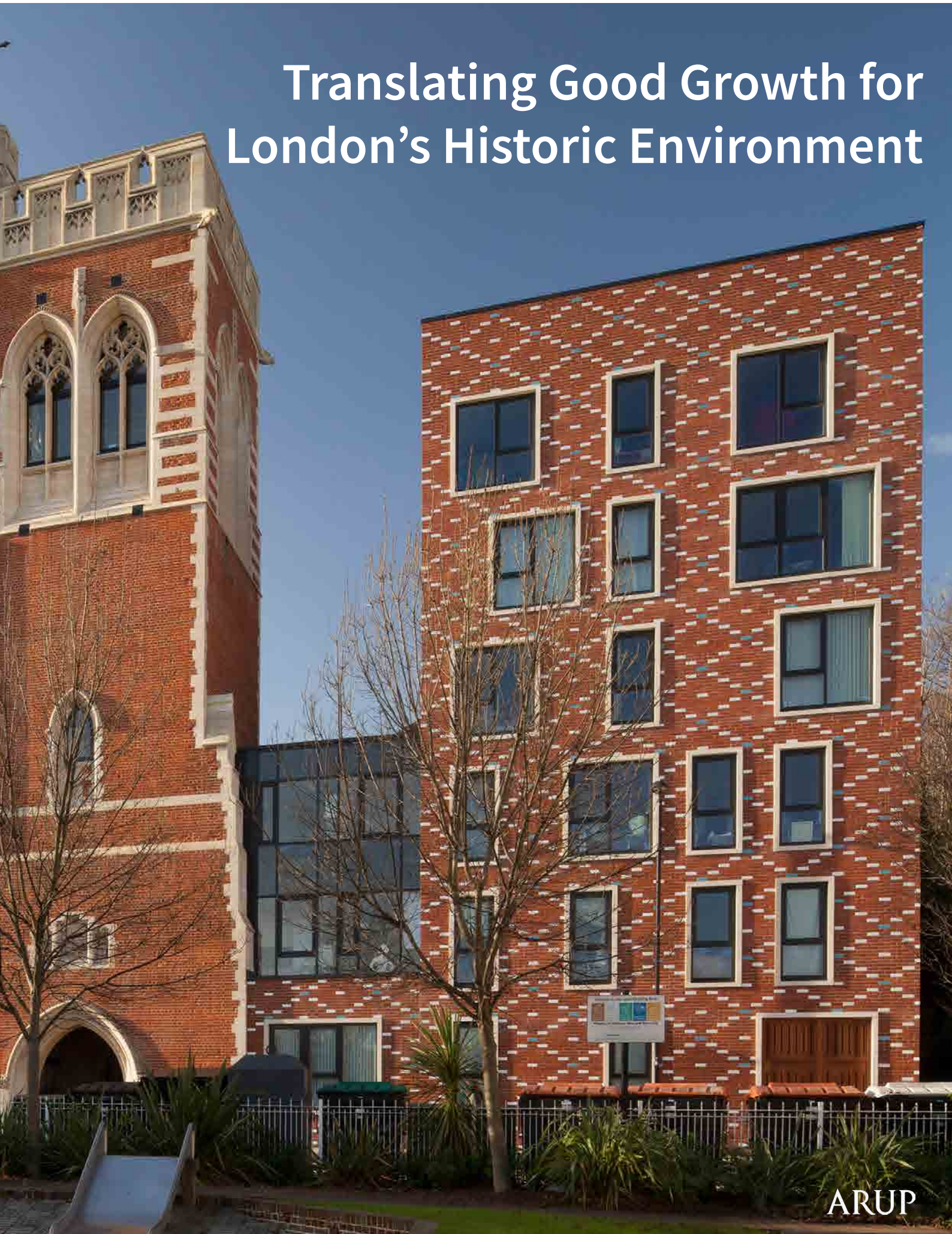
Historic England

Translating Good Growth for London's Historic Environment



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Written by Arup on behalf of Historic England

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Foreword

What is 'good growth'?

The Mayor's vision for *London, A City for All Londoners* (2016), identifies the concept of 'good growth' - a positive response to meeting London's needs of affordable homes, wider employment opportunities and better transport, while celebrating London's diversity and unique character. To help meet these requirements for a thriving capital, the Mayor is keen to work collaboratively and constructively with the London Boroughs, Central Government, businesses, civic societies and other key stakeholders who have an interest in London's future.

Historic England welcomes the opportunity to engage with and support the Mayor's ambition to meet these challenges by playing an active role in defining and encouraging good growth. This includes ensuring that London's rich and diverse heritage, and its proactive management, are a fundamental part of how growth is planned and delivered, in line with national policy of achieving sustainable development.

As an aid to the Mayor and others interested in London's future, this study explores and articulates the contribution that London's historic environment is making to the delivery of good growth. Supported by a wide selection of case studies, from both inner and outer London, the paper sets out the real benefits of embedding an understanding and appreciation of our historic environment in the delivery of positive change. We see this as essential, so that London's historic places can continue to enrich the lives of Londoners and the experiences of visitors to our great city.

