – representing a market failure and necessitating public investment. Specifically, the project will address the following market failures:

- **Positive externalities:** There are important social and environmental benefits that arise from the creation of improved and more accessible park facilities. A review of case studies suggests that well-planned public realm can boost commercial trade and values by up to 40% (DfT, 2020); something which is fundamental to our approach to economic impact. There are also inherent health benefits from encouraging modal shift to active transport alternatives, which also contributes to reducing town centre congestion and improving air quality. In short, the potential economic and social benefits of improvements of the programme of investments, to develop its profile, usage and image will be greater than the benefits that can be captured by the private sector acting in isolation. Formally, this represents a positive externality. Currently, the lack of connection to, and engagement with these spaces, will suppress values and more importantly limit local civic pride.
- **Coordination Failures:** Coordination failure occurs when desirable activities do not take place because of multiple actors failing or being able to coordinate plans. As discussed, public goods are also associated with the free rider problem which can lead to coordination failures. The free-rider problem occurs when those who benefit from resources, public goods (such those proposed here), do not pay for them. This leads to an under provision, overuse, or degradation of certain types of goods, and disincentivises coordinated action. The under representation of young people is of particular importance in this respect. Imperfect information and their unheard voices, should be considered as part of the market failure case for intervention in Chingford Mount and Highams Park

The project also targets an increase in footfall and improved movement through parks and within our two town centres. A review of evidence on pedestrian connection schemes shows that if these are delivered together and at scale, the combined effect tends to be larger than the effect of each single measure being implemented in isolation. However, there is often no mechanism in place for coordinating investment for town centre mobility

interventions; this has been the problem to date, creating the issues we have identified and responded to within this document

LUF provides a unique opportunity to unlock investments that have significant benefits but have been prevented by market failure. The Council has been unable to transform the parks and public realm of these two town centres, parts of which have been untouched for 20-30 years and need a significant overhaul. Limited private sector development and investment in the area, including due to marginal viability and investor confidence, has restricted the amount of developer funding available to contribute to these improvements. Therefore, a significant injection of funding is needed to catalyse these improvements and the Council is committed to taking forward these projects which would not be taken forward by the private sector alone.

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## **Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers**

Levelling Up Funding will transform Chingford Mount and Highams Park's public realm and parks, significantly improving the quality and experience of these environments, increasing community safety, community cohesion, civic pride and contributing to more active, healthier lives and boosting town centre competitiveness. The projects are at a key point in their development with significant local engagement, but the scale and significance cannot be realised by the Council and private sector alone. The preferred option for each project has been tested to ensure it delivers the greatest impact, building on the Council's initial pilot improvements. Levelling Up Funding will ensure the programme can be delivered and benefits fully realised.

£5.6m total investment in Project 1: Child-Friendly Town Centres will realise:

- Child-friendly interventions in Albert Crescent and wider programme of streetscape improvements across Chingford Mount town centre's public realm, including landscaping and planting, SUDs, seating, lighting, pavement improvements
- Highams Park station forecourt resurfacing, decluttering and creation of space for new independent businesses
- Signal Walk playground match-funded investment to create enhanced town centre playspace
- Creation of new pedestrian connection from Aldriche Way Estate addressing missing link into the town centre.

£4.7m total investment in Project 2: Child-Friendly Parks will realise:

A programme of investment in Chingford's Parks to significantly enhance the quality of facilities and range of offer, including:

- Memorial Park: Refurbishing a disused pavilion, resurfacing four tennis courts, installing a climbing net, complementing Council investment in flood mitigation and environmental improvements
- Chase Lane: New skatepark, scooter play, MUGA, outdoor gym
- Rolls Park: New and resurfaced tennis courts and all-weather bubble, additional LED floodlights, complementing Council investment in the pavilion, flood mitigation and environmental improvements
- Chingford Rugby Club: re-fencing and car park resurfacing to create a secure facility, reducing risk of vandalism

The investment addresses the challenges by:

- Improving amenities for children and young-people identified through the Child-Friendly Chingford project.

- Enhancing the attractiveness and quality of Chingford Mount and Highams Park's public realm, meeting the aspirations of local people for better quality planting, trees, seating and safer streets, encouraging additional footfall, dwell time and spend, boosting local businesses and supporting employment generation.
- Significant enhancements to park play, recreation, sport facilities and supporting amenities to address identified need for improved access to high-quality outdoor green space and investment in high-quality leisure and sport facilities that meet local needs.
- Providing a coherent network of spaces and connections
- Directly addressing perceptions and issues with crime and ASB, creating safer spaces and encouraging the growth town centre offer.
- Creating opportunities for local enterprise and resultant boost to the town centre economy and employment creation
- Contributing to addressing identified concerns around childhood and adult health and inactivity, including obesity levels, early mortality and mental health and well-being.
- Enhancing civic pride, social cohesion and sense of belonging in the area
- Increasing opportunities for community participation and inclusive free/low-cost activities.
- Encouraging additional active travel around the 15-minute neighbourhood, contributing to improved air quality and health outcomes for residents.

Options development:

Each component project has been subject to a process of options development and selection with the preferred option presented within the bid. As shown throughout this bid, insight and resident engagement consistently focuses on the need for investment in the neighbourhood's public realm, open spaces and facilities to help address concerns of crime, ASB and contribute to enhancing perceptions, social cohesion and wider investment in the area.

Chingford Mount is the focus for the Council's Child-Friendly project which has researched the needs and priorities of the area's young people and set these in the wider programme of improvements for the town centre's public realm and economy.

In Highams Park, there has been significant engagement led by Highams Park Planning Group to establish community priorities for investment and the proposals, particularly for the station forecourt, have developed with seed funding from the GLA's High Streets for All programme.

With both the Child Friendly Town Centres and Child Friendly Parks projects there will be continued engagement with communities, users, visitors and stakeholders to develop the projects in detail and realise their implementation, ensuring they maximise the range of social, economic and environmental benefits set out in this bid.

Appendix 1 - Delivery Plan sets out further detail on the proposed investment and how this address the challenges facing Chingford and its communities.

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**Upload Option Assessment report (optional)**

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**How will you deliver the outputs and confirm how results are likely to flow from the interventions?**

The investment programme addresses the challenges faced by Chingford and its communities and priorities established through consultation (described elsewhere in the Strategic Case) maximising the impact of benefits. As set out



in upcoming questions, the investment programme aligns with Government Levelling Up Missions and Shared Prosperity Fund objectives. The full Theory of Change is appended with the following summary outlining delivery of outputs, resultant outcomes and impact of the investment.

#### PROJECT 1: CHILD-FRIENDLY TOWN CENTRES

The Council will invest £5.1m LUF in enhancements to Chingford Mount and Highams Park Town Centres' public realm, including improved surfacing, drainage, planting, seating, play space, lighting and opportunities for events and enterprise.

#### PROJECT 2: CHILD-FRIENDLY PARKS

The Council will invest £3.3m LUF to transform play, sports, recreational facilities and infrastructure across the neighbourhood's parks, complementing wider investment in environmental and flood mitigation.

The projects will realise the following economic, social and environmental outputs and outcomes:

#### ECONOMIC:

- Increased footfall and spend for the town centres (KPI footfall surveys and commercial spend data)
- Improvements in business performance and perceptions (KPI business surveys)
- Creation of c.50 sq m of new enterprise space unlocking latent business demand (KPI occupancy rate)
- Contribution to land value uplift (KPI land value data)

#### SOCIAL:

- Reduced crime and ASB through increased footfall and surveillance (KPI crime reduction data)
- Improved wellbeing outcomes through increased programme of activation and use of public space, play and sports facilities bringing together diverse communities and age groups (KPI participant surveys)
- Increased engagement with school children through the Child-Friendly programme (KPI school surveys)
- Positive change in perception of Chingford Mount and Highams Park as safe, welcoming and accessible spaces to live and visit (KPI resident/ visitor perception surveys)

#### ENVIRONMENTAL:

- c.1.6ha town centre public realm improvements with increased tree planting, urban greening and resultant air quality improvements (KPI: public realm created, tree planting and air quality monitoring)
- c.1.75ha additional/enhanced play, sports and leisure improvements in parks (KPI public realm created and tree planting)
- Increased active travel, improved modal share and carbon reduction (KPI: travel surveys).
- Complementary programme of flood mitigation addressing issues of drainage and flood risk (KPI flood monitoring data)

LUF investment will complement the Council's wider programme, maximising benefits for Chingford and its communities including:

- 15-minute neighbourhoods' strategy
- Climate Action Plan
- Child-Friendly Cities Pilot
- Flood mitigation measures



- Creative Jobs Academy
- Implementation of Making a Living and Health Inequality action plans

Additional external influences include:

- London and UK economic context
- Cost of living impacts
- Private sector investment
- High street trends
- Strategic planning policy
- Local government funding
- Sports and leisure funding
- Socio-economic demographic changes

Further details of the programme of investment are set out in the Appended Theory of Change and Appendix 1 - Delivery Plan.

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**Theory of change upload  
(optional)**

Theory of Change - Chingford.pdf

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## **Explain how the component projects in your package bid are aligned with each other and represent a coherent set of interventions**

The component projects form part of a coherent package of proposals designed to directly address residents' concerns and improve Chingford Mount and Highams Park's Child-friendly 15-minute neighbourhood transforming the lives of its residents.

Chingford Mount and Highams Park are experiencing complex, interrelated social, economic and environmental challenges and its residents have clearly identified priorities for investment and enhancements to help address these. The bid brings together a programme of investment in public spaces, parks and green spaces and sports and leisure infrastructure, with enhancements to the area's two town centres.

The impact of the Levelling Up Fund investment will be significant, generating improvements to physical and mental well-being, inter-generational social cohesion, community activity, participation and safety, enhancing the perceptions of Chingford Mount and Highams Park as places to live, work, play and visit providing an economic boost for the town centres and their businesses.

The appended Delivery Plan (Appendix 1) illustrates how this vision and programme come together as a coherent set of interventions and the added value from the investment of Levelling Up Funding in this transformational Child-friendly programme.

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## **Set out how other public and private funding will be leveraged as part of the intervention**

Waltham Forest Council owns and maintains the public realm in Chingford Mount town centre and the parks included in the Child-Friendly Parks project. The Council is working directly with community groups, Network Rail, TfL and Arriva to realise the proposals for the station forecourt in Highams Park and Tesco to deliver the match-funded enhancements at Signal Walk.

