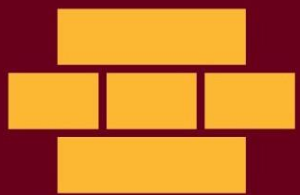


# Social Impact Report **2021**



**LONDON  
HISTORIC  
BUILDINGS TRUST**



**HERITAGE  
FUND**

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# Executive Summary

London Historic Building Trust (LHBT) has gone through a significant period of change and development over the 18 months preceding this report, re-launching in January 2020 with a new name and a new Mission, Vision and Aims, which expressed a clear recognition of and shift towards social aims. LHBT also announced its six Strategic Objectives;

Over the next five years, LHBT, will:

- Deliver high quality heritage-led regeneration projects;
- Engage with volunteer-led groups to help save their local buildings;
- Ensure the Trust achieves long term sustainability;
- Share our skills and knowledge with others through consultancy in both commercial and charitable settings;
- Ensure our projects embrace groups (and people) that might not otherwise engage or associate with heritage assets; and
- Undertake projects that support our 3 social impact objectives.

The social impact objectives identified by LHBT are underlined by outcomes and targets. These form the basis for this Social Impact Report.

Reviewing the LHBT's past project work there is no denying that social impact is present, but it is fair to say that often this impact was often seen as a positive by-product of finding the 'best use' for a building rather than the driving force of the project. For many of the LHBT earliest and successful projects, there was little impetus to consider or tease out their impact beyond financial viability and successful capital delivery; certainly, the recording of these more nuanced aspects was extremely limited. This reflects the LHBT's founding focus on addressing built heritage at

risk itself, but it's important also to note that they are not alone in this approach and it was certainly common across the sector and particularly for 'revolving-fund' model Building Preservation Trusts.

LHBT's more recent projects have demonstrated a much clearer understanding of Social Impact, imbedding it into all stages of project development and delivery and incorporating reporting and monitoring. Moving forward, this needs to be extended out from a project by project approach to a Trust wide Social Impact strategy, that will help them to understand and grow the social impact that they can deliver and express to wider partners and funders. This strategic approach will support the Trust's ability to deliver on its Strategic Objectives; including the development and delivery of socially positive, fundable projects that will support the Trust to achieve long-term sustainability.



84-98 Ashfield Street, Tower Hamlets

# Introduction

London Historic Buildings Trust (LHBT) has commissioned Greenwood Projects to deliver a Social Impact Report to review past and current project work and establish a framework to help monitor impact moving forward. This project has been funded through the National Lottery Heritage Fund's Heritage Emergency Fund, as part of early stage Covid-19 emergency funding. The LHBT application also includes the delivery of; a Review of the 5-year Strategic Plan, the 10-year Business Plan; creation of digital tools (Social Impact Video and Virtual Tours). The grant will enable the Trust to identify and adapt to changes as a result of the pandemic that will support long-term sustainability.

The Social Impact Report has the following objectives, as detailed in the Brief:

- To identify relevant social impact measures and capture as many facts and figures relating to current and previous LHBT projects as practical.
- To use this information to express the social impact that the Trust has delivered through its past and current project work.
- To create a narrative that promotes a greater understanding of the work of the Trust and the wider benefits of heritage-led regeneration (or re-use of historic buildings).
- To establish a framework that can be used to measure the social impact of current and future projects.

The grant funded project has a limited timeframe and also the pandemic has presented some communication challenges, though the project team were able to adapt to a remote project delivery. These limitations have had some impact on the report, specifically on the amount of past project data that could be collected and the ability to reach out to users and occupants of

past LHBT projects. Whilst an overarching assessment of the LHBT's Social Impact has been achieved through the methods available as part of this study, there are opportunities to explore past project impact and outcomes in more detail. Saying that, the principal focus of LHBT's Social Impact monitoring and reporting should be on current and future projects.

This project has been compiled by Elanor Hazlehurst, Jodie Cockeram and Jeremy Stone. A number of organisations have supported the development of the report and the authors would like to thank those who gave their time and input including Heritage Fund, Architectural Heritage Fund, Historic England, residents of Lordship Lane, St Georges' Garrison Trust, Hexagon Housing Association, Notting Hill Genesis and the project teams on a number of past and current projects for LHBT.



*Old Poplar Library, Bromley*

# What is Social Impact?

Social impact is fundamentally about the change and impact a project or programme makes on people, places and communities. The formal definition is often up for debate, but through discussions with funders and key stakeholder this is the basis for the parameters the report has explored.

Our experience is that attempting to define this still feels out of people's comfort zones; many of our planned consultees felt they didn't have the expertise to discuss the subject in detail. This has further highlighted to us the need to clearly articulate what we mean when discussing social impact and what those outcomes look like in practical terms.

Social impact has been wrapped up in the heritage sector's work but was often historically considered a by-product, not the motivation for the project and there was not always the monitoring in place to assess. Articulating the social impact of the sector has always proved a challenge. The sector has, in the past, been prone to stereotypes and making assumptions, however there has been a significant shift in both understanding and in ensuring a projects wider impact is now intrinsically linked to it its development and outcomes are measured and evaluated during delivery. During our interviews funders and key sector bodies highlighted the significance of the social impact in both the projects outcomes and their own internal assessments of project funding and support. Funders and key bodies such as Historic England are leading the sector in this, committing to regular reports demonstrating the impact of their work. Significant research projects covering these key considerations are now common place. In particular Historic England's Heritage Counts includes the social elements of heritage. Heritage Counts Report 2020 highlights the role heritage assets play in shaping communities. Detailing a survey and research by

Britain thinks and NLHF in 2015 showed that 80% of people stated that local heritage makes their area a better place to live. This survey was conducted across 12 NLHF investment locations showing that investments realised during the last 20 years had an impact on perceptions of local place, supported local pride, and promoted social cohesion. Heritage Counts also showcase how communities develop emotional attachments and how they shape their relationship with and the identity of an area.

There is no denying that recording and articulating social impact is a shift for the sector and for LHBT. It also often feels complicated and difficult to get across but LHBT have established a robust evaluation process and social impact can be fitted in to this without causing significant additional work; it just needs to be part of the process. This report aims to highlight projects that have had local impacts and also articulate how social impact will be considered moving forward. Whilst there are targets in place, the projects will absolutely impact LHBT's ability to meet these and it's important that the projects and programmes are enabled to flourish on an individual basis. LHBT has also designated a Trustee to lead on social impact which is key to driving things forward and monitoring the outputs.