The conclusions and recommendations identified in this study provide thoughts and actions to carry forward into the review of the London Plan and other Mayoral strategies. We hope that the Mayor and his team, and all the other stakeholders in London's future, will use this document to help deliver good growth for the benefit of everyone in this historically rich and characterful city.

Emily Gee,
London Planning Director,
Historic England

Front & Back Cover: St Mary of Eton Church © Ben Luxmoore

Introduction

The historic environment is at the heart of London's unparalleled offer to its citizens and the world

Without heritage there would be no 'London-ness'[1]. The Mayor of London's vision *A City for all Londoners* (2016) states his intention to develop the city according to the principles of good growth. The term 'good growth' was notably featured in the Mayor's Design Advisory Group publication, *Growing London* (2016). However, the scope and definition of the term appear to be fluid unlike seemingly analogous terms like 'sustainable development' as defined by the National Planning Policy Framework.

"I will do everything in my power to protect the city's heritage…"

Mayor of London, Sadiq Khan

Time and again heritage is identified as a fundamental component of achieving good design and place making, creating value and economic growth, supporting culture and improving quality of life.

90% of respondents to a survey agreed that investment in their local historic environment made the area a better place[2]

This study demonstrates that heritage is a fundamental component of achieving good growth. It will inform Historic England's response to the emerging London Plan which will need to contain a positive strategy for London's historic environment.

This review builds on the following studies undertaken by Historic England:

- *London Plan Review* (Arup) analysed the application of the London Plan's heritage policies to the management of the historic environment;
- *Characterisation of London's Historic Environment* (LUC) looked at how the historic environment is being assessed in London and how such data influences planning processes; and
- *London's Local Character and Density* (Allies and Morrison) explored the different character types that make London distinctive and the potential for a better policy framework to steer contextually appropriate growth.

These were published along with proceedings of an expert round table debate in Historic England's Keep it London report available at: https://historicengland.org.uk/get-involved/protect/keep-it-london/.

"The city needs a push to counter homogeneity and sameness, and to instead foster or reinforce character – a sense of place rather than of being 'anywhere'".[3]

Mayor's Design Advisory Group

[1] The term 'London-ness has been used by the Mayor's Design Advisory Group (MDAG). The *Growing London* publication states "We believe that 'good growth' results in an inclusive city that is a pleasant place to work, visit or stay. It delivers a balanced mix of young and old, of housing tenures, of jobs. It enriches the city's great public and civic spaces both internal and external. It allows for vitality and change, building on the 'London-ness' that is a crucial part of the capital's character and enduring appeal.
[2] Historic England, 2014, *Heritage Counts*
[3] Mayor's Design Advisory Group, 2016, *Public London*

Right: Plaistow Hospital

Heritage is fundamental to good growth because:

- **Heritage is at the heart of 'London-ness' and Londoners' identity**
- **Heritage is an inherent part of successful change in London**
- **Heritage delivers dividends**

© Greshoff

Heritage is at the heart of 'London-ness' and Londoners' identity

Heritage is an essential part of what makes London a vibrant and successful city. The city's diverse heritage is immense, covering its characterful local village centres, its ancient core and 19th and 20th century suburbs, as well as its landmark buildings such as St Paul's Cathedral and the Tower of London. It includes iconic views, for example that from Alexandra Palace to Central London or along The Mall to Buckingham Palace. It comprises landscapes such as the commons and heathlands, Victorian parklands and the Royal Botanic Gardens at Kew. It also includes rich archaeological assets - as part of the Crossrail works at Liverpool Street alone discoveries include the former Bedlam burial ground, a Roman road and the Walbrook, one of London's lost rivers. London's heritage defines its international status and moulds our personal sense of identity as Londoners, it encourages growth and stimulates the national, regional and local economies.

London's character – its London-ness – is why people want to come to the city; and the historic character of London is intrinsic to this. In *A City for All Londoners* the Mayor states that we need to "maintain London's unique 'brand' as a globally attractive business location which combines the best of old and new". If London loses its special historic character, its distinctive brand goes with it to the detriment of every community.

Londoners value the contribution that heritage makes to the city's global status through its world famous landmarks. For example, the City of London's churches with their architecturally diverse landmark spires and special associations with the Livery Companies, themselves a living tradition. Likewise Greenwich Park which not only is the home of the Prime Meridian and Greenwich Mean Time, but also offers visitors striking views where the baroque composition of Greenwich Hospital and the Queen's House are juxtaposed with the tall buildings in Canary Wharf beyond. Every year 77 million Londoners and tourists visit the eight Royal Parks, each of which offers a completely unique history[4]. St James's Park, for example, was redesigned by Charles II and subsequent monarchs as a formal garden with avenues and water features, and now provides the setting for spectacular pageants including the annual Trooping of the Colour. Richmond Park, originally used as a royal hunting chase, has changed little since Charles I enclosed the land in 1637 and is now London's largest Site of Special Scientific Interest and a European Special Area of Conservation, as well as being a Grade I registered landscape.

London's heritage in numbers

Planning tools such as the National Heritage List for England have sought to capture elements of London's heritage, including:

- c.19,000 listed entries covering a wide range of listed buildings;
- 162 scheduled monuments capturing a diverse array of structures and remains dating as far back as the Neolithic period;
- 1,026 conservation areas;
- a registered battlefield in Barnet; and
- 152 registered landscapes in densities unrivalled across the country.