The Council has secured considerable match-funding which will be utilised on projects in 2022/23 including:

- £1.055m for Rolls Park Pavilion
- £784k for flood mitigation works in Memorial Park and Rolls Park, protecting properties across the town centres and wider 15-minute neighbourhood

- £31k Child-Friendly City funding from GLA to undertake the research, engagement and development phase of that project

An additional £20k GLA High Streets for All funding grant has been secured by Highams Park Planning Group as seed funding for engagement and initial feasibility for the Heart of Highams Park project. HPPG will work with the Council and Tesco to fundraise the £50k to deliver the Signal Walk play space project.

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## **Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up**

The bid strongly aligns with the Council's strategies including:

- Public Service Strategy – the Council's corporate strategy prioritises connecting people with jobs, tackling inequalities, set in a programme of 15-minute neighbourhood enhancements. The Council has developed its approach to 15-minute neighbourhoods with extensive borough-wide engagement directly informing this bid and its Equalities, Diversity and Inclusion strategy focused on making a living and health inequality challenges.
- Climate Emergency Action Plan – establishes five strategic pledges to deliver net zero carbon by 2030, including greener, adaptable buildings; sustainable active travel and air quality improvements, building on the Council's successful delivery of Enjoy Waltham Forest cycling and walking investment.
- Local Plan – the new Local Plan sets the strategic policy and site allocations for development over the next 15-years, focusing on an area-based approach to 15-minute neighbourhoods, with Chingford Mount and Highams Park identified as Strategic Locations for regeneration and growth.
- Infrastructure Delivery Plan – identifies the social and physical infrastructure improvements needed to support growth and secure community benefits, including investment in both town centres and the neighbourhood's parks and play spaces. Engagement on NCIL has directly informed this bid.
- Area Frameworks – the Council is preparing area frameworks to guide investment and development including in Chingford Mount. The Highams Park Neighbourhood Plan was adopted in 2020. The Council was recently awarded One Public Estate funding to develop proposals for key sites in public ownership in Chingford Mount.
- The Council has undertaken recent Child-friendly City Pilot research funded by the GLA. This has involved workshops, site visits and exhibitions with children and young people from three local schools. The children and young people's view have informed design of child-friendly initiatives for Chingford Mount. Through this programme, children and young people have told us that their priorities are nature and tree-planting, play for children of different ages, welcoming and attractive places, interesting and diverse places, transport safety and information and involvement.
- Capital Strategy – the Council's five-year capital strategy sets the borough-wide £643m programme of investment to 26/27, establishing the regeneration programme for the area, reiterating commitments to projects in this bid and wider funding to secure delivery and maximise local benefits.
- Economic Recovery Strategy and High Streets Action Plan – Council strategies responding to the challenges and impacts of the pandemic including longer-term recovery and investment required to support and transform the economy and town centres.
- Cultural Strategy – the Council is commissioning a cultural strategy to establish a framework for cultural investment, infrastructure and programming between 2023-27, building a sustainable inclusive legacy from the successful programme as first London Borough of Culture in 2019 establishing the borough as a significant cultural destination.

Chingford Mount and Highams Park are identified as important town centres in the Mayor of London's Plan, which establishes strategic policy for enhancing high streets, delivering new homes, promoting active and sustainable travel, improving access to green space and investment in community and physical infrastructure, all further developed in Waltham Forest's Local Planning Framework.

The Appended Delivery Plan (Appendix 1) further sets out how the investment programme aligns with the local strategies.

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## **Explain how the bid aligns to and supports the UK Government policy objectives**

The programme of investment set out in the bid aligns with and supports the delivery of several Government Levelling Up White Paper missions, as well as the Communities and Place priorities developing with the Shared Prosperity Fund, particularly:

### **LEVELLING UP WHITE PAPER MISSIONS:**

- Improving healthy life expectancy: the child-friendly approach directly addresses physical and mental health issues such as childhood obesity by providing improved sporting facilities and increasing capacity to meet local demand. In addition, the improvements to public realm and routes to and from residential areas to parks and sports facilities encourages safe forms of active travel
- Improving well-being: the child-friendly proposals for high streets and parks will offer improved opportunities for children and young people to access play and sporting opportunities in their local area, encouraging participation in community events, which will have significant impacts on well-being and social cohesion, addressing concerns about isolation and ASB
- Increasing pride in place, engagement in local community: the investments will engender pride in place and a sense of ownership and involvement by children and young people in their local area.
- Reducing neighbourhood crime and ASB: by continuing to involve young people directly in design of their high street and in the new play and sporting facilities that will be available to them locally, they will have access to diversionary activities that will reduce ASB and criminal behaviour.

### **SHARED PROSPERITY FUND OBJECTIVES:**

- Community engagement and capacity building: the new facilities will enable community participation and capacity building of local sporting, play and voluntary and community organisations to manage and promote sporting activity
- Volunteering initiatives: the increased quality and capacity of play spaces and sporting facilities will generate more volunteering opportunities for local people
- Promotional and destination campaigns: the new facilities will strengthen the offer in the town centres, providing opportunities to promote them as attractive and active destinations to visit and dwell
- Town centres and high streets: the investment programme will directly support high street business communities by improving the environment and making them more attractive spaces for all to visit and spend time
- New and existing community infrastructure: the investment will improve and increase the range and quality of our parks, play spaces and of sporting facilities
- Improvements to local green space: our valued parks and green spaces will be improved and accessible to a wider range of residents and visitors
- Designing out crime: there will be the opportunity in these programmes to

design facilities in partnership with young people to reduce anti-social and criminal behaviour in parks and public spaces

- Active travel enhancements: the improvements to high streets and routes to parks and play and sporting facilities will encourage active and safe modes of travel, addressing directly air quality issues in high streets

- Improvements to sports facilities: this programme of investment directly addresses the need to improve the quality and range of sporting facilities and promote these opportunities to families to increase physical and mental health and well-being

The Child-friendly proposal addresses the Clean Air Strategy by facilitating safer options for active travel and by investing in the area's parks and green spaces, landscaping and tree planting and installation of SUDs and related investment in flood mitigation. The interventions will be informed by zero carbon best practice, including sustainable transport investment, minimising negative environmental impact in construction projects and promoting positive environmental choices.

As part of addressing the government's Net Zero Strategy and Clean Growth Strategy the Council declared a Climate Emergency (2019) targeting net zero by 2030 (in advance of the UK's legally binding target of net zero by 2050). Projects included within this bid will reduce emissions from transportation and buildings to as close to zero as possible and include additional greening to aid carbon sequestration, increase climate change resilience and promote biodiversity, aligning with the aims of both strategies.

Measures to promote walking and cycling building on the legacy of the Council's award winning Enjoy Waltham Forest programme and 15-minute neighbourhood work.

Opportunities to reduce embodied carbon and ensure longevity of materials will be prioritised in construction projects. Tree planting, public realm greening will be a key part of the projects and will increase connections to green space and biodiversity, provide health and wellbeing benefits, improve air quality and resilience to climate impacts such as flooding and overheating. Sustainable food provision and waste minimisation strategies will form part of the projects, including links to a proposed Library of Things to encourage the circular economy. These proposals will encourage sustainable supply chains and provide training opportunities within the sustainable construction and retrofit sector benefiting from links with the local London Academy of Sustainable Construction.

In addition, by transforming town centres into more attractive places with public spaces to accommodate community events and activities, the investment will directly address Covid Economic Recovery priorities and objectives by increasing visitor footfall and dwell time and ensuring the vibrancy and vitality of local high streets and the viability of its businesses.

Appendix 1 - Delivery Plan sets out how the programme of investment aligns with the Government's objectives.

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## Alignment and support for existing investments

**Where applicable explain how the bid complements or aligns to and supports existing and/or planned investments in the same locality**

The programme of investment directly complements and supports investment in the wider area, including:

- The Council has developed a draft Chingford Mount Area Framework which sets out a comprehensive vision for the town centre including sites for mixed-use development in the Local Plan and associated improvements to the public realm, landscaping and planting and provision of community infrastructure. The draft Area Framework has undergone the first stage of public consultation and the next stage of consultation will take place in Autumn 2022.

- Highams Park Neighbourhood Plan sets out the vision for development and investment in the town centre and has undergone several stages of

engagement with the local community. The neighbourhood plan includes proposals to transform the station forecourt to provide high-quality public space in the heart of Highams Park, as well as introducing connections to the Aldriche Estate and enhancing play provision in Signal Walk.

- Over the last year the Council has carried out Child-friendly research in Chingford Mount, a programme of engagement with children and young people locally through three schools in Chingford to understand their concerns about visiting their local high street and their aspirations for the future. This work has led to a series of interventions, informed by young people's input being developed and costed for implementation in and around the main public space in the town centre. The Child-friendly research has given a clear roadmap of what the area needs to improve children's and young people's lives putting them at the core of all our interventions. We have upskilled children and young people to be able to analyse what the area needs under their perspective while enabling them to have an influence over street design.

- Within the last year the Council has invested in refurbishing a pop-up community space in Chingford Mount town centre, to host a range of community events and activities, focused on young people, which has demonstrated the demand for these types of spaces.

The north of the borough has faced under-investment relative to the wider borough, particularly in its high streets and parks, the Levelling Up Fund investment will allow additionality to address this historic under-investment.

The Delivery Plan (Appendix 1) sets out how the programme aligns with wider investment in the area

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## Confirm which Levelling Up White Paper Missions your project contributes to

### Select Levelling Up White Paper Missions (p.120-21)

Living Standards  
Digital Connectivity  
Education  
Skills  
Health  
Wellbeing  
Pride in Place  
Crime

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### Write a short sentence to demonstrate how your bid contributes to the Mission(s)

The Child-friendly Chingford proposals contributes to the delivery of the following Levelling Up White Paper missions as summarised below:

- Living standards – creating direct opportunities and pathways into employment, including improved access to volunteering and sporting opportunities.
- Health – the proposals address directly concerns about childhood obesity and physical health through offering a range of accessible opportunities, particularly for young people to be involved in sports, leisure activities in high-quality green spaces
- Digital - creating phone charging and wifi hotspots to increase free-to-access digital connectivity
- Skills – creating routes to develop skills directly in the projects as well as improved access to wider volunteering and sporting opportunities.
- Education - creating additional learning opportunities and use by local schools in open spaces
- Wellbeing – our proposals meet the well-being mission by providing community facilities for social interaction and sporting activity which addresses social isolation and mental health issues
- Pride in Place – the public realm and public spaces proposals enhance the perceptions of Chingford Mount and Highams Park as safe, welcoming,

healthy places to live, work, and play

- Crime – contributing to the reduction of crime and anti-social behaviour through greater activation and use of public space.

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## **Provide up to date evidence to demonstrate the scale and significance of local problems and issues**

Externally, Chingford is often seen as being the more affluent part of Waltham Forest, which historically performs better than more urban locations in the south of the borough. Whilst this may be true in relation to certain statistics, there are still aspects of life in both Chingford and Highams Park which fall below national and borough performance, underpinning a strong case for Levelling Up Fund Investment. It should be noted, that these are not just challenges for today, trends in economic and community inclusion are cause for concern and further a case for action.