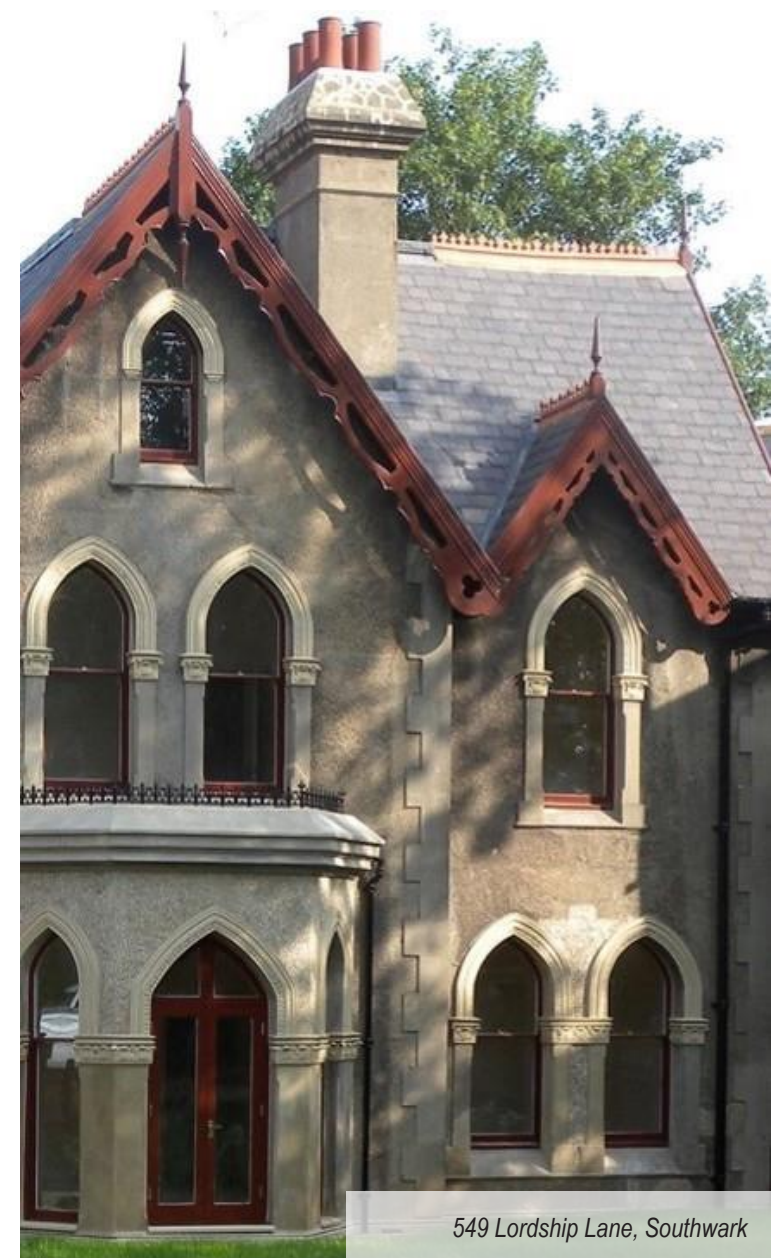
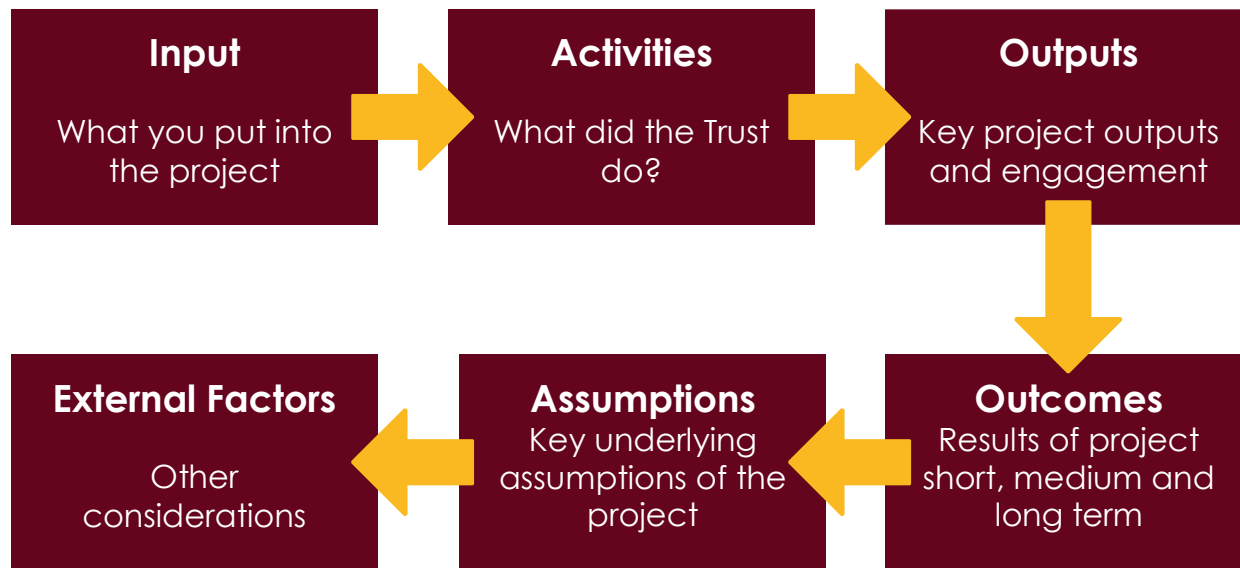
***“Heritage plays a significant role in society, enhancing our wellbeing and quality of life, improving the way places are perceived, and engaging the general public”***

**Heritage Counts 2020 by Historic England on behalf of the Historic Environment Forum. October 2020 – Project Code: HE0050**



# Methodology

The purpose of this report is to identify and assess evidence of the wider social, economic, community and environmental benefits of the work of LHBT. This Social Impact Report and Measurement Framework will continue to build on the five year Strategic Plan in order to shape LHBT's work and approach moving forward. The Brief required developing a framework for measuring social impact data from past and current projects alongside two in-depth case studies (Lordship Lane and St George's). The first stage of our evaluation involved reviewing information available and developing an understanding of both the aims and outcomes of the projects undertaken to date, the basis for our approach was to use a logic model outlined in the diagram below:



# Methodology

Utilisation of the LHBT's recently established Social Impact objectives as a basis for assessment of past project impact.

LBHT has identified an overarching strategic objective to undertake:

Undertake projects that support the Trust's three social impact objectives.

LHBT's social impact objectives are listed below, along with the value (outcomes) for people, places and heritage.

## Objective 1

LHBT will create better places for people to live, work and visit, leading to:

- Heritage buildings that are repaired and re-used for future generations;
- The creation of jobs, and opportunities for volunteering and training;
- More people visiting the regenerated building, increasing local spend and boosting the local economy; and
- A more appealing, revitalised building, and an enhanced element of the local built environment, potentially attracting further private sector investment.

## Objective 2

Local heritage will be in better condition, more widely recognised, and better understood and valued, leading to:

- People developing a deeper sense of pride in their local heritage buildings, and a shared sense of ownership, leading to social cohesion;
- An improved understanding of previously undervalued local heritage; and

- Heritage that is better maintained via a Management and Maintenance Plan.

## Objective 3

LHBT will work to support a sustainable environment, leading to:

- Buildings and materials being re-used, and embodied energy saved; and
- Buildings being more energy efficient through BMS or renewable energy.

The objectives are underlined by a clear list out outcomes they wish to achieve outlined in their strategic plan:

Outcomes	Target
Listed buildings at risk brought back into use	2
Apprentices created during the building contracts	1 - 2
Buildings regenerated in the wider area as a result of our projects	2 - 3
Options Appraisals facilitated	5
Project partnerships entered into	4
Community groups supported	3
People engaging directly with the heritage of their local buildings each year (via Open House, and specific learning activities)	150 - 200
Local people motivated to set up local Friends Group to promote, enhance and support the heritage buildings (that the Trust works on - eg SECC)	10 - 15
Primary school year-group visits to the heritage buildings (the Trust works on) each year	5 - 10
People benefitting from volunteering	3
People benefitting from training	120
Indirect jobs (via project partners- tenants at SECC or Charity School, Edmonton)	2 - 5
Construction jobs created over the 5 year period	15 - 20
Direct jobs created (3 organisational & 1 as a result of the delivery of each project- Education Officer etc)	4 - 5
Projects that have at least 1 element of renewable energy or increased energy efficiency savings introduced to each heritage building	1
Maintenance and Management Plans developed and delivered	2
Projects that have a positive impact on the natural environment	1

# Methodology



*Tin Tabernacle, Kilburn*

## Data Gathering

The report explored the work of LHBT through a number of different approaches including:

- Review of past projects; building projects, viability stage projects, advisory role on projects
- Desk-top assessment of project information provided by the LHBT.
- Discussions with staff and trustees
- Interviews; as part of the process we also undertook a series of telephone interviews with key stakeholders:
  - Architectural Heritage Fund
  - Historic England
  - National Lottery Heritage Fund
  - St George's Garrison Church Trust
  - Resident of Lordship Lane
  - Local Authority Planning Officers
  - Community Organisations

The purpose of the interviews was to explore LHBT's current work and areas of social impact that should explore and articulated moving forward. We thank all interviewees for giving up their time to support the report.