This heritage represents some extraordinary chapters in the city's history such as the invasion by the Romans, the Great Fire of London, the industrial and commercial revolutions and its modern history with wartime bombing and reconstruction.

[4] See Royal Parks website estimated 77m in 2013/14

But London's heritage isn't limited to its landmarks, views and landscapes; Londoners also value the contribution that heritage brings to their local neighbourhoods. It is these everyday historic places where Londoners' lives are played out. Resident's experience of heritage might be in the views from the windows of their schools or workplaces, a trip to a listed Victorian bath or a place of worship, or simply a walk along a 19th century terraced street or through a post war estate. It is this breadth of heritage which gives Londoners a sense of belonging and local identity.

Londoners have a similarly diverse character – people with different backgrounds and perspectives make London what it is. This was illustrated recently at the *'I am London'* exhibition described by the Mayor as a wonderful exhibition which "encapsulates how much London has changed over the years, but also reminds us why the capital continues to be the most open, pioneering and diverse city on the planet".

As new places are designed the special things which people value should not and need not be lost. As Greenwich Market demonstrates, Londoners feel passionately about their heritage and identifying the ingredients which are special to them can create developments which not only achieve their objectives, provision for 400 market stalls in a World Heritage Site in this case, but create places they are proud of. Conserving and celebrating the city's heritage can create a virtuous cycle of improving the city's attractiveness to people from around the world whilst providing a high quality of life for existing communities.

Creating places Londoners are proud of at Greenwich Market

© Barr Gazetas

Heritage is an inherent part of successful change in London

The Mayor of London's success will be measured not just on tangible outputs such as the number of jobs and homes created but on the quality of places created.

London's distinctiveness is worth protecting; as the Mayor notes "as the city grows it is also important that the new developments are designed well and look good, that unique things about the city are not lost…"[5]. Losing what is special and what has been given character and charm through the passage of time could result in the sterilization of the city. Instead, growth should support our personal and collective memories and recognise that heritage is a key ingredient in creating an enduring sense of place. The historic environment is unique in this role and can sit comfortably within a dynamic growth strategy given the appropriate policy context.

Good growth requires an understanding of the characteristics that make London's fabric and environment so distinctive. It is crucial that appropriate analysis and planning takes place at the early stages to address the different opportunities and challenges that each site creates. Understanding local character ('Sutton-ness', 'Marylebone-ness', 'Romford-ness') means that as places change they can hold onto what makes them distinctive and use this to ensure that development integrates with its context and adds value. In the Deptford Market Yard alterations to the buildings from the 20th century were demolished and the railway arches were re-invigorated to create a sense of place centred on the site's Victorian heritage – a history previously not accessible, and possibly unknown, to the local community.

Understanding London's character is inseparable from studying the way it has grown. The city has not simply sprawled out from a central nucleus of Roman Londinium but is a constellation of hamlets, market towns, suburbs and industrial areas with many different characteristics and qualities. This rich tapestry of character types is a hallmark of London's charm. For example the regeneration of Kingston uses its character as an ancient market town to cement the place's identity.

London's response to growth pressures must be positive and managed. The city must not simply be swept along in a global tide of change, indeed to do so would be to sacrifice what makes London distinctive among global cities. The London Plan provides an opportunity to steer the required growth and ensure that it responds positively to what matters to Londoners, sustaining and celebrating those elements that contribute to creating a liveable, even delightful, city for everyone. In this period of change a solid foundation based upon a profound understanding of the contribution that our shared history provides will ensure that good growth is achieved. A good example is the reuse of the filter beds at the River Lee as nature sites which remind visitors of the vital role the area played in providing London with clean water.

London is always evolving as it responds to opportunities and challenges and will need to change further in response to growth pressures. Given the limited availability of land for building, this growth will inevitably lead to densification of development. Optimising land can and should enhance the enjoyment and conservation of heritage. For example Fitzroy Place creates a dense and compellingly planned new piece of London which reconnects the site to its surroundings and celebrates its listed structures whilst providing almost 300 homes. At St Mary of Eton Church an ingenious approach to high density has delivered 27 new homes in close proximity to sensitive buildings.

[5] Mayor of London, 2016, *A city for all Londoners*

Right: Revived Kingston Town Centre

© Royal Borough of
Kingston upon Thames

Heritage delivers dividends

Understanding, investing in, and using heritage as a catalyst for growth and regeneration, ultimately delivers economic, social, environmental and community dividends.

Despite widespread acceptance, the contribution of heritage to economic and social agendas can be hard to prove. Nevertheless, several studies clearly demonstrate the links. These include *Heritage Counts 2010 England* which found that:

- Historic places are attractive to businesses and visitors;
- Investment in historic areas delivers economic as well as environmental benefits;
- Investment in the historic environment improves the way people feel about places; and
- Investment in historic visitor attractions has an economic impact on the wider community.

London's historic environment is intrinsically linked to economic activity with a large number of economic activities occurring within it, dependent on it or attracted to it. Heritage directly contributed over £2.5 billion to London's economy in 2013[6]. The City of London recognise that one of the City's key differentiators is the diversity and mix of legacy and new building stock which create richness of character and is a fundamental driver of business[7]. For creative industries in the city fringe, heritage assets are also recognised as making a particularly important contribution to character and therefore attractiveness of the area[8].