1. Widening Deprivation Amongst Specific Groups: The deprivation in this part of the borough is highly age and geographically specific; this is becoming more distinct and is the reason for the focus of this bid. 1/3 older people and 1/5 children in Valley and Hatch Lane wards suffer from deprivation, with most of Valley ward's LSOAs within the 10% and 20% most deprived areas nationally, contributing to a sense of a separation of neighbourhoods emerging.

2. Acute child poverty: Child poverty is increasingly a hallmark of the economic performance for Chingford, with a significant increase in the last 5 years. 37.6% of households in the area are affected by child poverty compared to the UK average of 31%. This is marked not only by its increase, but by the fact that the vast majority of this increase is in households where at least one parent is working

3. Increasing health challenges: The health of young people is highly compromised in specific locations, with childhood obesity in Hatch Lane at 15.2%, compared to 9.7% nationally (and having increased from only 5.9% in 2009); long-term illness and disability also affecting 19% of that ward's population. Mortality rates are highest in the most deprived wards, including Valley in Chingford Mount, with the population identifying the lack of facilities as a barrier to participating in health related activities.

4. Recent Job and Income Insecurities: Unemployment has not historically been a significant issue in Chingford, this is no longer the case. Unemployment is now 11.6%, double the London average and three times higher than in 2019, and 7,400 people receiving Universal Credit.

5. Risks of Polarisation within Communities: The geographic and demographic specificity of deprivation in Chingford and Highams Park alongside the historic (relative) affluence of much of the area represents a threat to ongoing community cohesion in the area.

6. Rising crime and safety concerns: Local residents have noted rising insecurity, whilst theft rates double the London average and vehicular crime three times the average. Chingford Mount has become an emerging hotspot with an increase of 28% in ASB and "notable" offences in three years.

7. Civic Pride and Neighbourhood Trust: Residents in the north of the borough express lower levels of civic pride than those in the south (68% v 74%). Community cohesion and sense of belonging is also five percentage points lower in these areas than the rest of the borough

8. Resident Perceptions of Green Space: Most residents involved in perception surveys do not feel there is a good range of accessible green spaces and half of all young residents do not feel there is space they can access and call their own

The Appended Delivery Plan (Appendix 1) provides further detail on the challenges facing Chingford's communities.

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## **Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues**

This bid is underpinned by multiple data sources to capture the range of issues facing Chingford Mount and Highams Park. This includes:

ONS data: Official national statistics provide robust, high-quality, and timely intelligence at a local level across a broad range of socio-economic indicators. To comply with the Code of Practice for Official Statistics, these are subject to a thorough quality assurance process. We have utilised the latest data to underpin our submission which includes:

- Indices of Multiple Deprivation 2019 – provides a holistic view of the factors contributing to deprivation at a local level. This has provided a comprehensive understanding of deprivation across the borough, and due to the granularity of data across a range of indicators, has enabled LBWF to target interventions where there is greatest deprivation/regeneration need.
- ONS BRES – ONS employment survey data provides robust estimates of the employment based in Chingford. Data available at Lower Super Output Area (LSOA) has shown that there are less jobs in the town centre than there were in 2015.
- ONS Annual Population Survey – provides estimates of life satisfaction. Noting the assumptions within this data, this has been supplemented by direct equivalent questioning within the annual residents survey
- GP level Health Data – gathered at a local surgery level provides an insight into specific health issues identified within the local community
- Wider data on town centre vitality and safety: latest data on town centre vitality is accessed via the new GLA High Street Data Service, which provides real time information on a range of high street performance indicators for 600 town centres across London. Data is comprehensive and includes latest vacancy rates and high street uses (data from Local Data Company), footfall (based on Telephonica mobile phone data) and spend (based on Mastercard data). Crime data has been accessed through the national Police crime database. This provides intelligence on crime at a hyper local level over the last two years and has been accessed at local authority, ward, and street level to target interventions where they can have greatest impact.

Quantitative data alone cannot capture all of Chingford's challenges. Obtaining robust qualitative data is important to understand the factors shaping key Levelling Up objectives such as 'restoring a sense of community, local pride, and belonging' which are more difficult to evidence through socio-economic statistics. To address this, we have had 2,800+ interactions with residents about life in their neighbourhoods over the last 12 months. Their priorities and suggestions sit at the core of the interventions proposed in this bid. This has included over 1,500 responses from Chingford's residents.

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## **Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions**

Wherever possible, data has been used which applies to a wider Chingford area or specific to Chingford Mount and Highams Park:

- Information on resident needs: as noted above, this information drawn from a deep engagement exercise which has shown use and perception of town centres and green spaces
- Information on town centre performance is similarly local: data from the GLA High Street Data Service is provided for the specific high streets which form the focus of the programme; a benefits of the service is that data can be benchmarked across London's network of town centres allowing performance

to be contextualised and understood; ONS information from UK Business Count and BRES also allows a local (Lower Super Output Area) understanding of the size and profile of the local economy

- Information on active travel, air quality and health related outcomes is based on local monitoring from LB Waltham Forest and TfL and relates to specific routes and streets in the study area

- Broader information on resident wellbeing, prosperity and inequality relates to the Chingford Mount and Highams Park geography wherever statistical data is available at a sub-Borough level (e.g. LSOAs or Wards) – this includes information on deprivation, benefits claimants and health inequalities (GP level data from PHE). While some data is only available at broader geography (e.g. constituency level data on furlough take up and Borough level information on low income households, and wider measures), we are confident that when triangulated with local intelligence we have a robust and granular understanding of The areas of focus. Where we have focused on a neighbourhood level, LSOAs which fall between the two key intervention areas between Chingford Mount and Highams Park have been used, namely:

- o Waltham Forest 004E
- o Waltham Forest 006B
- o Waltham Forest 006A
- o Waltham Forest 005B
- o Waltham Forest 005C
- o Waltham Forest 008E
- o Waltham Forest 005E
- o Waltham Forest 007A
- o Waltham Forest 006C
- o Waltham Forest 008D
- o Waltham Forest 008C

- Impact area level: Evidence collection has also been undertaken within a 100m and 200m buffer of the proposed LUF programme. This has been used for deprivation data to ensure projects are in areas of greatest need and for commercial and residential data to inform the Value for Money assessment later in this Economic Case section.

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## **Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems**

Our proposal's approach to tackling these challenges is summarised through our Theory of Change which is appended to the Strategic Case section.

Each element of the bid requires government investment to ensure the component project's delivery and the full range of benefits and impacts can be secured for local communities in Chingford Mount and Highams Park.

### **1. Widening Deprivation Amongst Specific Groups**

Action to support change:

The 'child friendly' focus of investment represents a focus on delivering the maximum change for children and young people. We have identified this group not just based on need, but on the longer-term implications of not acting to support these residents now. More generally the provision of more and better-connected green spaces will provide an increase in quality of life for all residents with investment focussed upon those areas where the deprivation statistics are most stark.

Evidence change has happened:

Decrease in the number of young people living in poverty pre-empted by an increase in young people participating in positive activities. Longer term change in headline deprivation statistics

### **2. Acute Childhood Poverty**



Action to support change:

The focus on young people and their engagement is critical. Both strands of action will build opportunities for children, not only into the outcomes, but into the design and delivery, enabling them to take ownership over the process as well as the spaces it yields.

Evidence change has happened:

Number of young people engaged in positive activities increases.

### 3. Increasing health challenges

Action to support change:

LUF investments will deliver new green spaces (at Albert Crescent and Higham's Park station as well as improved connection between green spaces for all residents. Improved green connections will support active travel, enabling more local residents to choose to work and cycle to and between green spaces and town centres.

Evidence change has happened:

Increase in the number of residents regularly engaging in exercises

Increase in use of green spaces

Increase in the number of residents walking or cycling

### 4. Recent Job and Income Insecurities

Action to support change:

Improvements to town centres will greatly improved environments for investment and employment creation through new spaces for enterprise and street markets. The engagement of young people, will create stronger engagement which will ultimately decrease the chances of residents becoming disengaged from the labour market.

Evidence change has happened:

Increase in the provision of workspaces

Increase in footfall in Chingford Mount and Higham's Park

Increase in employment locally

### 5. Risks of Polarisation within Communities:

Action to support change:

Both the town centre and parks improvements seek to bring all generations of Chingford and Highams Park together to experience positive community and health related activities.

Evidence change has happened:

Decrease in the perception of inequality as recorded within the residents survey

Increase in the number of residents engaging with residents or individuals outside of their own demographic

### 6. Rising crime and safety concerns:

Action to support change:

Addressing the missing links in routes and improving public spaces will provide an opportunity to design at crime at a scale which would otherwise not be possible. The creation of safer routes will encourage more use which will ultimately create a stronger sense of safety

Evidence change has happened:

Decrease in instances of crime and ASB

Improved perception and decrease in experience of crime

#### 7. Civic Pride and Neighbourhood Trust

Action to support change:

Investments are focussed in locations which have been identified a problem spaces by the local community. These improvements and increased accessibility to parks will help drive a collective sense of civic pride.

Evidence change has happened:

Increase in the number of residents reporting strong civic pride

#### 8. Resident Perceptions of Green Space:

Action to support change:

Child Friendly Park investments will target spend in the locations and on the equipment and spaces that residents have told us are most important to them. By doing this alongside the council's major investment in Rolls Park Pavilion, we would expect to achieve a critical mass of improvements which will change perceptions of local green spaces.

Evidence change has happened:

Increase in regular use of parks

Improved perception of green spaces

Appendix 1 - Delivery Plan and the appended Theory of Change sets out the range of evidence, outputs, outcomes and impacts for the programme.