Using LHBT three Social Impact Objectives as outlined in their 5-year Strategic Plan, overleaf, we have reviewed their past projects.



# Methodology

## Capital Repair Projects

Project	London Borough	Year	Overview
<b>Ashfield Street</b>	Tower Hamlets	1997	<p>This terrace of eight Regency houses was owned by the London Borough of Tower Hamlets and had been the subject of unsuccessful housing association rehabilitation schemes and redevelopment proposals. The terrace was in a derelict state and was under threat of demolition.</p> <p>LHBT managed to get the terrace spot listed as Grade II which removed the threat of demolition. Towards the end of 1993 negotiations began with the Borough to transfer ownership of the terrace to LHBT and in February 1996 it was transferred for a nominal sum and the restoration project commenced.</p> <p>On completion of the works in 1997, the restored houses and workshop/studios were sold to the Spitalfields Co-operative Housing Association, providing much needed living and work space for local residents.</p>
<b>Thorpe Combe House</b>	Waltham Forest	1998	<p>The Grade II listed Thorpe Coombe House, which is located within the curtilage of Langthorne Hospital, Waltham Forest, was originally built as a private villa in the 18th-century but subsequently became part of the hospital. Constructed from London stock brick, it is three storeys high (plus a basement) and is five bays wide, with the central three bays set forward slightly and crowned by a pediment above second floor.</p> <p>LHBT became involved with the building following an initial request in early 1994 from the London Division of English Heritage. The building was in need of restoration but was also suffering from subsidence. Following negotiations with the owners, Waltham Forest Healthcare NHS Trust, they agreed to transfer the freehold of the building to LHBT for a nominal sum together with a financial dowry.</p> <p>The restoration project started in September 1997 and once it was completed at the end of August 1998 LHBT leased the building to the North East London Mental Health NHS Trust. More recently, the NHS Trust obtained planning approval to develop the Langthorne Hospital site for residential use, with the receipts from the sale of the site being allocated for a new clinical centre. LHBT entered into a collaboration agreement, including our building as part of the site to be developed, and the building was subsequently sold. LHBT entered into collaboration agreement to allow the site to be redeveloped and the property sold.</p>
<b>Thorne House</b>	Waltham Forest	2000	<p>The Grade II listed building was in need of restoration and an effective re-use. It was transferred to LHBT by the original owner, the Waltham Forest Healthcare NHS Trust, for a nominal sum. LHBT undertook the restoration of the building, sympathetically converted it into office accommodation, and leased it to the North East London Mental Health NHS Trust. The project was completed in 2000.</p>

<b>Poplar Library</b>	Tower Hamlets	2002	<p>The former Poplar Public Library was designed in the Beaux-Arts style by Squire, Myers and Petch and built in 1904-5. Faced with white ashlar masonry, and featuring a balustraded parapet and giant engaged Ionic pillars between windows, it is a visually impressive building and an important local landmark in the Borough of Tower Hamlets.</p> <p>Following the building ceasing to function as a library it was disused but, having secured a long leasehold at a peppercorn rent from the London Borough of Tower Hamlets, LHBT were able to bring the building back into use as a 'Seedbed Business Centre'. The project was completed in 2002, when the restored and converted building was assigned to Leaside Regeneration Ltd and six new live/work units at the rear of the building were sold on long sub-leaseholds to private owners. This project was also the first part of an overall regeneration programme in the Leaside area and demonstrates LHBT ability to deliver social impact through heritage led regeneration.</p>
<b>St Pancras Waterpoint</b>	Camden	2005	<p>The St Pancras Waterpoint was designed by the office of Sir George Gilbert Scott, the architect responsible for the magnificent Midland Grand Hotel that forms the frontispiece of St Pancras railway station, and his influence can clearly be seen in the Waterpoint's ornate brickwork and elaborate detailing. Containing a vast 2,400 cubic foot capacity cast iron water tank, the Waterpoint was designed to supply water to steam trains visiting St Pancras station.</p> <p>In 1997, the proposed development of the new Channel Tunnel Rail Link terminus at St Pancras meant that the Waterpoint was threatened with demolition. However, as the building was of such architectural and engineering importance, English Heritage intervened and LHBT prepared a detailed relocation proposal in partnership with the developers for the Cross-Channel High Speed link, London Continental Railways (LCR). Although this proposal received grant offers from both English Heritage and the National Lottery Heritage Lottery Fund (HLF) the project failed to proceed when the second stage of the link was deferred with no firm date for its implementation.</p> <p>At the request of LCR the project was resurrected in 2000 and a revised HLF grant application was approved for the project, with other partnership grants from English Heritage, the London Borough of Camden, the Kings Cross Partnership, the Rail Link Countryside Initiative, the Architectural Heritage Fund (AHF) and the Heritage of London Trust. In addition, we secured a low interest project funding loan from the AHF and received a fee payment from LCR for undertaking the relocation.</p> <p>The relocation of the building, itself an impressive feat of engineering, took place in November 2001. Following a survey it was decided that dismantling and rebuilding the Waterpoint was not an option as it would have caused too much damage to the fabric of the building. Instead, it was separated into sections, hoisted onto a transporter, and moved some 700 metres by road to a new high level home on the viaduct overlooking the St Pancras Yacht Basin. On completion of repairs and refurbishment the building was formally opened in 2005.</p> <p>The building and its site are owned by LHBT and are now leased to British Waterways Board and used by the St Pancras Cruising Club. The building is open to the public on selected open days throughout the year, which includes access to the impressive viewing platform that was created in the water tank and overlooks the railway, the canal and the adjoining nature garden.</p>

<p><b>549 Lordship Lane</b></p> <p><b>(Concrete House)</b></p>	<p>Southwark</p>	<p>2015</p>	<p>549 Lordship Lane was designed in the Victorian Gothic style by Charles Barry Jnr, who was also the architect for Dulwich College. A substantial domestic dwelling, it was built in around 1873 as a Parsonage to St Peter's Church, using an innovative concrete construction known as 'Drake's patent apparatus'.</p> <p>Although a Grade II listed building its condition had been allowed to deteriorate by its previous owner to the extent that it had become derelict and heavily vandalised, resulting in it being featured on the Heritage at Risk Register at the highest category of risk. With the previous owner seeking to demolish the property the London Borough of Southwark initiated a Public Enquiry in 2010 as a forerunner to a Compulsory Purchase Order.</p> <p>A back to back agreement saw the Council hand ownership of the building to LHBT who completed its refurbishment and repair in 2014, creating five flats. It was sold on a long lease to the Hexagon Housing Association for use as much needed affordable shared ownership housing for local families.</p> <p>The project won a Royal Institution of Chartered Surveyors (RICS) Award in 2014 for building conservation and it provides an excellent example of how LHBT work with social and community enterprises to deliver social impact through heritage led regeneration.</p>
<p><b>St George's Garrison Church, Woolwich</b></p> <p><b>(2 Phases)</b></p>	<p>Greenwich</p>	<p>2015 2020</p>	<p>St George's Garrison Church, Woolwich, was built between 1862 and 1863 as the chapel for the Royal Artillery. It was commissioned by Lord Herbert, the Secretary of State for War, and based on designs by architect T.H. Wyatt.</p> <p>In 1944 St George's was damaged by a V1 flying bomb. Unlike the Guard's Chapel, it was never rebuilt, leaving its fine decorative features vulnerable to damage. Historic England added the site to its Heritage at Risk Register as early as 2000, and subsequently introduced the Trust to the MOD, who needed advice on how best to manage the conservation of the site. To enable LHBT to secure grants from charitable trusts and foundations, the freehold of the site was transferred from Defence Estates to LHBT in 2011.</p> <p>The work was undertaken in two phases with work completing in April 2019.</p> <p>St George's is now in a stable condition and a 25-year lease has been granted to a newly formed local group, the Woolwich Garrison Church Trust.</p>