Research has identified that businesses that occupy listed buildings generate £13,000 extra gross value added (GVA) per business per year (this extra GVA is above the amount generated by an equivalent number of businesses in non-listed buildings)[9]. Furthermore, repair and maintenance of historic buildings in London directly generated nearly £3 billion in heritage-related construction sector output in 2015[10].

Added to this are the well documented economic benefits of heritage tourism which generated nearly £7.9 billion in spending by domestic and international visitors to London in 2014[11]. London's four World Heritage Sites are among the most visited nationally, and indeed this concentration of sites provides London with a particular, almost unparalleled, cultural offer. UNESCO has estimated that membership for the country's 180 affiliated organisations is worth £90 million per year to the UK economy[12].

Culture and heritage are commonly regarded as highlights of trips to London[13]. Nationally Visit Britain found that 57% of respondents from 20 countries agreed that history and culture are strong influences on their choice of holiday destination (only 15% disagreed)[14].

[6] Historic England, 2016, *Heritage Counts, London Heritage Economy*
[7] City of London Corporation and City Property Association, 2015, *Future Workstyles and Future Workplaces in the City of London*
[8] Mayor of London, 2015, *City Fringe Opportunity Area Planning Framework*
[9] HLF, 2013, *New Ideas Need Old Buildings*
[10] Historic England, 2016, *Heritage Counts, London Heritage Economy*
[11] Ibid
[12] Cited in Historic England, 2010, *Heritage Counts*
[13] Lynn Jones Research, 2007-2008, cited in *Culture and Heritage, Topic Paper 2010*
[14] Visit Britain, Culture and Heritage, *Topic Paper 2010*

Heritage attracts visitors to Bankside Power Station

Heritage plays an important part in wellbeing and quality of life. This is recognised in the core national planning principles which include that heritage assets should be conserved…"so that they can be enjoyed for their contribution to the quality of life of this and future generations"[16]. 69% of UK adults, equating to approximately 35 million people, felt that local heritage buildings and sites are important to their local community[17]. London boroughs often identify the positive influence of their heritage on economic and social well-being, for example Merton's Heritage Strategy states that the borough's heritage "is valuable not only for the story it tells but also for the contribution it makes to the quality of life and economic prosperity of local residents and businesses"[18].

Visiting heritage sites has a significant positive effect on life satisfaction. 72.6% of the UK's population have visited the historic environment in the last twelve months equating to 81 million tourism day visits[19]. A 2014 study assessed the impact of eight different heritage sites and all eight types of site had a positive effect on life satisfaction with historic towns and historic buildings having the biggest impact[20]. The amount of money providing the equivalent impact on wellbeing as visiting heritage overall was calculated by Historic England to be £1,646 per person per year compared to £993 for sport[21].

[15] Mayor of London, 2015, *Take a Closer Look, A Cultural Tourism Vision for London 2015-2017*
[16] Department of Communities and Local Government, 2012, *NPPF*
[17] Heritage Lottery Fund, 2016, *Values and Benefits of Heritage*
[18] London Borough of Merton, 2015, *Merton Heritage Strategy 2015-2020*

[19] Heritage Lottery Fund, 2016, *Values and Benefits of Heritage*
[20] Fujiwara, 2014, *An Assessment of the Impact of Heritage on Subjective Wellbeing: Interim Econometric Results*
[21] Historic England, 2014, *Heritage Counts 2014*

Celebrating Good Growth

KEY

HOUSING
EMPLOYMENT
RETAIL
CULTURAL ATTRACTION
POST-INDUSTRIAL
PUBLIC REALM
EDUCATIONAL
COMMUNITY FACILITY
ENVIRONMENT

Across London there are many examples of good growth. This study highlights fifteen which together illustrate the diverse nature of London's heritage and demonstrate how it can be used in successful place making.

The case studies explored are:

- The Deptford Project
- Tottenham High Road
- St Mary of Eton Church
- Kingston Town Centre
- Bankside Power Station
- Greenwich Market
- Fitzroy Place
- Plaistow Hospital
- Thrale Almshouses
- River Lee
- Old Vinyl Factory
- Design Museum
- Poplar Baths
- King's Cross
- Paternoster Square