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## **Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs**

The data underpinning the Child Friendly Parks and Town Centres is drawn from a range of robust, up to date and unbiased sources:

- Data on overall resident prosperity and needs: the evidence underpinning our understanding of resident prosperity is multi-dimensional and complex. All data is sourced from latest ONS national statistics releases – including the 2019 IMD, ONS wellbeing estimates (annual), DWP estimates of income and low income households (annual), DWP data on claimant rates monthly), and Treasury data on Covid support scheme take up. A fuller assessment of poverty and inequality challenges has been gathered through the Highams Park Neighbourhood Plan, The Chingford Mount Area Framework, primary research with young people and the annual resident perceptions survey
- Data on local resident needs, perceptions and aspirations: all strands of programme design build on a comprehensive programme of community engagement and co-production described in the Strategic Case . The co-production approach was designed explicitly to avoid bias, with residents given an open platform to share information and provide ideas. There were 2,800 residents engaged of contact via this programme, both online and in person, with a big focus on ensuring voices were heard from the young people who will shape and benefit this programme. Engagement work has been undertaken on an ongoing basis over the past 18 months and so is as up to date as possible.
- Data on town centre vitality: latest data on town centre vitality is accessed via the new GLA High Street Data Service, which provides real time information on a range of high street performance indicators for 600 town centres across London. Data is comprehensive and includes: latest vacancy rates and high street uses (data from Local Data Company), footfall (based on Telephonica mobile phone data) and spend (based on Mastercard data). The town centre evidence base is supplemented by evidence from VOA on the amount of rateable space by category, and from Companies House and ONS (BRES and UK Business Count) on the number and sector of jobs and businesses in the town centres

- Data on uses of parks and open spaces in the borough drawing on the resident insight surveys

- Data on the case for active travel: information on current congestion levels and take up of active travel is sourced from LB Waltham Forest and TfL monitoring, while data on levels of car ownership are taken from the 2011 Census. Linked data on the health impacts of poor air quality are sourced from Public Health England which provides annual data on health measures such as incidence of asthma and life limiting illnesses.

- Crime and anti-social behaviour statistics are sourced via the Metropolitan Police reporting, supplemented by perception data gathered via the residents perception survey

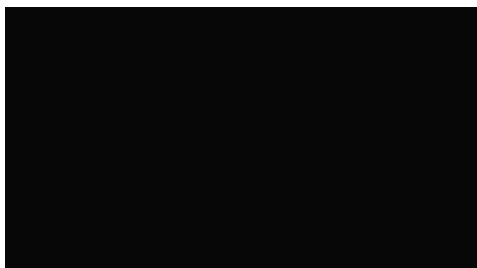
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## Explain how the economic costs of the bid have been calculated, including the whole life costs

Costs for the Chingford LUF programme have been estimated based on information provided by the Council's highways framework contractor and parks/leisure development teams using similar benchmarking projects and industry standard techniques, including direct quotes from suppliers.

Overall LUF costs as presented within the Financial Case (total for both interventions):

These are nominal undiscounted costs



The following assumptions have been applied to convert financial costs into economic costs:

- Discount rate: Costs were discounted to 2021 Present Values using the Treasury approved Social Time Preference Rate (3.5%).

- Inflation: The Green Book advises that for long time horizons, economic modelling should use the GDP deflator forecasts published in the Office for Budget Responsibility's (OBR) Fiscal Sustainability Report (FSR). However, the most recent FSR was published in July 2020, meaning that it does not reflect recent global inflationary pressures exacerbated by Russia's invasion of Ukraine. The Bank of England's latest central projection for CPI inflation is to reach 9.1% in Q2 of 2020, before falling back to 1.3% in Q2 of 2025. As a result, the GDP deflator presented within the OBR's FSR central scenario has been deemed to be too optimistic to reflect current and medium-term inflationary pressures.

The assessment has therefore used the OBR's most recent March 2022 forecast as the basis for converting nominal into real-prices. As per the Green Book's guidance on inflation, costs and benefits in Year 1 (2022/23) have been estimated in 'real' base year prices meaning that the effects of general inflation have been removed. Years 2-4 use the GDP deflators from the OBR's March 2022 forecast. For years 2026 onwards, the GDP deflator has been extrapolated using the growth rate in the final year of the OBR's projection – as advised by the Green Book.

- Optimism bias: 15% optimism bias was then applied to all costs which was within the limits for Standard Civil Engineering as per the Supplementary Green Book Guidance on Optimism Bias.

Present value costs £, 2022 PV (discounted and including Optimism bias and

inflation) used for economic modelling – total across both interventions:

These are Economic Costs in base-year, real discounted prices (£, PVC)



The Present Value of Chingford LUF total project costs, accounting for Optimism Bias and inflation, is £10.9m.

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## Describe how the economic benefits have been estimated

The key assumptions underpinning the modelling are proportionate to the value of the interventions. The main assumptions behind each benefit reported are as follows:

### 1. TOWN CENTRE PUBLIC REALM

Monetised Benefit & Underpinning assumptions/methodology to calculate benefits

- a. Wider Commercial Land Value Uplift
- b. Crime reduction
  - DLUHC approach to Wider Land Value Uplift – Future High Streets Fund clarifications

### 2. PARKS AND PLAY SPACES

- c. Wider Residential Land Value Uplift
  - ONS research into the impact of urban green space on residential values

### PROJECT 1 - CHILD-FRIENDLY TOWN CENTRES

The Chingford LUF bid will improve the public realm around two of Chingford's key town centres – Chingford Mount and Highams Park. LUF investment will support an integrated package of interventions to improve links to and within town centres to increase and diversify footfall, which in turn will support place vitality.

The economic benefits associated with enhanced public realm has been captured through an assessment of wider commercial land value uplift. The project will also address community perceptions of safety, with specific interventions supporting crime reduction. In line with the Future High Street Fund clarification exercise, the economic benefits of crime reduction associated with LUF investment has also been monetised.

#### a. Wider Commercial Land Value Uplift (LVU)

There is strong evidence linking perceptions and the quality of public spaces to footfall and expenditure, and hence land value. DLUHC Guidance states that land values are gross development value minus development costs. Given that this uplift is applied to the values of existing premises that are not being redeveloped (i.e. no development costs), any uplift in values would be directly reflected by an equivalent increase in commercial land values. This is underpinned by the following assumptions:

- The assessment has only applied an uplift to properties within a 150m buffer of the proposed LUF intervention. This includes 500 A1 and B1 commercial units (VOA).

- An average price per unit has been assumed at £105,233. This capital value is taken from DLUHC's benchmark land values for CBD office for London - Harrow - (£627 per sqm). Benchmark land values were multiplied by an average floorspace for A1 and B1a properties to obtain a per unit figure.
- GDP Deflators have been applied to express values in 2022 prices.
- A compound growth rate of 2% LVU for 10 years has been assumed.
- Displacement has been included at 25%.

See appended commercial property within a 150m buffer of LUF interventions map

#### b. Crime Reduction:

Chingford suffers from high levels of crime and Chingford Mount represents one of LBWF's emerging hotspots. In a 3-year period, anti-social behaviour and "notable" offences have increased of 28%. There were 3,346 crimes between 2020-21 in Hale End and Highams Park, Larkswood, and Valley Wards. The appraisal assumes:

- Using the Greater Manchester Unit Cost Database, the average economic cost per crime is £1,117 in 2016 prices.
- GDP Deflators have been applied to express values in 2022 prices.
- The intervention will reduce crimes by 5%. This is a conservative estimate as the scheme will provide an intervention targeted in several of Chingford's primary crime hotspots – resulting in 167 incidents (gross)
- Displacement is at 75%, resulting in a net reduction of incidents of 41.8 per annum (£52,173).

See appended crime heat map in Chingford, April 2021-April 2022

#### PROJECT 2: CHILD-FRIENDLY PARKS

LUF will be used to support a coordinated package of investment in Chingford's parks and green spaces. The economic benefits associated with this project are underpinned by ONS research which identified a price premium for residential properties that were within a 200-metre buffer of managed green space.

It suggests the functionality of the green space is an important factor, as those sites that can be used for a specific purpose and have likely been modified are valued more highly for their cultural benefits. As a result, by enhancing the functionality of Chingford's green spaces, we have assumed a positive impact on residential land values.

#### c. Wider Residential Land value uplift

This is based on the following assumptions:

- ONS shows the greater the size of the functional green space the greater the effect on property prices. For example, presence of very large functional green space is associated with a rise in property price of 1.4%. Due to the Chingford LUF programme bringing together a coordinated package of parks investments, a 1.4% uplift has been assumed.
- Using LSOAs, 2,415 properties are within 200m buffer.
- The median price paid for residential properties is £465,939
- Following the upgrades to the parks, a one-off 1.4% uplift has been applied in 2023/24 which align with LBWF's delivery programme.
- Displacement is 25%.

## Provide a summary of the overall Value for Money of the proposal

The Chingford LUF bid generates an initial BCR of 2:1, which represents Good Value for Money using standard DLUHC benchmarks. The full package of interventions incurs an economic cost of £10.9m and produces economic benefits of £21.97m. The benefits are as follows:

Benefit & £ benefit (NPV):

Wider Commercial Land Value Uplift: £6.5m

Crime Reduction Impact: £0.39m

Wider Land Value Uplift: £15.01m

All benefits have been included within our initial BCR calculation. Wider, non-monetised benefits delivered through this scheme have been considered qualitatively in the response to that question.

Key overarching assumptions include:

- Figures have been estimated by creating a discounted impact model over a 10-year appraisal period (selected based on guidance provided by DLUHC).
- As previously highlighted under Economic Costs, optimism bias of 15% has been applied to total capital costs.

A full Appraisal Summary Table has been included at the end of this Economic Case section

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Upload explanatory note  
(optional)

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## Have you estimated a Benefit Cost Ratio (BCR)?

Yes

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## Estimated Benefit Cost Ratios

Initial BCR 2

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Adjusted BCR

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## Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

We have taken a deliberately conservative approach to economic impact to avoid double counting and over aggregation of benefits. There are two specific areas where we believe we can identify additional benefits which could be tracked and monetised in future evaluation:

- Health benefits: The Green Book allows stated preference to be used to value health outcomes using Quality Adjusted Life Years (QALYs). Increased active travel (walking or cycling) uptake due to better infrastructure can deliver significant health benefits for people living in and around Chingford. This can help to address health issues locally. Increased active travel offers huge reductions in the risk of coronary heart disease and stroke, many forms of cancer, type 2 diabetes and mental ill health, something the borough has

already successfully tracked as part of Mini Holland investments

- Wellbeing benefits: The new supplementary guidance from HM Treasury enables the monetisation of wellbeing impacts. A one-point change in life satisfaction for one year can be converted to a monetary value by multiplying by £13,000. Health is one of the largest determinants of life satisfaction and there is a wealth of academic research to suggest that physical activity has a positive relationship with life satisfaction and happiness. Improvements to Chingford's parks and green spaces through enhanced sports and fitness infrastructure can support residents to be healthier, thus having an indirect impact on resident wellbeing.