# Methodology

## Early-Stage Viability Projects

Project	London Borough	Overview
<b>St George's Circus</b>	Southwark	The Options Appraisal was used as the basis for future works now completed by the University. The buildings were restored and transformed by the University into the modern and accessible Clarence Centre. It is the heart of a community of start-ups, student entrepreneurs, SMEs and LSBU's Research, Enterprise and Innovation Team and also houses the Legal Advice Clinic a free drop-in service for local residents. The Clarence Centre has received a Royal Institute of Chartered Surveys' Regeneration Award and a Commendation in the Civic Trust Awards, which recognise the influential role it has had in shaping the local business community.
<b>Abbey Mills Pumping Station</b>	Newham	The Abbey Mills Pumping Station site in Newham is a spectacular example of Victorian engineering and was designed by renowned engineer Sir Joseph Bazalgette as part of his landmark project to create a sewer system to clean up the capital. It was built between 1865-68. The site is in the ownership of Thames Water.  LHBT commissioned an options appraisal for the Grade II* listed buildings and structures that comprise the pumping station and a Conservation Management Plan for the site and adjoining areas.
<b>Dalston Lane Terrace</b>	Hackney	LHBT organised an options appraisal in partnership with the London Borough of Hackney, for an unlisted terrace in Dalston Road, which was of local interest and in a Conservation Area. Unfortunately, the building was in a state of disrepair and was ultimately demolished.
<b>Spotted Dog Public House</b>	Newham	The Spotted Dog is a timber-framed building in Newham that subsequently became a public house. It dates in part back to the late-C15 or early-C16 but has been subject to subsequent phases of development in the late-Georgian, Victorian and post-WWII periods. LHBT undertook an options appraisal for the building but were not able to take the project forward.
<b>South Ealing Cemetery Chapels</b>	Ealing	The South Ealing Cemetery Chapels are Grade II listed buildings, and included on the Heritage at Risk Register due to their poor condition. In the ownership of Ealing Council, they have ceased operating as chapels, although the surrounding cemetery remains in use. Historic England have been concerned about the condition of the buildings for some time, and were keen to see LHBT support the Council in finding a sustainable new use for them. Working in partnership with Ealing Council. LHBT commissioned and oversaw the delivery of an Options Appraisal between January 2019 and September 2019. LHBT is currently reviewing the next steps for the site with partners.
<b>Former Girls School and Cottage</b>	Enfield	The former Girls' Charity School and the adjacent cottage at no.24 Church Street in Edmonton are both Grade II listed, and located within the Church Street Conservation Area. Both properties and the Conservation Area are on the Heritage at Risk Register.



# Methodology

Alongside these projects, LHBT has also acted in advisory capacity on other heritage projects and delivered heritage sector training programmes; these will be discussed in more detail throughout the report.

## Limitations on data gathering

At this stage it's important to acknowledge the limitations in reviewing information gathered retrospectively. This has often proved particularly challenging and further supports LBHT's need to have a formal approach to recording social impact outputs. The information available on the capital works undertaken by LBHT were extensive (costs, detail of the works) but often there were significant gaps in recording other key impact/outcome data. We can apply a narrative assessment of the impact of earlier LHBT projects based on an understanding of the data that we have been able to gather during this project, however, where there is a limit on the quality and amount of data in some instances, there is a concurrent limitation on the quality of our assessment. Whilst it is our view that many of the projects had significant local impact and in a number of cases proved to be a catalyst for major local development and positive change, the information that we were able to gather to demonstrate this was limited.

## Principles of Assessment

Whilst undertaking the review we have assessed and endeavoured to articulate the findings using a number of principles. Social Value UK is a national network for charities and businesses with an interest in social value and social impact. They have created a number of guidance documents and principles for ensuring social impact is a key part of an organisation's approach, decision making and work.

These Principles are:

- Involve stakeholders
- Understand change
- Only include what is material
- Don't overclaim
- Value what matters
- Be transparent
- Verify the result

We have also explored how the heritage sector approach evaluating their social impact. A significant amount of this evaluation includes quantitative data. Funders in particular have put assessment criteria in place at the start of projects and clearly outlined how they are assessed moving forward. It also includes feedback and testimonials. The LHBT Measurement Framework aims to capture this moving forward. It is important to note however the framework aims to outline an overall organisational approach to capturing social impact. In order for social impact to be imbedded in the organisations wider project work each project needs to have a clear and defined approach to social impact at the outset and articulate how LHBT have arrived at those targets.

# LHBT - Looking Back



**7 sites removed from Heritage at Risk Register**



**15 Project Partners**



**4 Advisory roles**



**Over £7M invested in projects**



**27 different funders**



**3 awards**

London Historic Buildings Trust was established in 1992 as the Heritage of London Trust Operations Ltd. The Trust was developed with encouragement from Historic England (formerly English Heritage), and born out of the Heritage of London Trust (HOLT) during the tenure of its first Director, Sir John Lambert, KCVO, CMG. London Historic Buildings Trust is the only London-wide Building Preservation Trust. LHBT works with partners and building owners to develop heritage-led regeneration projects throughout London, putting the needs of local communities at the heart of its work. LHBT has almost 30 years' experience of tackling challenging heritage at risk projects in London. During this period LHBT have undertaken projects on 17 different sites, a number with multiple phases.

They have undertaken work to the value of over £7 million through considered heritage regeneration. There is no doubt that with the work of LHBT many of those building would have continued to fall further in to disrepair and many would have been lost.

The heritage sector is currently experiencing a shift. Ensuring heritage buildings are protected is still vital, but making sure they have a purpose and impact is now equally important. Furthermore, the funding environment is ever more challenging for capital works, in particular with the backdrop of the impact of Covid-19. The environment is changing and many organisations are having to adapt and explore how they currently work. National Lottery Heritage Fund has shown through changes to its grant programmes that moving forward the emphasis will be on supporting projects that have a wider social impact. Inclusion, resilience, economic recovery, environmental sustainability and community engagement will be at the centre of project funding decisions and its crucial that LHBT articulate their impact in these areas in response.

London Historic Buildings Trust has recognised this need to develop and review how they currently operate. In 2019 London Historic Buildings Trust commissioned an external Independent Review to review the organisations and help shape its future direction. The Review was part of a wider Resilient Heritage Project funded

# LHBT - Looking Back

by National Lottery Heritage Fund. The Review looked at a number of aspects of LHBT and challenged the Trust to explore its current approach. The Review was wide reaching, covering governance, objectives, structure, renaming, alignment with key sector bodies and funding and changes in heritage sector. It highlighted how the changing sector has left many Building Preservations Trusts out of date, this was also commented on in a number of our interviews. Building Preservation Trusts traditionally focused heavily on the building itself, the shift to articulate the wider outcomes of projects and ensure they have positive and lasting impacts on people and communities. This shift has felt challenging to many organisations however whilst LHBT may not always evidence their social impact best practice approaches are actually already woven in to their current working approach which will be covered in more detail as we move through the report.

***Overall, the Five-Year Plan provides the Trust with a clear strategic direction, a more considered method for choosing projects, and a commitment to measuring and articulating the social value of regenerating historic buildings and places. (Executive Summary - Strategic Plan 2019-2024, London Historic Buildings Trust)***

The Review also explored in detail LHBT approach to social impact. LHBT trustees were noted to find social impact a challenging area and felt their role focused more on the building itself, culminating in the inclusion of a Social Impact training session. As highlighted earlier in this report, this is also demonstrated in the way earlier projects were recorded with many of the wider elements omitted

from information available. However, it's important to note that LBHT has been adapting and more recent projects have consistently demonstrated a strong approach to social impact, community engagement and real understanding of the areas that the projects are taking place.