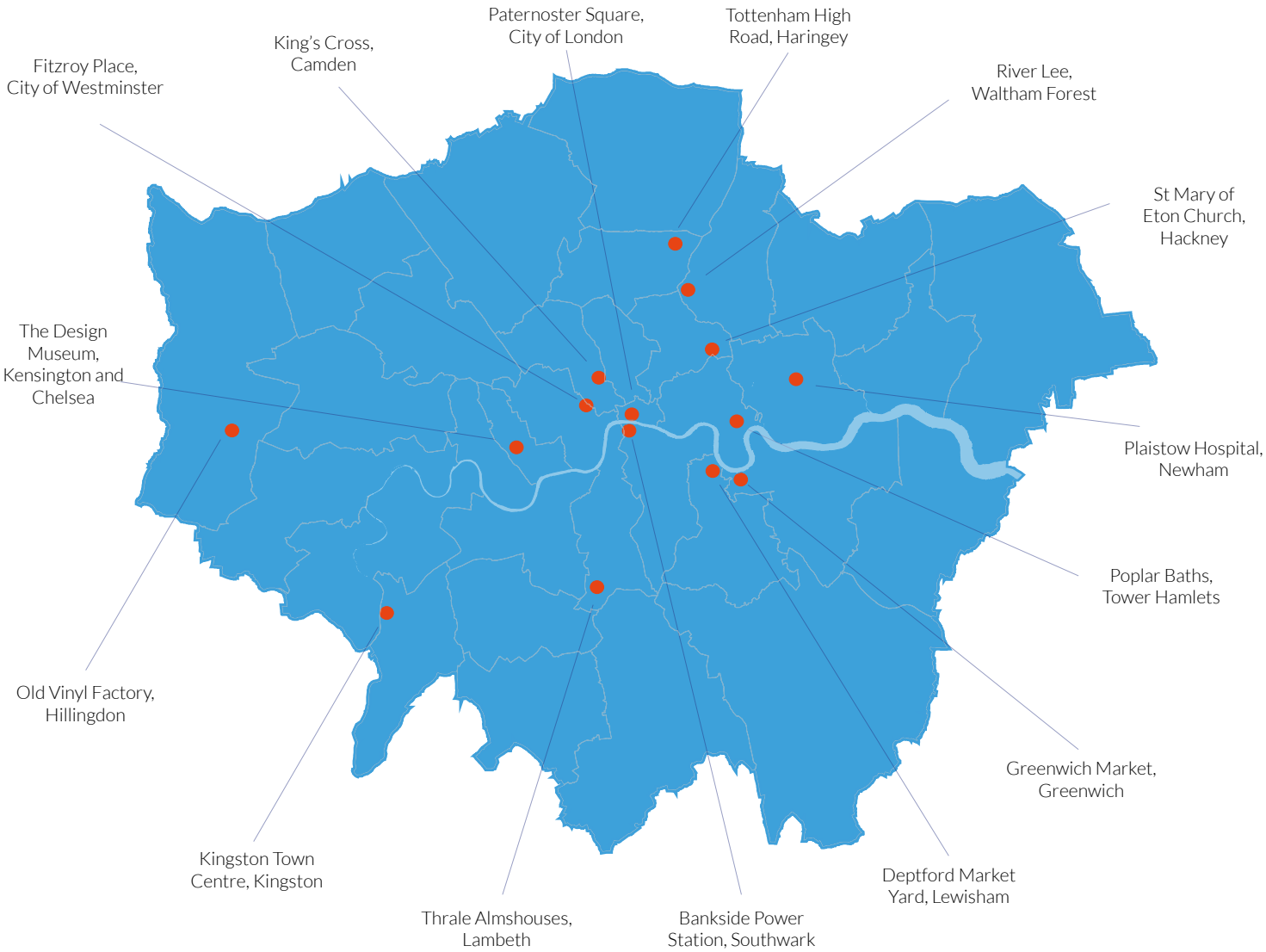

Figure 1: Location of case studies

Right: Granary Square, King's Cross

"Good growth should provide social wellbeing through the conservation and enhancement of distinctive places with cultural meaning and identity. Places need to be beautiful, varied and interesting to promote civic pride and social harmony - respecting and celebrating the historic environment is essential to achieving this."

Ian Morrison, Chief Executive, The Architectural Heritage Fund

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Deptford Market Yard, Lewisham

132 new homes

14 independent start-ups, 2 restaurants & 7 workshop units

The oldest surviving railway structure in London, on the Heritage at Risk Register[22] for 14 years, has been restored to transform an undervalued part of town into a thriving go-to destination.

Deptford Market Yard puts the restoration of built-heritage at the heart of a mixed-use residential-led regeneration scheme, which acts as a catalyst for the transformation of the undervalued district centre.

Inspired by the unique railway heritage of Deptford, the project commenced in 2008 when the developer U+I drove a derelict 1960s commuter railway carriage down Deptford High Street and into the site. The carriage was then converted into a café by London artist Morag Myerscough, and for the next five years became a hub of activity hosting art installations and creative industry events.

The iconic Deptford arches have been brought back into use, promoting wider cultural led regeneration in the district centre.

At the centre of the scheme is Deptford Market Yard, a new piazza and marketplace fronting restored arches beneath the Grade II listed Deptford Carriage Ramp. U+I's desire to create a durable sense of place has been strongly influenced by the site's unusual heritage value. A highly competitive approach of selecting tenants based on their offer to Deptford – rather than selecting tenants with the greatest covenant strength – combined with restoring heritage assets as the centrepiece of the development, has contributed to distinctive place-making. The result is a new destination for Londoners and visitors.

As well as accommodating 132 new homes in a relatively compact area and creating new jobs for independent start-ups, the restoration of the carriage ramp has been key to the wider cultural led regeneration of Deptford town centre.