- Environmental benefits: The LUF bid can contribute to a reduction in Co2 emissions through modal shift to active travel alternatives. Academic studies have shown that those who walked or cycled more for transport had lower carbon emissions overall. Improvements in public realm and routes between cultural assets will help us demonstrate this

- Employment and Productivity Benefits: Improvements to Chingford Mount and Highams Park could support some attributable increases in the number of workspaces and employment. These have been deemed to be secondary benefits to this investment, but could form part of a future evaluation

More specifically we would expect to be able to monitor and reflect upon the following non-monetised benefits:

- Increased volunteering at parks offering improved outcomes for all ages.
- Increased visitors from outside of the borough with enhanced visitor spending
- Improved journey times and experience of travel through improvements at Highams Park Station
- Further enhancement of the facilities and identity of Chingford Mount and Highams Park, contributing to civic pride and overall life satisfaction

The programme of activity we set out here is designed specifically to not only improve environments, health and participation, but to do so in a way that places young people at the heart of delivery and therefore delivering a persistence to benefits which will continue long beyond the direct benefits set out here.

The Delivery Plan in Appendix 1 sets out further detail on the non-monetised impacts, cross-referencing with the appended Theory of Change.

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## **Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid**

Sensitivity analysis shows that costs would have to rise by 34% for the overall BCR to fall to 1.5:1. Costs would have to rise by 100% for the overall BCR to fall to 1:1

The main risks which may influence costs are inaccurate estimates and delays in undertaking the phased parks and public realm improvements.

All prices have been subject to layered analysis and multiple inputs based on local, national, and international market conditions. Price sensitivity is programmed within the overall cost envelope to account for reasonable fluctuations and required adjustments. Optimism bias has also been included in the VFM analysis.

Sensitivity analysis shows that economic benefits would have to fall by 25% for the overall BCR to fall to 1.5:1. Benefits would have to fall by 50% for the overall BCR to fall to 1:1.

The main risk which could affect economic benefits are if the wider residential land value uplift modelled is lower than anticipated. However, even if the one-

off percentage uplift for residential properties fell to 0.5%, the project would still return a positive BCR.

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## Upload an Appraisal Summary Table to enable a full range of impacts to be considered

### Appraisal Summary Table 1

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Upload appraisal summary table

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## Additional evidence for economic case

None selected

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## Confirm the total value of your bid

Total value of bid £10355358

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## Confirm the value of the capital grant you are requesting from LUF

Value of capital grant £8433525

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## Confirm the value of match funding secured

£1921833

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Evidence of match funding (optional)

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## Where match funding is still to be secured please set out details below

A total of £1,92m match-funding has been identified, representing 19% of the total value of the bid, and comprising:

- £1.055m Council funding to rebuild Rolls Park Pavilion in 2022/23.
  - £784k Council funding to deliver a programme of flood mitigation works for Chingford Mount in Memorial Park and Rolls Park in Highams Park.
  - £31k GLA Child-Friendly City pilot funding developing the project feasibility and engagement for the interventions in Chingford Mount.
  - £50k to deliver the Signal Walk play space project in partnership with Tesco, fundraising from HPPG and Council contributions.
- 

## Land contribution



If you are intending to make a land contribution (via the use of existing owned land), provide further details below

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N/A

Upload letter from an independent valuer

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**Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below**

N/A

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**Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget**

The costs set out in this bid have been established through the preparation of condition surveys, initial design work, cost consultant and supplier engagement.

#### CHILD-FRIENDLY TOWN CENTRES

The Council has in-house landscape design capability which supplements the work undertaken to develop the scope of the Child-Friendly Cities projects and wider public realm improvements in both town centres enabling these to be further reviewed and costed by the Council's Highways Delivery Team working with the Highways Framework Term Contractor who will deliver the phased improvements. Assumptions within the project budget are based on up-to-date supplier provided prices for materials and labour, based on the specifications being prepared by the internal and external design teams.

#### CHILD-FRIENDLY PARKS

The Council's internal Landscape, Parks and Leisure teams have developed the proposals in the bid, sourcing additional input from specialist suppliers for the works to the parks including the installation of specialist play and sports equipment such as the tennis courts (engaging the Lawn Tennis Association), MUGAs, play spaces and skateparks. Benchmarks for these projects have also been taken against recently completed comparable projects in other parks and open spaces in the borough. The works to pavilions and other buildings within the parks are based on costed estimates and benchmarked against recent works to refurbish and fit out pavilions including in Langthorne and Cann Hall parks in the south of the borough.

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**Provide information on margins and contingencies that have been allowed for and the rationale behind them**

The programme of projects includes the following margins and contingencies as further explained below:

Building Cost Indices (BCIS) have advised that an increase of 8.5% has occurred between Q1 2021 and Q2 2022. Costs for the park pavilion buildings have all been reviewed by cost consultants following condition surveys undertaken this year and reflect this increase in BCIS. There has also been benchmarking against current projects in the Council's capital delivery programme and the Council will use framework contractors and established prices for standardised items where possible during the projects' delivery. The town centre public realm works is being developed in collaboration between Council's landscape, highways teams and framework term contractor for highway and public realm improvements, ensuring there are up-to-date

supplier provided prices informing the assumptions within this bid.

Inflation – inflation rates of 3.1% and 5.1% have been applied for 2023/24, 2024/25 financial years respectively, reflecting the continued upward trajectory of inflation and uncertainty about its impact over the programme delivery period.

Tender inflation – All in Tender Price Index (TPI) figures show that tender prices in Q4 2021 rose by 4.9% to the previous year with material price index rising by 24.5% in March 22 compared to a year earlier. Market conditions mean contractors are making significant losses on fixed price contracts, with increase in expected Extension of Time Claims and risk of increased costs for the Council. On recently tendered projects we are seeing increased instances of higher tender returns compared to pre-tender estimates. Additional contingency (as described below) has therefore been built into assumptions as this trend is expected to continue for the foreseeable future.

Contingency on construction works – 15% contingency has been applied on the projects reflecting the progress with developing the scope, estimates sourced from key specialist suppliers, timeline for delivery and procurement route, which enables the parks projects to be broken down into smaller deliverable packages and the town centre public realm works to be phased using the Council's existing highways framework term contractor with its direct access to up-to-date supply chain sourced costs.

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## **Describe the main financial risks and how they will be mitigated**

The main financial risks identified in the appended Risk Register and summarised below. The Council is the overall programme manager and will have responsibility for cost overruns once Levelling Up funding is secured and delivery contracts in place; however, it will regularly manage financial risks with appointed consultant teams, contractors and delivery partners and look to transfer responsibility where reasonable, alongside regular review of project scope and phasing where this mitigates financial risk without significantly comprising quality and outcomes.

As set out in the previous question prudent contingencies have been applied to the projects recognising the significant challenges with inflation and supply chains that are currently affecting capital project delivery. These contingencies also reflect the complexity and stage of the project and resultant certainty around costs. Each project can include early design freeze to mitigate scope creep and cost escalation. Where engagement with stakeholders is required – including at Highams Park station, Signal Walk and on the delivery of the sports-led aspects of the parks programme - works will be taken forward in phases to minimise impacts on users and the wider community.

RIO-01 – Funding issues – risk that funding including LUF and match-funding are not secured. The projects presented in the programme are aligned with the Council's capital programme; however, if LUF is not secured then there is significant risk to their realisation. The preferred options or designs are unlikely to be deliverable, at best delaying the projects while alternative funding strategies are developed, but more likely impacting the realisation of the full set of outcomes and benefits set out in this programme. If a reduced level of grant is received, then prioritisation of interventions and impacts will be required, again compromising delivery and benefit realisation. In terms of match-funding contributions, the Council is investing £1.9m into the projects.

RIO-02 – General materials shortage – risk that the cost of construction materials increases and/or availability reduces leading to cost and programme pressures. Programme delays and resultant Extension of Time claims are likely to increase costs and may delay expected capital receipts/impact grant funding. Advanced ordering, stockpiling and sourcing UK-based materials is common practice across delivery schemes and the Council continues to manage this risk across large portions of the portfolio.

RIO-03 – Interest rate and inflation increases – risk that interest rates adversely affect borrowing and inflation continues to affect materials and

supply chains. As described in the previous question reasonable contingency has been built into each project to mitigate continued rises in interest rates and high inflation. The Council negotiates fixed-price contracts wherever possible, with pre-market testing using established frameworks and regular benchmarking with consultant support, including against current projects in the programme. The Council is introducing two-stage tender processes to ensure sufficient market interest, capacity and viable tender prices and can introduce earlier design freeze to mitigate later scope changes. Effective scrutiny of business cases at the outset and regular senior officer-led governance ensures robustness of projects.

RIO-04 – Project delivery issues – risk that additional challenges with delivering the projects are identified impacting overall cost and programme. The projects require further design development and will be informed by the preparation of full utility and condition surveys as part of their implementation. The public realm works will be delivered through the Council's framework term contractor who is experienced in delivering projects in the borough and up-to-date supplier prices and lead-in times for delivery of the project have been built into the programme. Suppliers and partner organisations for the parks project are engaged in the development of scope and have provided initial assessment of the feasibility and deliverability.

RIO-05 – Contractor issues – risk of not being able to appoint a suitably qualified contractor or once appointed a contractor becomes insolvent impacting delivery. As outlined in the Commercial Section of this bid, the Council has a robust approach to testing the market for contractors, establishing capacity, capability and financial due diligence and exposure, including through existing frameworks and building on extensive track record of procurement, delivery and project governance. Once appointed, there is a robust process for monitoring, reviewing and assessing risks, including the risk of contractor failure, throughout the delivery of projects, alongside payment structures that align with KPI and milestone realisation of project outputs. With the public realm project the Council is directly engaging its framework term contractor to deliver the programme of works.

RIO-06– Complex public and stakeholder engagement – the Council has undertaken extensive engagement across the projects and will continue to develop these relationships as the projects develop. In the case of Highams Park station forecourt, the Council and HPPG have brought TfL on board during the design stage and will look to formalise agreements for works through the next stage of the project's development.

RIO-09 - General materials shortage - this significant sector-wide risk is being mitigated by early engagement with contractors and their supply chain, to understand the source of materials, prioritise use of UK companies, advanced ordering and stockpiling, building this into tender pricing. The Council maintains oversight on a capital programme level to regularly assess its exposure to this and other headline risks.

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**Upload risk register**

LUF Risk Register\_Chingford.pdf

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**If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below**

N/A

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**What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?**

N/A

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## **Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted**

The Council has established procurement processes and structures which are embedded within its Delivery Assurance Framework within the Council's Capital Programme.

Contracts to be procured:

The Council will directly procure contractors to complete the parks projects, targeting specialist suppliers of the play and sports equipment to deliver these contracts and working with its building framework contractor to secure contractors to undertake works to the pavilions. The Council will use its Framework Term Contractor for highways and public realm works to deliver the phased programme of works to deliver the town centre public realm works, working with third party owners as required.