Leading on from the Review, LHBT developed a five-year Strategic Plan delivery of which was enabled through the appointment of an Interim Director, funded through a grant from the Pilgrim Trust. In 2020 secured a Capacity Building Grant through Historic England's London and South-East regional programme to continue delivery of the strategies objectives. This has led to an increase in staff capacity and related scope for project work growth and activities that support the wider heritage sector in London; peer-to-peer support, training, consultancy. As a result of the impact of Covid-19 LHBT felt it prudent to review its current approach to ensure it was achievable and met the changing needs of the wider community. This review took place late 2020 and early 2021 with changes made the business plan and project approach. This further details LHBT's willingness to review and adapt to change circumstances. This ongoing self-evaluation is a critical strength if used and applied correctly.

# LHBT - Looking Back

London Historic Buildings Trust have worked in a number of different areas across London. Each project is unique architecturally and historically, with their own project outcomes.





# LHBT - Looking Back

## Objective 1

**LHBT will Create Better Places for people to live, work and visit, leading to:**

- **Heritage buildings that are repaired and re-used for future generations;**
- **The creation of jobs, and opportunities for volunteering and training;**
- **More people visiting the regenerated building, increasing local spend and boosting the local economy; and**
- **A more appealing, revitalised building, and an enhanced element of the local built environment, potentially attracting further private sector investment.**

LHBT has saved seven Heritage at Risk buildings and in all instances has returned them to publicly beneficial use. In each case, a heritage building has been repaired and a long-term use secured, that ensures the heritage is enjoyed by future generations. Each project has also delivered a more appealing, revitalised building that has enhanced an element of the local environment. LHBT have created a number of social housing and health schemes, reusing historic buildings. One of LHBT's first projects was Ashfield Street, Tower Hamlets; a terrace of eight regency houses in a derelict state and at risk of demolition. LHBT undertook a project to restore the building creating both high quality living spaces and work spaces to the rear of each property. The terrace is now owned by the Spitalfields Cooperative Housing Association, now named Spitalfields Housing Association, they are the largest Bangladeshi led housing association in the UK. The association prides itself on providing good quality housing and community services to those most in need. There is a clearly demonstrable social impact of providing affordable housing for Bangladeshi families in the east end communities of Tower Hamlets.

Lordship Lane, which is covered in more detail below, was on the verge of disappearing and thanks to the intervention of LHBT has been revived to create five flats, which offer much needed affordable key-worker housing in Southwark. This housing is invaluable to residents who would otherwise struggle to afford to live near central London and near their workplaces.

Health initiatives have also factored prominently in the work of LHBT. Thorpe Combe House was a project LHBT undertook in 1998 after the works were completed the site was used to support local mental health service provision. The site was ultimately sold but the profits were reinvested to support a new local clinical centre. Upon completion in 2000 LHBT's Thorne House project was also rented out to North East London Mental Health NHS Trust to support local services.

In addition, LHBT have undertaken projects that support a range of economic outputs, these range from creating work and volunteers' opportunities and

# LHBT - Looking Back

gaining valuable skills and experience to very specific projects aim at creating work spaces and jobs.

Old Poplar Library Tower Hamlets was built in 1904-05. The building is an important local landmark. The building was no longer home to a library and LHBT delivered a project that bought the building back in to use in 2002, becoming the 'Seedbed Business Centre'. The project created six live/work units, which were sold on long sub-leaseholds to private owners. The project acted as a catalyst for the first part of a regeneration programme in the Leaside area.

LHBT also undertook an Options Appraisal for Borough and London Road Terraces, St George's Circus Southwark. This was used as the basis for works completed by London South Bank University. The buildings were restored and developed in to The Clarence House centre that provides workspace for community start-ups, student entrepreneurs, SMEs and LSBU's Research, Enterprise and Innovation Team and also houses the Legal Advice Clinic a free drop-in service for local residents. The Clarence Centre received a Royal Institute of Chartered Surveys' Regeneration Award and a Commendation in the Civic Trust Awards, which recognise the influential role it has had in shaping the local business community. These are two examples of their approaches in this area.

St Pancras Waterpoint and St George's Garrison Church, were both extremely complicated and challenging heritage projects, where there was no obvious solution to their long-term survival. LHBT took on these complex cases and in both instances have delivered publicly and accessible sites, that make a demonstrably positive contribution to their local area. Local groups have championed and taken on the management of the heritage sites which also provide volunteering opportunities. Both sites welcome visitors and provide heritage information about the buildings, their history and their restoration. St George's in particular, provides a secure and accessible green space, which is enjoyed by many local community groups.

Our research has found that recent LHBT has a demonstrable track record of a best practice approach when exploring and developing projects. Each project is informed by the needs of the local community. This is identified during these first stages when considering options appraisals and project viability. Public consultation is a key aspect of this and consultations are generally undertaken by an independent consultant. This will be covered in a short case study later in the report but it is important to highlight that community engagement is a key part of LHBT's starting process.

***“Using Heritage as a means of delivering social benefit for communities”  
Officer at Historic England, when asked what LHBT delivers.***

# LHBT - Looking Back

All LHBT projects have resulted in heritage being in better condition. Whilst in all instances there is demonstrable public interactions with the heritage, for example visitors to the health facility at Thorpe Combe House or residents living on Ashfield Street, it is not always clear where the heritage is more widely recognised, better understood or valued.

St Pancras Waterpoint and St George's Garrison Church, are both heritage buildings that before LHBT intervention were not open to the public. The Waterpoint is now occupied by the St Pancras Cruising Club and is used regularly by their members, it also hosts Open Days throughout the year, so that it can be enjoyed by the wider public. St George's Garrison Church was previously in the ownership of the MOD, it is now leased by the Woolwich Garrison Church Trust and is open to the public every Sunday, hosts many community events, but a variety of local groups and retains a strong connection to the military, who use it for special services and is also available for private events. It has become a unique site to bring together the civilian and military communities and promotes social cohesion in an area of London which has had a strong military connection for many years. In both sites, there are heritage boards and information available to share with visitors about the history and restoration projects. As part of the NLHF Activity planning for St George's school worksheets were developed and are utilised by local students this continues to be developed by the trust now running the site.

St George's remains a complex and fragile site, however LHBT developed a Management and Maintenance Plan for the WGCT, which they now utilise to look after it.

## Objective 2

**Local heritage will be in better condition, more widely recognised, and better understood and valued, leading to:**

- **People developing a deeper sense of pride in their local heritage buildings, and a shared sense of ownership, leading to social cohesion;**
- **An improved understanding of previously undervalued local heritage; and**
- **Heritage that is better maintained via a Management and Maintenance Plan.**

***“I think it has had a major impact. Often people take photos of the building and I have had many conversations with strangers telling me about the history and past life of the building. Many people have said to me they remember the derelict building and say they have said they think it's great that it has been restored. I have also seen posters of East Dulwich in the local shops which has mentioned ‘The Concrete House’.”***

**Lordship Lane Resident Survey Response**

**What impact do you think 549 Lordship Lane has had on the area?**

# LHBT - Looking Back

LHBT also opens up projects to the wider community, host open days, involve volunteers on project and create local history learning opportunities.

Many of these schemes are linked to national Heritage open days and often come across as a funder requirement rather than a significant part of the project. Volunteers hours are difficult to pinpoint as well as roles. These activities have taken place but often output information is limited although this is improving a recent project have more detail in these areas.

## South Ealing Chapel



**Open Day  
August 2019**



**50 Visitors**

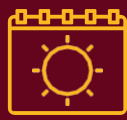


**27 joined  
mailing  
list**

## St George's Garrison Church



**Annual open air  
performances**



**Annual summer  
event**



**Annual  
Remembrance  
Sunday event**

## Lordship Lane



**Hard Hat Tours  
March 2012 to  
June 2013**



# LHBT - Looking Back

## Peer Support Role

London Historic Buildings Trust advisory role is a significant part of their work. Not only do they undertake work in partnership with organisations, but they also have a long track record of supporting other organisations and developing their skill sets. Funders recognise the advantages of partnering organisations and sharing knowledge, they have also stated that sharing knowledge and skills improves the quality of applications and organisations. It should be that funders have highlighted London Historic Buildings Trust approach to this having significant sector wide benefit but have encouraged them to target a wider audience with this work.