The scheme acts as a connection between Deptford High Street and Deptford Station, drawing visitors into what had been a disused part of the town. Additionally, the refurbished St Pauls House faces onto Deptford High Street, further linking the regeneration areas of Deptford Station, Deptford High Street and Deptford Market Yard. The historic structures and buildings interweave seamlessly with the contemporary buildings in the wider development, fostering interest and curiosity, while respecting the integrity of the structures and the wider conservation area. The restoration opens up a new public space, drawing visitors into an accessible historic environment.

Deptford Market Yard's success has been recognised in numerous housing, planning and architectural awards, including the Sunday Times Housing Project of the Year Award 2013, the Mayor's Prize at the 2017 New London Awards and the Best Heritage-Led Project at the 2017 London Planning Awards.

Comparable Schemes

- Railway arches at Peckham Rye Station with planned Grade II listed station redevelopment, Southwark
- 'Bermondsey Beer Mile' railway arches from South Bermondsey to London Bridge, Southwark
- Bakeries and design firms at London Fields railway arches, Hackney

[22] Heritage at Risk Register: www.historicengland.org.uk/advice/heritage-at-risk/

"Existing businesses, local start-ups, current residents and residents-to-be will all benefit from the charm of the Deptford Project."

Cllr Alan Smith, Lewisham Deputy Mayor

© U+I Plc

"It is important that we do what we can to capture and support Tottenham's unique character as we also press ahead with securing the area's future. We want to bring the best of our historic buildings into viable use, as they reflect the changes Tottenham has seen over the last few hundred years and make it different from anywhere else."

Cllr Alan Strickland, Cabinet member for Housing Regeneration and Planning

© London Borough of Haringey

3% target increase in footfall

32 buildings restored

Tottenham High Road, Haringey

Heritage is playing a pivotal role in delivering the ambitious growth agenda in Tottenham.

Despite investment in the area, Tottenham High Road has suffered competition from retail parks and a poor image following the 2011 riots. A package of heritage-led interventions along the ancient Roman route of the High Road is being used to collectively rejuvenate the area and reinforce civic pride and local identity.

The 2016 Tottenham Area Action Plan creates an ambitious framework for the regeneration of Tottenham, and enhancing the historic buildings and local character around the High Road are fundamental to achieving this.

The North Tottenham Townscape Heritage Initiative (THI) focuses on 28 buildings along the High Road, within the North Tottenham Conservation Area which is on the Heritage at Risk Register. The project will restore the original appearance and decorative features of these properties, as well as provide an associated programme of activities and training for local people. The project aims to not only restore the heritage assets, but to use them to reinforce a sense of place, to attract inward investment from developers and businesses, and make an important contribution to local economic regeneration by reinvigorating retail space.

The project ties into a wider programme of regeneration, and forms part of a longer term project to enhance the High Road.

Proposed works are the latest in a series of such interventions on the High Road and Tottenham more widely. Previous projects have had significant impact upon turnover and footfall for participating businesses. For example at Green Lanes, turnover and footfall increased 5%[23]. The High Road project aims to increase turnover and footfall by 3% helping to sustain and protect local businesses, while enhancing the historic character of the area. In addition, the project will create a part-time apprentice position alongside 10 work experience placements for students of CONEL college's construction department, two traineeships in coordination with the Tottenham Hotspur Foundation and between five and ten construction jobs. This ties in with the Tottenham Strategic Framework priority of creating world-class education and training through better access to apprenticeships.

A Heritage Activity Plan for the North Tottenham THI is also proposed by the London Borough of Haringey, alongside the physical interventions. This will set out a series of events, workshops and programmes to maximise the benefits of the projects for Londoners.

The THI project will demonstrate, in combination with past works along the High Road and in wider Tottenham, how using heritage as the starting point for regeneration can create better environments in which residents take pride, and also directly contribute to economic regeneration through increased footfall and retail spend. Collectively, they demonstrate the role that incremental and long-term change can play in supporting successful centres in London. The project will restore a series of historic buildings, improve the historic character of the High Road and revive this important part of London, whilst simultaneously contributing to wider regeneration objectives by reinvigorating local businesses and attracting investment.

Comparable Schemes

- High Street 2012, Newham/Tower Hamlets
- Pitshanger Lane, Ealing
- Holloway Road, Islington
- Old Kent Road, Southwark

[23] London Borough of Haringey, *Completed Heritage Restoration Projects in Haringey*

St Mary of Eton Church, Hackney

27 new homes

New community facility, play space and café

This innovative project uses the value created by 27 new homes to enable the refurbishment of a Grade II* listed church and provision of community spaces.

St Mary of Eton Church, completed in 1892, has stood in this area of Hackney Wick since it was terraced slums in the 19th century, through post war redevelopment with prefabs, 1960s high rise and 1980s housing to the development impetus that accompanied the London Olympic Games.

There are now 27 new homes, including 9 family homes, along with a new church centre, commercial unit and community facilities flanking the Grade II* listed church. The scheme also refurbished the Grade II listed Eton Mission Hall and rehabilitated the church as the centrepiece. The new homes have brought life, warmth and intensity to the street corner on which they stand, and had a significant regeneration effect on this neglected area of East London.

The church now has a sustainable income source enabling it to respond to the community's needs.

The approach taken avoided selling off the church and instead created a sustainable future for it and its cluster of previously decaying buildings by using the sales proceeds from the housing to fund the wider restoration.