Pre-market engagement:

Prior to determining a procurement approach the Council will undertake a thorough investigation into the marketplace. This will as minimum consider officer knowledge, networking with other Councils, desktop research, engagement with known suppliers. For more bespoke/higher value contracts it may be beneficial to hire expert professional knowledge to advise the Council and hold a bespoke supplier event or individual sessions that allow the marketplace to respond directly to the requirement ahead of designing tender documents. If capability gaps are identified, we will explore more unique procurement approaches reflecting the bespoke nature of the project. Stakeholder engagement will also take place to ensure that the needs of key stakeholders, such as local residents, businesses, park users and sports bodies are reflected in the requirements. The Council has an established track record of procuring and delivering high-quality parks projects (for instance Cheney Row Park, Feel Good Too, Leyton Jubilee Park, Walthamstow Wetlands) alongside a comprehensive track record of delivering high-quality public realm improvements (including the Enjoy Waltham Forest programme) through its highways term contractor.

Procurement approaches:

The Council will consider all available compliant procurement options. Waltham Forest has its own DPS for professional services which can quickly and economically procure any advice or guidance needed. The Council has access to a range of public frameworks which can often offer the best and fastest route to market for "off the shelf" products and services. In addition to this, full consideration will be given to Open, Restricted, Competitive Procedure with Negotiation and Competitive Dialogue. Before approaching the market all procurements above the FTS threshold will be subject to a full business case reviewed by the Council's Strategic Commissioning Board (SCB) featuring Procurement, Legal, Social Value, Finance, and other support services. All procurements below FTS will explore similar and appropriate routes which conform to the Council's Contract Procedure Rules.

Proposed route to market and appropriateness:

The value of each of these contracts is up to £3m providing the Council with different routes to procurement. The most bespoke projects will be to install the specialist parks and sports equipment and spaces, which will require contractors with sufficient expertise and capability. The Council will consider an openly advertised tender approach for these contracts, as well as options via established frameworks, with pre-market testing to secure the best quality and priced contractor for this sensitive, high-profile project. The procurement approach will be supported by a full business case and taken to the Council's SCB for final approval from all internal business partners before going to market.

The Council is engaging its Framework Term Contractor to deliver the phased public realm improvements project, again taking business cases through the Council's SCB prior to progressing each phase of works to ensure continued

VfM.

#### Effective contract management:

The Council has a corporate approach to Contract Management. All contracts must have a named Contract Manager allocated at the point of decision at Strategic Commissioning Board. At the point of award, the Council's Contract Management Framework (CMF) is implemented by the identified Contract Manager. This is a document which clearly sets out the responsibilities of the Contract Manager and guidance on regularity and content for each interaction from mobilisation to delivery to exit and transition. The CMF is used for all contracts regardless of value but can be tailored for appropriateness. The areas covered include, but are not limited to, maintaining insurance levels, escalation policy, contract management meetings, KPIs, supplier relationship management, performance improvement, social value, sustainability, continual improvement, exit and transition. Training is given to all contract managers and support is available throughout the duration of a contract from a dedicated procurement officer, including assisting with contractual difficulties. A review is carried out of business critical and key contracts to ensure that the principals of the CMF are being suitably applied.

#### Alignment with Net Zero ambitions:

The Council is committed to Net Zero and reaching carbon neutral by 2030 with an established Climate Emergency Strategy and Action Plan. This commitment is passed onto our suppliers and contractors by using appropriate method statements and weighting during the procurement process ensuring this fit for purpose at business case review (by SCB) and then careful contract management and review throughout the duration of the delivery phase. A focus is placed on use of local supply chains, green technology as well as maintaining a healthy environment for residents during and after delivery, particularly building on the Council's wider programme of cleaner, greener and healthier initiatives, such as through Enjoy Waltham Forest. Main contractors are held responsible for the same principles within their supply chain with appropriate weighting allocated to this part of the tender to ensure consideration and compliance.

#### Procurement best practice and regulations:

Contracts will be procured in compliance with the PCR and the Council's own Contract Procedure Rules. The Council is mindful that new procurement regulations are likely to come into force during the tendering period for these projects, with the in-house procurement team continually keeping abreast of changes to ensure compliance, while also looking to maximise opportunities the new regulations may provide. As a minimum the Council requires all relevant commercial organisations (as defined by section 54 "Transparency in Supply Chains" of the Modern Slavery Act 2015) are compliant with the annual reporting requirements.

Best practice is always a consideration when deciding up on the appropriate procurement strategy. Encapsulating the learning from the Government playbooks that have been collaboratively built across the public and private sectors into the Council's strategy is an efficient way to meet corporate priorities while working cohesively with suppliers. A minimum weighting of 10% is allocated to all procurements for Social Value as standard. The Council has an in-house team dedicated to the capture and delivery of Social Value impacts and outcomes and it is aligned to the nationally recognised Themes, Outcomes and Measures (TOMs) using the Social Value Portal to track and measure delivery during contract duration. Additionally training on Social Value is provided to all officers responsible for procurement or contract management. The attached delivery plan sets out further detail on the Council's approach to Social Value and summary of outcomes achieved.

Clear processes and escalation routes for resolving any conflicts or serious contract issues are embedded in tender documents and contracts, ensuring these are recognised and agreed from pre-contract through the lifetime of all projects.

The attached Delivery Plan (Appendix 1) and Programme Management

Section of this bid provide further detail on the programme and resourcing for procuring and delivering the bid projects.

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## **Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature?**

The Council has an experienced in-house procurement team who provide specialist advice and input on all contracts with an established approach to procurement management as detailed in this Commercial Section.

The Council has a current capital programme of £643m projects over five years and in the most recent financial year delivered approximately £143m of capital projects ranging in value from below £1m to over £50m.

As set out earlier in this Section, the Council's procurement team will support the appointed Contract Manager to determine the best procurement route for each contract in the parks project, as well as engagement with the Council's Framework Term Contractor on the public realm project, including assessment and approval at the Council's Strategic Commissioning Board. The management of the contract will be in line with the Council's best practice Contract Management Framework which establishes responsibilities and requirements throughout the lifetime of the project.

The Contract Manager for each project will directly report to the Senior Responsible Officer and provide regular updates on the procurement and delivery stages of the project through the established Project Board structure further outlined in the Project Governance section.

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## **Are you intending to outsource or sub-contract any other work on this bid to third parties?**

The Council will directly manage the procurement of contractors and establishment of KPIs for the projects, as described earlier in this section. The Council will undertake pre-market engagement and determine the most appropriate route to procure contractors based on the size and complexity of the individual contracts. The parks projects are envisaged to require specialist contractors with sufficient expertise and track record of delivering specialist sports, play and leisure spaces. The Council's Framework Term Contractor is engaged in the development of the public realm project and will take forward the phased delivery subject to sign-off business cases for each phase by the Council's Strategic Commissioning Board.

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## **How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes**

Effective contract management through project lifecycle:

Effective contract management, particularly contractor and supplier risks, is a key consideration for the Council. Before approaching the market, the project team engage with Legal, Finance, Insurance and Social Value colleagues ensure that relevant risks (and opportunities) are identified and wherever possible mitigated. Risks and mitigations are included within the project business case and taken to Strategic Commissioning Board for review and approval before proceeding.

Alongside advice and recommendation from internal business partners, the dedicated procurement manager will ensure that the approach remains compliant with PCRs (or the Council's Procurement Rules for below threshold procurements). The Suppliers Selection Questionnaire is used at pre-

qualification stage and clear indicators are given to the marketplace on pass/fail criteria as well as technical questions. Colleagues with specific procurement and finance expertise will carry out the pre-qualification checks, including financial and economic due diligence, while the project team – with the assistance of external consultants, where appropriate – will evaluate technical questions and method statements. Sufficient time is always built into every procurement process to ensure that thorough due diligence is carried out by people who have the authority, experience and knowledge to do so.

Key Performance Indicators will be identified within each contract with the supplier held to account on delivery through the regular Project Board meetings and reporting structures. Payment structures will be designed to ensure that payment is linked to the achievement of key milestones and continual assessment of project delivery and performance. The Contract Management Framework document with all supporting tools will be used to manage delivery with dedicated support from the Supplier Improvement Management team if required.

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## Set out how you plan to deliver the bid

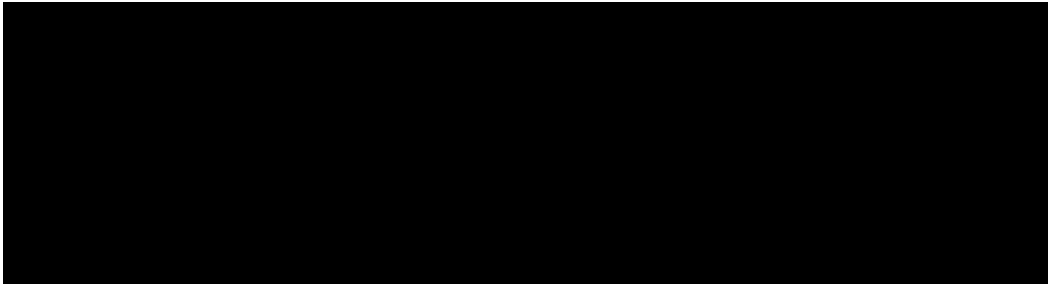
The Delivery Plan for this transformational programme of investment is appended at Appendix 1 and the programme is established in the Appended Workbook. The Delivery Plan establishes the key milestones, dependencies, interfaces, resource requirements, contingencies, roles and responsibilities, capacity and capability, engagement strategy, contract management approach, approvals and permissions, monitoring approach, which are further summarised below.

### PROJECT 1: CHILD-FRIENDLY TOWN CENTRES

The Council has overall responsibility for and will lead the delivery of the project, overseeing the process for developing the designs, securing all permissions and stakeholder engagement working with the Council's in-house highways team and framework term contractor who will take forward detailed design and phased delivery working with its wider supply chain.

The key milestones in this process include:

- Engagement with the local community and key stakeholders (including third party partners and utility companies) throughout the development of the designs and delivery of the phased works programme, including specific engagement with young people, Age UK and local community groups.

- 
- Complementary phased flood mitigation works will be undertaken through 22/23.

There are key dependencies related to securing the Levelling Up Funding, securing all necessary permissions (third party, statutory provider, highways) as well as coordination of utility works, development of the designs and plans in consultation with key stakeholders and the wider community, alignment of works phasing all of which will involve the engagement of the Council's term contractor.

At each stage of the programme, time contingencies have been built in and there are potential opportunities to undertake phases of work in parallel, creating efficiencies with the programme once the initial milestones and decision points have been realised. However, the programme presented represents a realistic overview of the process to complete the project at this



stage in its development.