As part of the 2019 Resilient Heritage project LHBT delivered a programme of five workshops and a seminar covering a range of subjects to help build knowledge and expertise in the sector. In all there were 24 attendees from over 13 groups. Organisations represented at the training included:

- The Environment Trust,
- London Borough of Bexley
- The Sidney Nolan Trust, Herefordshire
- Vectis Hall Regeneration Group, Ryde, IoW.
- Diocese of Southwark
- Hackney Historical Buildings Trust
- Friends of Nunhead Cemetery
- Friends of Crystal Palace Subway and
- Friends of Highgate Cemetery

LHBT has an ambition to develop this further. It was noted by the funders spoken to that LHBT should also give consideration to how to attract a wider range of people to engage with heritage and their programmes. LHBT should explore reaching communities not currently engaged through established groups but using their skill set as they did with St George's Garrison, to establish local groups to take ownership of these sites and develop further learning opportunities for those not currently considering a career in the sector.

***“This work is really important. It makes a big difference in supporting organisations to improve the quality of projects.”***

AHF Officer during Research Interview

# LHBT - Looking Back

## **Case Study: Former Girls' Charity School and no.24 Church Street, Edmonton**

LHBT has recently completed a consultation and public engagement project on the former girls Charity school and adjacent cottage in Church Street, Edmonton. The consultation set out to understand local needs. The consultation ran throughout the summer of 2020 and despite the Covid restrictions significant consultation was still able to be carried out to ensure the proposed project will have a positive impact on the local community.

The consultation contacted a wide range of stakeholders, encompassing a wide spectrum of the community. Responses highlighted a number of potential uses and key themes:

- Focus on education
- Use the space for learning and family activities
- Create a community hub - a place for connections - a cafe
- Make use of the garden - growing, cooking and eating
- Focus on arts and culture
- Celebrate the building's history
- Provide a place for young people
- Use the renovation of the building as a practical training experience
- Rent out the hall - existing groups and individuals would be happy to use the space
- There was a plea from the local ward Councillor, as well as from BLM Enfield that the building could provide a much-needed community centre for local ethnic minority communities, especially Edmonton's black African and Caribbean community, who have never had a designated space to provide services and support.

It is clear that the work on this project is not just about finding a solution to save a building at risk but also creating a valuable resource for the local community, fulfilling some of the needs that the community themselves are identifying. This approach empowers the local community to feel they are informing decision making. This has potential to be developed further to ensure the community is represented throughout the decision-making process. LHBT need to ensure that engaging, empowering and providing meaningful ways for the local community to engage with projects are a central part of their approach. Interviewees all commented that LHBT needed to reach a wider audience with their work and in particular audiences who don't traditionally engage with heritage projects but would engage in activities to support improvements and change in their local communities.

***“I just walked past the former girls' charity school on church street, Edmonton. Very excited that it will be restored to the community! I was born and raised in Edmonton and have a strong connection to this diverse area.”***

# LHBT - Looking Back

## Consultation Outputs



### Distribution of Consultation Flyer on Social Media:

- LHBT - 389 Twitter followers.
- Paul Everitt Enfield Council - 1697 Twitter Followers.
- Edmonton Green Shopping Centre - 774 Twitter followers.
- Love your Doorstep - 10,900 Twitter followers.
- The Endfield Society - 1680 Facebook followers.
- Edmonton Parents Get Together - 650 Facebook members.

### Other Outputs:

- 480 Flyers distributed.
- 190 All Saints Church Newsletter recipients.
- 16 email responses received by LHBT as a result of the consultation, with detailed suggestions.
- 25 responses by young people (Workshop at West Lea School & questionnaires filled in by teenagers during August)



# LHBT - Looking Back

## Objective 3

LHBT will work to support a sustainable environment, leading to:

- Buildings and materials being re-used, and embodied energy saved; and
- Buildings being more energy efficient through BMS or renewable energy.

This is a developing area of LHBT's work and emerging across the sector. LHBT have supported projects that make use of natural resources and support physical activity. St Pancras Waterpoint, Camden was a major project for LHBT. The project was a significant undertaking. The building and its site are owned by LHBT and now leased to British Waterways Board and used by the St Pancras Cruising Club with public access to a viewing platform created in the water tank overlooking the railway, the canal and the adjoining nature garden. The site is now well used. Research shows how sites such as this, which provide opportunities for people to get outdoors, have a significant positive impact on their physical and mental wellbeing.

Historic England has highlighted how reusing historic buildings can help tackle climate change. In their 2020 Heritage Counts report, they discuss how sympathetic upgrades and reusing heritage buildings, rather than demolishing and rebuilding, can improve energy efficiency and minimise the release of embodied CO<sub>2</sub>. LHBT schemes at Lordship Lane and Ashfield Street demonstrate sustainable re-use as a viable alternative to demolition.

***“Recycling plastic bottles is a normal part of our daily lives, but reusing our existing historic buildings would be a much more powerful way to improve our environmental impact. Despite this, reusable buildings are demolished every year and new buildings, which require a huge amount of carbon to build, replace them. Investigations need to continue, but the results from this year’s Heritage Counts report show that reusing and responsibly upgrading historic buildings is good for the environment and essential to meet our ambitious carbon targets.”***

Duncan Wilson, Historic England’s Chief Executive



# LHBT - Moving Forward

London Historic Buildings Trust already includes significant evaluation in its current project work. The next stages aim to develop this strong foundation, ensuring the social impact is also reportable and its approach transparent. London Historic Buildings Trust has undergone a significant period of change and its new strategic plan articulates their next stages of development.

## Social Impact Objectives

London Historic Buildings Trust have developed their key objectives whilst considering their social impact. These are:

### Objective One

LHBT will create better places for people to live, work and visit, leading to:

- Heritage buildings that are repaired and re-used for future generations;
- The creation of jobs, and opportunities for volunteering and training;
- More people visiting the regenerated building, increasing local spend and boosting the local economy; and
- A more appealing, revitalised building, and enhanced element of local built environment, potentially attracting further investment.

### Objective Two

Local heritage will be in a better condition, more widely recognised, better understood and valued, leading to:

- People developing a deeper sense of pride in their local heritage buildings, and a shared sense of ownership, leading to social cohesion;
- An improved understanding of previously undervalued local heritage; and
- Heritage that is better maintained via a management and maintenance plan.

### Objective Three

Supporting a sustainable environment:

- Two Buildings re-used, rather than demolished (reducing potential to release carbon emissions)
- At least one element of renewable energy or increased energy efficiency savings introduced to each heritage building
- One natural landscape enhanced

The Trust will use the following indicators to measure the social value of these outcomes:

### Objective One

- 1 construction job/£150k spend on the contract, so between 15 and 20 construction jobs over the 5-year period of the SP.
- 1 to 2 apprenticeships created during the building contracts.
- 4 to 5 direct jobs created (3 organisational, 1 as a result of the delivery of each project- education officer etc).
- 2 to 5 indirect jobs (via project partners- tenants at SECC or Charity School, Edmonton).

# LHBT - Moving Forward

- 2 heritage buildings saved

## Objective Two

- 150 – 200 people engaging directly with the heritage of their local buildings each year (via Open House, and specific learning activities).
- 5 – 10 primary school year group visits to the heritage buildings each year.
- 10 -15 local people motivated to set up local Friends Group to promote, enhance and support the heritage buildings where the LHBT is involved.
- 2 Maintenance and Management Plans developed and delivered.

## Objective Three

- 2 buildings re-used, rather than demolished (reducing potential to release carbon emissions).
- At least 1 element of renewable energy or increased energy efficiency savings introduced to each heritage building.
- 1 natural landscape enhanced.