Matthew Lloyd Architects used an ingenious design to maximise use of a tightly constrained site. The new buildings replace the demolished club house, St Mary's House, and verger's building but follow largely the same footprint as their predecessors. They extend right to the pavement line and create a hard, urban edge to the street conforming to a local urban grain that dominates post-industrial Hackney Wick.

With higher buildings in the immediate vicinity of the site along the railway line, it was not planning restrictions which determined the six storey height of the new buildings either side of the church, but composition. The buildings are connected at the ground floor but are deliberately expressed as separate volumes, successfully deferring to the height of the church and tower and creating a sense of separation between old and new. The new buildings frame and strengthen the profile of the original buildings like bookends, giving them an appropriate setting. Likewise, to help the new blocks harmonise with the old, a polychromatic earthy-red brick skin was selected. The new buildings use a balancing cross-stitch brickwork pattern inspired by the decorative patterns on Gothic and Tudor buildings such as Eton College itself.

The completed scheme increases the historic church building's visibility and access, with more entrances and better use of outdoor spaces. The previously drab courtyard has a new café which is fully landscaped to provide a welcoming public amenity space. Just outside the site a new play area has also been provided. The scheme has brought value to the local neighbourhood which the community can enjoy on a day to day basis, adding to the local sense of belonging and identity that this key social and cultural community asset has brought to generations of Hackneyites.

The new homes were all sold off-plan during a difficult period for the housing market illustrating the appetite of Londoners to live somewhere with character and history. The scheme illustrates how good design can enable relatively high density development to be developed in close proximity to sensitive buildings and at the same time enhance their setting.

The scheme won Regional and National RIBA awards in 2015 and was selected by New London Architecture as the Best New Mixed Use Development 2015.

Comparable Schemes

- 76 Dean Street, City of Westminster
- Chiltern Fire Station, City of Westminster
- The Orangery, Eltham Palace, Greenwich

"This collaborative approach shows what can be done with sympathetic but bold architecture and an original approach to releasing value from derelict sites. Everyone that was involved in this project is very proud of what has been achieved."

Bernadette Cunningham, Director, Thornsett

© Thornsett

© Royal Borough of Kingston upon Thames

400 traders on waiting list

20 million visitors each year

Kingston Town Centre, Kingston

An integrated series of projects drawing on the ancient market town's rich heritage has enabled Kingston to retain its status as one London's top retail destinations.

Kingston Town Centre has been revitalised through projects celebrating the ancient market town's rich heritage. Rather than trying to compete with neighbouring destinations by providing sterile shopping malls, regeneration has focused on what gives the area its feel as a historic market town comprising a mixture of high street stores and local independent traders. The project has played a major role in enhancing the leisure and retail experience using the extra value that the area's heritage provides to ensure the town's retail sector remains among the best in the country.

Projects include enhancements to the Ancient Market, restoration of Grade I listed All Saints Church, a programme of events and promotion of the town as a tourist attraction, for example through walking tours. Together the projects promote a historic and cultural quarter which make Kingston a vibrant and characterful destination. Championing the area's historic and cultural heritage more strongly as a destination for tourism in this way is supported by 69% of the borough's residents[24].

First recorded in a Royal Charter in 838, six kings were crowned in Kingston from the 10th century onwards, including Athelstan, the first King of England. Kingston's residents are rightly proud of their identity and heritage as a royal borough and the refurbishment of All Saints Church has enabled it to become a centre for promoting the borough's ancient 'king making' history.

The market's new contemporary architecture and public realm create a beautiful space which better reveals the area's heritage significance and adds richness to the sense of place. New stalls and public realm improvements integrate imaginatively with the historic environment by using subtly toned new granite paving complementary to the Grade II* listed Market House without detracting from it. Timber market stalls with a gentle 'glowing orchard' artwork illuminate the stalls when they are closed adding vibrancy at night.

The refurbished market has brought vitality to the shopping streets and more than 400 traders are currently on the waiting list for a stall.

As well as improving the setting of around 20 listed buildings, the scheme has restored trading prospects for the market which now generates an estimated £6million annually for the local economy[25]. Furthermore three quarters of market customers also shop in the town when they visit[26].

This revitalisation, along with a clear marketing and digital campaign, has resulted in a surge in footfall to both the market and retail outlets. The projects have also created stronger economic, spatial and visual connections between the market and the surrounding areas including the riverside. Together the regeneration projects have allowed residents to retain the feel of the town centre within the context of major growth in homes and jobs. The revitalised town centre won the London High Streets Award at the Great British High Streets Awards 2014.

Comparable Schemes

- Peckham Town Centre, Southwark
- Spitalfields Market, Tower Hamlets

[24] Royal Borough of Kingston upon Thames, 2015, *All in One Survey*
[25] Information provided by Kingston First, 2017
[26] Nabma, 2015, *Kingston Ancient Market – Supporting the Local Economy*

Bankside Power Station, Southwark

500 direct and 3,000 indirect jobs

Most visited contemporary art gallery in the world

Bankside Power Station is a treasured London landmark and an internationally recognised art gallery.