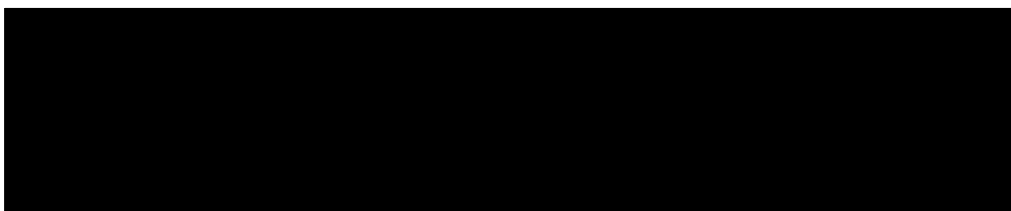
As described in the Commercial and Governance Sections, the Council has established governance and project delivery structures, with an extensive track record of delivering comparable public realm projects delivering high-quality outcomes to time and budget. The Council will draw on cross-departmental skills to develop the scope and design of works, engage with community and stakeholders and then oversee and manage the construction process through its term contractor.

#### PROJECT 2: CHILD-FRIENDLY PARKS

The Council has overall responsibility for and will lead the delivery of the project, overseeing the process for developing the designs, securing all permissions and stakeholder engagement working with the Council's in-house parks and leisure team, testing and engaging with the market to procure contractors who can deliver the specific interventions.

The key milestones in this process include:

- Engagement with the local community and key stakeholders (including the Lawn Tennis Association, Chingford Tennis Club and Rugby Club) throughout the development of the designs and delivery of the phased works packages, with bespoke engagement for project elements such as the skatepark at Chase Lane and wider engagement with park user groups.



- Complementary flood mitigation works will be completed at Rolls Park during 22/23.

There are key dependencies related to securing the Levelling Up Funding, securing all necessary permissions (statutory provider, sports bodies) as well as coordination of utility works, development of the designs and plans in consultation with key stakeholders and the wider community, alignment of works phasing all of which will involve the Council's in-house project management and delivery teams.

At each stage of the programme, time contingencies have been built in and there are potential opportunities to undertake phases of work in parallel, creating efficiencies with the programme once the initial milestones and decision points have been realised. However, the programme presented represents a realistic overview of the process to complete the project at this stage in its development.

As described in the Commercial and Governance Sections, the Council has established governance and project delivery structures, with an extensive track record of delivering comparable parks, sports and leisure projects delivering high-quality outcomes to time and budget. The Council will draw on cross-departmental skills to develop the scope and design of works, engage with community and stakeholders and then oversee and manage the construction process working with appointed contractors.

The Delivery Plan demonstrates that all Levelling Up Funding can be expended by March 2025 with the Council's match funded contribution utilised in 22/23 as part of the early works in delivering the project.

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## Demonstrate that some bid activity can be delivered in 2022-23

The following elements of the bid programme will be progressed during 22/23, aligning with the overall Delivery Plan (Appendix 1) and Appended Workbook Programme



- Project Management for all projects
- Engagement costs with key stakeholders, the public, parks groups and sports bodies
- Planning, Design Fees for all projects
- Legal Fees for licence agreements to deliver on third party land in Highams Park
- Enabling works – for parks projects
- Main works – for parks projects, including delivery of the match-funded works in Rolls Park and Memorial Park




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## Risk Management: Set out your detailed risk assessment

The Council plans £643m investment between 2021/22 – 2026/27 in its Capital Strategy. In 2021/22 the Council delivered £143m expenditure successfully managing macro construction, labour, supply chain, inflation impacts.

Construction is under pressure from global factors creating difficulties predicting costs, materials shortages, supply chain disruptions, exacerbated by rising energy costs affecting manufacturing of key materials, resulting in trends affecting all UK capital projects including risk of delays, higher contractor cost estimates and claims, and relationship shift from partnership to contractual.

The Council mitigates this through:

- All budgets contain risk allowance for cost inflation based on industry forecasts, with regular review to ensure increases are accommodated within existing allowances.
- Provision for price increases in line with CPI, with the Council transferring contractual risk to partners.
- Re-programming works to minimise impact particularly supply of materials and labour.
- Using a mix of delivery approaches to minimise exposure to market conditions.
- Proactive project management working in partnership with contractors to monitor and manage risks.
- Standard practice gateway reviews before approving progression and payment.

The appended Risk Register (see Financial Section) sets out programme/project risks which will be further developed and reviewed. The register highlights potential impacts, mitigation timelines and responsibilities. All categories have been considered in developing the register, through the project lifecycle including Financial, Legal, Commercial, Planning & Design, Stakeholder Engagement, Governance, Delivery, Reputational. The Project Manager will own the register reporting directly to the SRO and Project Board. Headline risks include:

RIO-01 – Funding issues – risk that funding is not secured. The programme is supported by match-funding enabling delivery; however, if LUF is not secured elements will not be deliverable or will be delayed while alternative funding is sourced, impacting outcomes and benefits.

RIO-02 – General materials shortage – risk that the cost of construction materials increases and/or availability reduces leading to cost and programme pressures. Programme delays and resultant Extension of Time claims are likely to increase costs and may delay expected capital receipts/impact grant funding. Advanced ordering, stockpiling and sourcing UK-based materials is common practice across delivery schemes and the Council continues to manage this risk across large portions of the portfolio, particularly working with

its term contractor.

RIO-03 – Interest rate and inflation rises – mitigated through reasonable contingencies, the Council's robust procurement, governance and scrutiny approach throughout the contract lifecycle.

RIO-04 – Delivery issues – project risks are identified in the register including securing permissions and working with third parties, utility companies, mitigated by survey and cost assessment work undertaken and engagement with stakeholders including HPPG, NR, TfL and Tesco.

RIO-05 – Contractor issues – The Council has a robust approach to procuring and managing capital contracts (see Commercial Section of this bid) mitigating risk of contractor failure/poor performance.

RIO-06 – Complex public and stakeholder engagement and management – The Council will continue to build key stakeholder relationships including critically with the wider public.

RIO-09 - General materials shortage - The Council has a robust approach to monitoring and managing the impacts of this sector-wide risk through early and regular contractor engagement.

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## **Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature**

### Capital Investment Strategy:

The Council has a £643m Capital Strategy (2021/22 - 2026/27), delivering £143m in 2021/22 – the Council's largest capital outturn to-date – and an approved £178m programme in 2022/23. Throughout 2021 the Council embedded the Public Service Strategy across the capital programme to maximise outcomes for communities recovering from the pandemic, addressing challenges of cost of living, driving local economic recovery and long-term resilience.

### Capital Delivery Governance and Assurance Framework:

The Council has an established Capital Delivery Governance structure and assurance framework bringing together client sponsors within the Place Directorate who define time, cost and quality requirements for projects and approve changes to performance requirements, with the delivery unit of programme and project experts who deliver the requirements and commission additional technical expertise when needed, as well as the portfolio management office that provides a single view of the Council's capital portfolio and enabling expertise from finance, legal and procurement teams that facilitate, monitor and assess delivery of the investment programme and individual projects.

The Council's capital projects have established governance structures with – at minimum – monthly project boards and, for more complex projects, further executive groups and working groups to supplement and steer progress and reporting. All project boards report to the Council's programme-wide Capital Strategy and Asset Management Group (CSAMG), chaired by the CFO and bringing together SROs from across the delivery programme, including capital, property, finance, regeneration and highways directors, with responsibility for overseeing and scrutinising all capital projects and asset decisions.

CSAMG directly reports to the Council's Strategic Leadership Team and Cabinet, with dedicated briefings for individual Cabinet Members at monthly Portfolio Lead Member meetings, ensuring there is strong and regular executive and political oversight, scrutiny and leadership over the Council's capital programme.

### Capital Delivery Resource:

The Council has a fully integrated Place Directorate bringing together multi-

disciplinary skills in planning, design, construction, property, regeneration, housing, highways, parks and contract management fully supported by finance, legal and procurement services. The Council's capital programme is managed by dedicated project managers in the capital delivery team, each with expertise in project and construction management from initial project conception through planning and design, procurement of contractors to delivery, post-completion, handover and operation.

The team has experience of delivering a full range of projects, scales and scopes including major multi-year mixed-use developments with GDV of £200-500m, a comprehensive programme of school build and refurbishment programmes, several high-profile and sensitive heritage restoration projects with values of up to £40m and smaller-scale contract management with values between £200k-£10m to construct and fit out new infrastructure.

The Council additionally has an established highways team which have responsibility for the management and maintenance of the borough's highways network and delivery of one of the country's most extensive and recognised programmes of investment in walking and cycling with the multi award-winning £40m Enjoy Waltham Forest programme. EWF has transformed many of the borough's town centres and residential areas, encouraging significant increases in walking, cycling and active travel. The highways team is supported by its framework term contractor providing specialist engineering expertise and delivery experience in bringing forward individual projects up to £20m in value.

Relevant Council Delivery Experience:

- Town Centre Public Realm – the Council has established a track record of delivering high-quality town centre public realm improvements including award winning works to St James Street with £3m HLF funding in 2017 and recently completed £4m of TfL/GLA/developer contribution funded works at Blackhorse Lane, linked to wider delivery of development in the area.
- Walthamstow Wetlands - £12m part HLF-funded restoration of former pumping station as a café, community and education space and opening of 450-ha of Thames Water-owned reservoirs to the public for the first-time creating Europe's largest urban wetlands, delivered in partnership with TW and London Wildlife Trust since 2017 with over 1m visitors to-date and winner of multiple awards.
- Enjoy Waltham Forest – multi award-winning programme of walking and cycling enhancements across Waltham Forest, delivering £40m of physical upgrades between 2016-20 alongside extensive community active travel programmes, business and resident pilots to achieve net zero outcomes.
- Parks Improvement Programme – the Council has delivered a significant programme of improvement to parks in the borough over the last decade, ranging from projects of a few £100k refurbishing pavilions for community use and installation of varying scales of play equipment to multi-million-pound transformations such as at Leyton Jubilee Park and Ive Farm where a new multi-functional outdoor sports campus has been delivered
- Fellowship Square – £50m restoration of 1930s Waltham Forest Town Hall and civic square to create a multi-functional work, cultural and community space set around stunning interactive fountains enjoyed by thousands of residents and visitors since launching in summer 2021, and representing the first phase of mixed-use development delivering new Council offices, nursery and community spaces and 430 homes including 50% affordable

The Council's established Governance, Assurance structures and track record of delivery are further set out in Appendix 1 - Delivery Plan

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## **Set out what governance procedures will be put in place to manage the grant and project**

The Council's Delivery Assurance Framework ensures organisational priorities,

robust financial and delivery management arrangements form the foundations of programmes ensuring politicians and senior officers are part of investment decisions and oversight. Placing resident priorities and strategic goals established in the Public Service Strategy at the heart of decision-making ensures we maximise the impact of our capital investment portfolio. By managing project delivery, risk and finance on a portfolio basis, we allow flexibility to consider alternative delivery models, interdependencies and maximisation of outcomes.