These objectives are underlined by a measurement framework. This framework will be continuously reviewed and monitored in line with organisational strategic development. Outputs will also be publicly shared as part of the organisation's annual reporting. As part of the commitment to ensure they deliver social impact LHBT have set themselves a number of targets and aims outlined in the framework overleaf.



Objective	Targets	Reporting		
		Mesurement	Report Method	Ownership
<b>Objective 1</b> LHBT will create better places for people to live, work and visit.	One construction job/£150k spend on the contract, so between 15 and 20 construction jobs over the 5-year period of the SP	Tender Documentation Contractor Reports Contractor Meeting	Project Evaluation Annual Report	Project Manager Social Impact Trustee Lead
	One to two apprenticeships created during the building contracts	Job Descriptions Job Advert Responses		
	Four to Five direct jobs created (3 organisational, 1 as a result of the delivery of each project- education officer etc)	Post Holder Statements		
	Two to Five indirect jobs (via project partners- tenants at SECC or Charity School, Edmonton)	Partner Reports	Project Reviews Project Evaluations	Project Manager Social Impact Trustee Lead
	Two heritage buildings saved	Project Documentation		

Objective	Targets	Reporting		
		Mesurement	Report Method	Ownership
<b>Objective 2</b> Local heritage will be in better condition, more widely recognised, and better understood and valued	150 – 200 people engaging directly with the heritage of their local buildings each year (via Open House, and specific learning activities)	Visit Numbers Event Programme Details Feedback Activity Plans Tenancy Agreements	Project Reports/ Evaluation  Tenant Reports	Project Manager Social Impact Trustee Lead
	5 – 10 primary school year group visits to the heritage buildings each year	Visit Numbers Number of Children on each visit School Feedback	Project Reports/ Evaluation Tenant Reports	Project Manager Social Impact Trustee Lead
	10 -15 local people motivated to set up local Friends Group to promote, enhance and support the heritage buildings where the LHBT is involved	Training Programmes Sign Up Information Feedback Sessions	Session Evaluations Feedback	Project Manager Social Impact Trustee Lead
	Two Maintenance and Management Plans developed and delivered	Management and Maintenance Plan Annual Update on each plan	Contract Review Tenant Report	Project Manager Social Impact Trustee Lead

Objective	Targets	Reporting		
		Mesurement	Report Method	Ownership
<b>Objective 3</b> LHBT will work to support a sustainable environment	Two buildings re-used, rather than demolished (reducing potential to release carbon emissions)	Partner Reports Project Documentation	Project Reviews Project Evaluations	Project Manager Social Impact Trustee Lead
	Minimum of one element of renewable energy or increased energy efficiency savings introduced to each heritage building	Mechanical and Electrical Designs Environmental Impact Statements	Project Evaluation Mechanical and Electrical Team	Project Manager Social Impact Trustee Lead
	One natural landscape enhanced	Environmental Statement Site Plans	Project Team Report	Project Manager Social Impact Trustee Lead
Strategic Plan Social Impact Outcomes	Buildings regenerated in the wider area as a result of our projects	Project Evaluation Project Reviews	Project Team Reports Project Evaluation	Project Manager Social Impact Trustee Lead
	Options Appraisals facilitated	Numbers Facilitated Project Reports	Project Reports	Project Manager ocial Impact Trustee Lead
	Community Groups Supported	Feedback from groups involved Project Reports	Project Team Reports Feedback Forms	Project Manager Social Impact Trustee Lead
	Project partnerships entered into	Formal Agreements in Place	Feedback from Partners Project Reports	Project Manager Social Impact Trustee Lead



# LHBT - Moving Forward

The framework is designed to act as an overall framework for LHBT as an organisation. It is to be used as a marker to review LHBT's overall approach is partnership with is wider strategic plan and to be considered as a performance indicator against the targets LHBT have identified. It is also recognised that social impact needs to be considered on a project by project basis. Each capital project/partnership will continue to undergo an initial assessment process in its first stages. This will include key baseline information:

- Area Profile - including indices of Multiple Deprivation (IMD) information.
- Community Consultation.
- Area Policies, Planning and Priorities.
- Community Assets Review - What services are already available?

Furthermore, each partnership and skills development project will also include a robust evaluation process. Outline scoping will develop a clear set of objectives for the partnership/training or programme. Evaluation will explore if these are met and any additional elements which may have occurred during the process. Capturing this information is essential but can be added in to LHBT's current approach. It is also recommended a short annual report is produced updating of social impact outputs. In order to manage this approach a further measurement model can be used such as the one suggested below for each project.

## Example of Project Specific Reporting Mechanism

Objective	Progress	Key Success	Key Learning	Key Challenges	Next Stage Actions
<b>Examples</b> <b>Recruit Volunteers</b> <b>Open Day</b> <b>Engage Wider Community with project</b>					

# Case Study One

## St George's Garrison Church



### Project Overview

St George's Garrison Church, Woolwich, was built between 1862 and 1863 as the chapel for the Royal Regiment of Artillery. It was commissioned by Lord Herbert, the Secretary of State for War, and based on designs by T.H. Wyatt. Wyatt was also responsible for Wilton Parish Church, commissioned by Herbert's relatives, the Pembrokes. Both churches are striking for their Italianate style and elaborate internal decoration.

In 1944, St George's was severely damaged by a V1 flying bomb. Parts of the building fabric survived, including some memorials and the mosaic panels in the east end of the church, created in Venice in the workshop of Antonio Salviati.

The church remained roofless for decades, its fine decorative features deteriorating from exposure to pollution and weather. Historic England (formerly English Heritage) added the site to the Heritage at Risk Register in 2000. The Trust were introduced to the MOD and took on the freehold of the site from the Defence Estates in 2011.

In Phase I of the project the Trust developed and delivered a Heritage Lottery Fund (now the National Lottery Heritage Fund) project

# Case Study One

## St George's Garrison Church

to build a glulam canopy roof over the fragile east end of the building, to prevent further decay and conserve the decorative Salvati mosaics. Phase II of the project focused on stabilising all remaining historic fabric.

St George's is now in a stable condition and was recently removed from Historic England's' Heritage at Risk list. It is currently managed by the Woolwich Garrison Church Trust, who hold a 25-year lease.

### Impact



***“This and other work to repair and conserve the historic fabric and the memorials at St George's means the building can continue to tell an important story about Woolwich's military heritage and remain an integral part of the local community for years to come.”***

***“These memorials are important because they act as historical touchstones. They link the past to the present and enable people to remember and respect the sacrifice of those who died, fought, participated or were affected by conflict(s).”***

War Memorial Trust

# Case Study One

## St George's Garrison Church

### Local Impact

Woolwich is a diverse and densely populated borough of London. Not only is it home to a wide and diverse community, but also is home to a significant military base, one of the largest in the London area. St George's Garrison Church is located on the base, in front of the married quarters.

St George's Garrison Church holds local significance for a number of reasons, in particular as a war memorial. The War Memorials Trusts highlights how these sites link communities to their past both locally and nationally.

This is particularly true with St George's Garrison Church, as it links both past and present serving personnel with the wider community. The site was hidden away from the public for a long time and the work has reignited the local communities' interest in the site and it is back as part of their daily lives. The Woolwich Garrison Church Trust was developed with support from London Historic Buildings Trust. It has 13 trustees that manage sites day to day. This development support for the future of the site is vital for its long-term stability.