Reporting to the Capital Strategy and Asset Management Group (CSAMG), SROs, finance and delivery experts and the PMO continue to enhance the Council's Delivery Assurance Framework. The Council has established a robust management strategy to mitigate significant risks relating to Brexit and Covid-19 including labour and supply shortages, increased materials costs, programme delays, management of sub-contractors and site closures. These risks are consistently managed at project, programme and strategic level, with learning critical to the portfolio's management during the current period of uncertainty due to global events and impacts.

The Council's delivery assurance framework brings together client sponsors in the Place Directorate who define project time, cost and quality requirements and approve changes to performance, with the delivery unit of programme and project experts delivering these requirements commissioning additional technical expertise when needed, the PMO that provides a single view of the Council's capital portfolio and enabling expertise from finance, legal and procurement that facilitate, monitor and assess the delivery of the investment programme and projects.

The Council's capital projects have established governance structures with monthly project boards and, for more complex projects, further executive groups and working groups to supplement and steer project progress and reporting. All project boards report to CSAMG bringing together SROs from across the programme, including capital, property, finance, regeneration and highways directors, with responsibility for overseeing and scrutinising all capital and asset decisions.

CSAMG directly reports to the Council's Strategic Leadership Team and Cabinet, with dedicated briefings for Cabinet Members at monthly meetings, ensuring there is strong, regular executive and political oversight and scrutiny over the capital programme.

During 2021/22 additional enhancements were made to the delivery assurance framework, including:

- Embedding additional impact monitoring and reporting processes to demonstrate value for money, return on investment and maximise investment benefits for communities.
- Additional financial monitoring to strength and integrate budget reporting and monitoring to Cabinet.
- Quarterly risk management reporting to demonstrate performance against time, quality and cost measures across the portfolio.
- Additional assurance to manage Brexit and pandemic risks, which will further develop as inflation, energy and supply chain issues are addressed.
- Implementing controls and enhanced processes ensuring additions and revisions to the capital portfolio are agreed through corporate finance and governance.
- Ensuring compliance with revisions to the CIPFA Prudential Code are incorporated a year ahead of their adoption.

The Council has extensive experience of managing large capital grants from central and regional government, including:

- One Public Estate funding with the Council receiving government support over the last four rounds.

- £50m+ GLA affordable housing grant to invest directly into its delivery programme of mixed-use and estate regeneration programmes.

- £40m Blackhorse Lane GLA Housing Zone programme, delivering public realm, station and workspace enhancements.

- £40m TfL-funded Enjoy Waltham Forest programme in walking, cycling and public realm infrastructure.

- c.£20m National Lottery Heritage Fund, including to deliver William Morris Gallery, Walthamstow Wetlands, townscape improvements at St James.

Each of these external grant funded projects has been managed through the Council's Capital Delivery Governance and, if successful, the Council will manage its LUF grant through this established reporting structure.

Assurance procedures:

The Council has comprehensive assurance procedures in place with a requirement for all staff to undertake annual training to refresh knowledge and understand their responsibilities. The programme of assurance is led by internal teams with external support as required. The Council has an internal audit team supported by consultants at PwC with an established forward programme of thematic and project-based audits including across the capital programme. The Council has policies and procedures in place for counter fraud, corruption and anti-bribery with all staff trained annually. The Council has an established conflicts of interest policy and process, with additional requirements for senior officers. The Council has comprehensive cyber security and data management policies and processes embedded in project management processes with all staff trained annually. The Council's code of conduct is established in all staff contracts with clear expectations and standards for ethical and professional behaviour.

The Council's established Governance, Assurance structures and track record of delivery are further set out in the Appended Delivery Plan (Appendix 1)

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## **If applicable, explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised**

The Council will continue to manage and maintain all the public realm in its ownership including adopted highways and parks spaces. Completed works will form part of its existing maintenance term contract once any warranty periods have expired, establishing day-to-day maintenance routines and a programme of medium to longer-term upgrades and replacements through the cyclical review, pricing and procurement of the contract.

The upgrade of the public realm areas and park facilities are anticipated to reduce the Council's maintenance budget in the short to medium term as new, durable, high-quality materials replace older areas of public realm and amenity. The Council will work with third party owners, including Network Rail/TfL and Tesco (for the match-funded Signal Walk project) to agree the management terms for the enhanced spaces in Highams Park town centre.

The restored pavilion buildings in the Council's parks will be setup for operation in partnership with local community groups to establish self-financing facilities, including small cafes and toilet provision, ensuring these buildings can be let on favourable terms but cover management and maintenance costs in the long-term, building on experience from similar projects in parks across the borough.

The Council will develop a programme of activity and use for the enhanced sports facilities to ensure there is a balance between income generation and wider community use that enables these facilities to be largely self-financing in terms of longer-term maintenance and renewal, with general day-to-day

**Upload further information  
(optional)**

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## **Set out proportionate plans for monitoring and evaluation**

The Council is committed to robust monitoring and evaluation across its service areas, programmes and projects; the principles for this are established within its Delivery Assurance Framework which sets out a long-term approach to collecting robust and granular evidence on residents' experiences and on delivery of the outcomes targeted.

We have a history of strong evaluation and local research, having successfully assessed the impact of London Borough of Culture 2019 and a range of other programmes. Because of our ability to gather strong information impact, we have been selected for several London-wide pilot studies including Child-Friendly Cities, Mini Holland, Night-Time Enterprise Zone and Creative Enterprise Zone.

This commitment and ethos will be ingrained within the LUF programme, governance and resourcing from the outset drawing on the Council's research and insight teams and identifying appropriate external/additional sources of information throughout the programme lifecycle. The programme forms an integral part of our response to the challenges facing residents in Chingford, and we recognise that good evidence has a crucial role to play in driving successful delivery and informing future approaches.

The monitoring and evaluation process will be multi-dimensional in its purpose and will look to go far beyond 'a box ticking exercise' to deliver useful and meaningful insights for a range of audiences. These audiences will comprise strategic partners (government and local policy makers) and local partners (residents, businesses and interest groups). While specific research questions will be defined as part of a formal evaluation framework, the work will look to broadly cover four interlinked research dimensions:

- **Impact:** Has the programme been effective in terms of impact achieved versus outcomes targeted?
- **Process:** Has the programme been delivered efficiently from a process, management and governance perspective?
- **Value for money:** Considering the breadth of evidence on delivery effectiveness and efficiency, has the programme delivered clear value for money?
- **Learning:** What lessons are relevant for strategy development and delivery (both locally in Waltham Forest, but also for policy makers and professionals more broadly)?

The specific approach to monitoring and evaluation will be guided by:

- Formal national evaluation and appraisal guidance as set out within the Magenta and Green Books including the ROAMEF principles.
- Programme wide monitoring and evaluation guidance for the LUF
- LBWF's Delivery Assurance Framework, which sets the local strategic context
- The Theory of Change for the Chingford LUF programme, which confirms the change being targeted, why the bid is likely to produce the expected outcomes and impacts and how success is defined.

Our proposed approach to monitoring and evaluation activity is summarised below:



- Phase 1: Evaluation framework. Once the final delivery scope is confirmed, a detailed evaluation framework will be developed, providing clear parameters for evaluation including: the final versions of the theory of change for the programme, research questions for the evaluation, set of outputs, outcomes and impacts, and the research approach / methodology. Importantly, this will establish the approach to reporting progress and impacts to different programme funders, as applicable e.g. where any support from NGBs could be secured for sports facilities; ideally a single evaluation approach will be established which meets the needs of these different partners.
- Phase 2: Baseline. Once output and outcome measures are finalised, work will be undertaken to establish the agreed baseline position. While this is largely in place, there may be areas where further research is required to fill gaps including continued resident engagement which will provide more granular evidence on the lived experience of residents and users of the individual play and sports facilities as they are completed.
- Phase 3: Ongoing monitoring. Once delivery is underway, evidence will be collected on an ongoing basis where possible. While many of the impacts will not crystallise until after completion, there will be short-term changes which are worth tracking (e.g. to footfall flows or spend patterns). This 'formative' evaluation approach will allow the team to learn and act whilst projects are in the delivery phase. An 'interim evaluation' report will be produced at the mid-point in delivery to collate findings to date and set foundations for the final evaluation.
- Phase 4: Summative evaluation. The final evaluation will take place once delivery is complete; ideally this will be 6-12 months after completion (to allow the interventions time to 'bed in'); however, timing will ultimately be guided by DLUHC expectations. While the format and content of the report will follow any expectations set by programme funders, we would expect it to contain: all final data on impact, narrative on the delivery process, examination of the strategic added value of delivery (considering partnership working, leveraging of funding, examples of leadership and influence), key achievements and lessons learnt, overall value for money, recommendations and forward planning.

The outputs, outcomes are set out in the Appended Workbook, Table E, indicating data sources and responsibilities. Given the breadth of projects within the programme, the KPIs identified are relatively diverse. They also aim to capture both quantitative and qualitative impacts of the interventions, recognising many of the ultimate outcomes targeted relate to more intangible factors on the lived experiences of programme beneficiaries. Evidence collection will draw on a range of sources and the most relevant local and bespoke data available using internal Council resource and external commissioning/partner data where it will add clear value, embedding this in project scope, management and budgeting.

Cutting across all data collection will be a focus on understanding the additionality of impacts recorded / achieved. Monitoring information will be reported to Project Board at each meeting, updating frequency relevant to the source of information. CSAMG will receive quarterly reports which will form part of the Council's wider programme economic and social value monitoring.

The evaluation will be undertaken by external consultants who will be commissioned to undertake the evaluation framework at programme commencement and to work with the LUF Project Manager throughout the delivery programme. The budget for this has been costed into the project delivery strands and will be finalised through engagement with DLUHC.

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## Senior Responsible Owner Declaration

Upload pro forma 7 - Senior Responsible Owner Declaration

LUF Round 2 Pro formas V6.1 Proforma 7 SRO - Child-Friendly Chingford.pdf

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## Chief Finance Officer Declaration

Upload pro forma 8 - Chief  
Finance Officer Declaration

LUF Round 2 Pro formas V6.1 Proforma 8 - Chingford.pdf

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## Publishing

URL of website where this bid  
will be published

www.walthamforest.gov.uk

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## Additional attachments

Additional file attachment 1

Upload attachment

APPENDIX 1 - CHINGFORD LEVELLING UP BID - DELIVERY PLAN.pdf

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Additional file attachment 2

Upload attachment

APPENDIX 2 - CHINGFORD LUF BID\_SupportLetters.pdf

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