The Woolwich Garrison Church Trust highlighted the significant role that the London Historic Buildings Trust has played for the future of the site and specifically commented on their dedication. This approach has empowered a community group to take an active role in protecting the site for future generations, as a site of remembrance, reflection and community engagement. Woolwich Garrison Church Trust have established a number of significant community links with volunteering now taking place on a regular basis from local cadets and sixth form students. They have a commitment to bringing the community together. During interviews with WGCT they highlighted the key role the site can have on bring communities together and healing community relationships. WGCT have maintained relationships with a range of local groups and particularly used the foundations established by the trust for learning opportunities for young people. Their reports highlight regular contact with education providers and school visits. Whilst these are currently limited, the interviewees discussed a clear plan to advance this. It's clear the reporting methods are in place but further work needs to be undertaken to develop numbers and information about the events and activities, again WGCT have a plan in place to progress this. WGCT havean established programme of events.

***“The work on St George's Garrison Church has bought it back in to community focus. Prior to the project many people were unaware of what a significant space it was due to the boarding. St George's Garrison Church has created a perfect link between our different communities and a space to come together”***

**Tim Barnes, Chairman of the Woolwich Garrison Church Trust**

# Case Study One

## St George's Garrison Church

### Continuing the Impact

Prior to the COVID-19 pandemic the building was open every Sunday and over specific weekends throughout the year. Woolwich Garrison Church Trust strongly feel developing community links are key for the future of the site moving forward and currently, subject to funding, have a strategic plan in place to develop community activities, strengthening these bonds. This is supported by both the military and wider civilian communities. The future ambitions include creating a part time post on the site, offering local job opportunity. The key principles of their next steps are:

1. To organize a year-round series of activities for soldiers and their families from the Woolwich Barracks. This will involve activities at the Garrison Church, at the Tramshed Theatre and in the Barracks.
2. To involve soldiers and their families in the on-going work at the Garrison Church, in terms of restoring the partially excavated crypt and planning and preparing for the Commonwealth Memorial Garden on the land around the Church.
3. To organize a Carol Service at the Garrison Church for members of the military and their families and the wider community of Woolwich, and one Family Service in the summer aimed at the same congregation.
4. To engage with the military family in Woolwich by setting up a structure which would enable their voices to be listened to and their needs to be acted upon in the local community.
5. To develop a sense of the shared history of Woolwich between the Army, the Garrison Church, the Tramshed Theatre, the Nepalese (ex Gurkha) population and the Royal Borough of Greenwich.
6. To encourage children of military families in Woolwich to engage in local activities, such as volunteering, Scouts and Army and RAF Cadets (which already have good links with the Garrison Church).

It is clear the involvement of London Historic Buildings Trust has developed the Woolwich Garrison Church Trust into a very well managed and ambitious organisation. Their work will enable people to enjoy the site for years to come.



# Case Study Two

549 Lordship Lane



## Project Overview

549 Lordship Lane was designed in the Victorian Gothic style by Charles Barry Jnr, who was also the architect of Dulwich College. A substantial domestic dwelling, it was built in around 1873 as a Parsonage to St Peter's Church, using an innovative concrete construction known as 'Drake's patent apparatus'.

Although a Grade II listed building its condition had been allowed to deteriorate by its previous owner, so far as to become derelict and heavily vandalised. This resulted in it being featured on the Heritage at Risk Register at the highest category of risk. With the previous owner seeking to demolish the property the London Borough of Southwark initiated a Public Enquiry in 2010 as a forerunner to a Compulsory Purchase Order. (This is the last known CPO in London.)

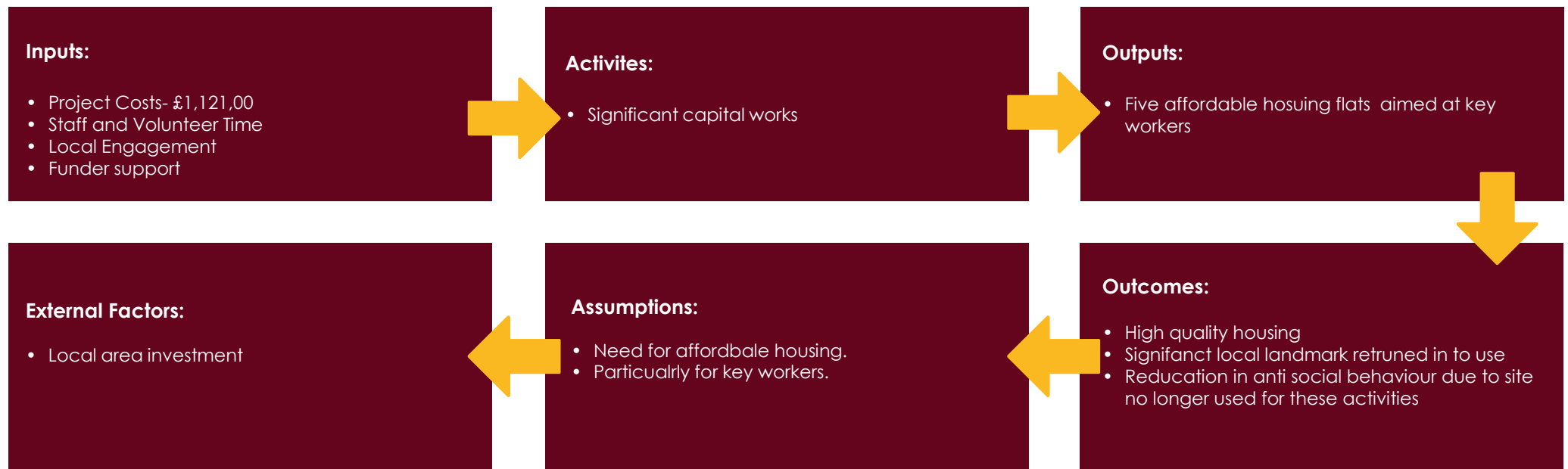
A back-to-back agreement saw the Council hand ownership of the building to the Trust who completed its refurbishment and repair in

# Case Study Two

549 Lordship Lane

2014, creating five flats. It was subsequently sold to the local housing association, Hexagon Housing, for use as much needed affordable shared ownership housing for local families. The purchase by Hexagon was made by possible a grant from the Empty Homes Agency. The project won a Royal Institution of Chartered Surveyors (RICS) Award in 2014 for Building Conservation and it provides an excellent example of how London Historic Buildings Trust works with social and community enterprises to deliver social impact through heritage led regeneration.

## Impact



# Case Study Two

549 Lordship Lane

## Social Impact

Southwark is a growing and diverse borough, made up of a number of different communities and areas. Southwark is one of the most deprived boroughs in England, ranked 40th out of 326 local authorities. Deprivation varies across the borough but has significant impacts on the local community and in particular local housing. Southwark's Housing Policy highlights that property prices across the borough are high.

Southwark has the third largest population for London Boroughs. Local commentary on the site indicated that Lordship Lane was considered a beacon for antisocial behaviour and was often described as "rat infested". The pressing need for housing locally was very clear and the creation of five flats in a derelict property is a significant benefit. The project also significantly improved the area for local residents, removing the issue of a derelict property and the antisocial behaviour that can accompany it. Furthermore, local commentators describe the project as "a real success story". The Architectural Heritage fund describe the project that "It provides an excellent example of how building preservation trusts and other similar social and community enterprises can deliver social impact through heritage led regeneration"

## Continuing the Impact

Lordship Lane is held up as a model of good practice by both project funders and the local authority. It featured as a case study for a number of publications and funders including Architectural Heritage Fund. This demonstrates how partnerships of this nature can thrive, not only saving a local heritage site but also addressing local issues. The site continues to offer quality social housing. As part of the review, we asked a resident for feedback on living in Lordship Lane. It was clear it had a significant impact on their lives and currently as a frontline worker having a place to call home was a lifeline to them.

***"It's impacted on my life in a massive way. I was trapped in a rent cycle despite working full time and being careful with my money. I never thought I would be able to live in such a beautiful area in a historic house. I work as a nurse and during the pandemic it has been a life line living here. Walking through the door of a magnificent building and looking out to the garden which has been recreated as a replica of the original has been invaluable for my sense of wellbeing and wellness."***

Quote from Lordship Lane, current resident