The Tate Modern has been more popular than anyone could have imagined; and the monumental building is itself as much a draw as the art inside, demonstrating the successful synergy between culture and heritage. The Tate Modern development re-purposed the interior of the distinctive Sir Giles Gilbert Scott designed Bankside Power Station after nearly two decades of vacancy following decommission in 1981.

The design for the Tate Modern deliberately ensured that the core identity of the original 'Cathedral of Power' remained unchanged. Herzog & de Meuron's design maintains the grand void of the Turbine Hall, a recognisably industrial space, along with the huge gantry cranes now used for transporting heavy sculpture.

The museum is constantly evolving, with the Switch House opening in 2016 to meet the increasing and changing demand of Londoners and visitors. The extension occupies the former oil stores which have been transformed into Tanks devoted to performance art. The constructional logic of the Switch House comes from Scott's approach to the original power station - a brick skin hung over a structural skeleton. The free public viewing area offers new views to the surrounding heritage assets which line the River Thames including the dome of St Paul's Cathedral, the protected viewing corridor for which informed the faceted shape of the extension. The result is a powerful addition to the city which again uses the site's heritage to retain and enhance the sense of London-ness.

The project's benefits extend far beyond the new jobs it has created. The building is a leading London attraction for local, national and international visitors; it is firmly established as the visual and geographical centrepiece of the eclectic cultural and historical offer at the regenerated South Bank stretching from Borough Market to the Royal Festival Hall. This cultural quarter attracts 13 million visitors a year who contribute roughly £133m to the area[27].

Londoners are rightly proud of the Tate Modern which has been designed as a place for them to visit and simply enjoy the space as much as to admire the art. The historic building's scale is a draw in itself and this is enhanced by the deliberate spaces to sit within and outside the gallery.

The redeveloped power station became the anchor scheme in the wider regeneration of the South Bank, transforming the entire area for cultural uses, new housing and office developments.

The wider area has been transformed by new pathways, public spaces and connections between the building and the area's residents and visitors, creating a new quarter of the city in its own right. Between 1998 and 2010 the resident population doubled and the number of people working in the area increased from 3,000 to 50,000[28].

Herzog & de Meuron won the 2001 Pritzker Prize for the museum's conversion and in 2016 the Switch House extension won the Best New Museum in Europe category at The Leading Culture Destination Awards 2016.

Comparable Schemes

- Lots Road Power Station, Kensington and Chelsea
- Battersea Power Station, Wandsworth

[27] Financial Times, 2010, *Cultural driving force wins the day for London's Bankside*
[28] *Ibid*

The Tate Modern is one of the greatest galleries in the world – it is as memorable for its heavyweight industrial building as it is for its art

© Mark McNestry

© Greenwich Market

Most independent retailers in London

4,700 sq ft of new public realm

Greenwich Market, Greenwich

Greenwich market's sympathetic redevelopment in the context of its World Heritage Site location demonstrates how good growth can be facilitated even in the most sensitive places.

Greenwich Market is an important historical asset within London, not only because of its location within the Maritime Greenwich World Heritage Site, but also because of its architectural interest and locally listed roof structure. There has been a market on the site for almost 300 years, starting as a food market and focussing now on the designer-maker industries which give it its creative character.

In the early 2000s, controversial proposals for the more comprehensive redevelopment of the market were put forward. Greenwich Hospital, as landowner and developer, decided in 2012 to abandon these proposals and develop an approach which better respected the local historic character. Greenwich is a living and evolving part of London with a bohemian character - working with and enhancing this was central to the new proposals.

As such the implemented scheme took a more sensitive approach which sought to transform the market through small scale enhancements including improvements to the market building and trading space, provision of three new retail units and 4,700 sq ft of public realm. A pragmatic approach was taken to sensitively restoring heritage assets, while making them relevant and usable today, for example by replacing and relaying the market cobbles on flatter planes to improve accessibility.

Local traders, retailers, users and visitors saw the value in heritage and wanted to retain the ingredients that make the area special.

Engaging Londoners throughout the process allowed them to positively steer change to create a space which puts people at its heart and local people are proud of.

"We treated the place as a client... looking at the 'art of the possible' in refining that character, rather than trying to wipe the slate clean."

Gillie Bexson, Greenwich Hospital

Understanding, investing in and using the area's heritage was also a catalyst for commercial success. Since the rejuvenated market opened traders have experienced increased footfall and people are staying longer and spending more. Average dwell time increased by 8% between 2013 and 2016, and retail spend is up to £35 compared to £27 per visit in 2013[29]. The market now supports 400 traders and retailers - the biggest collection of independent retailers in London.

The project has been the stimulus for the regeneration of the whole town centre. Greenwich Hospital is also leading a wider package of coordinated estate improvement works comprising a rolling programme of upgrading residential houses and apartments around the market and above adjacent retail units. This aims to provide a sustainable mixed-use high street with a vibrant evening economy and local employment opportunities. This package of works has further boosted the attractiveness of the town centre and along with the area's other heritage based attractions makes it one of London's premier visitor and leisure destinations.

Comparable Schemes

- Spitalfields Market, Tower Hamlets
- Broadway Market, Hackney
- Borough Market, Southwark

[29] Greenwich Hospital, 2016, *Greenwich Market - CACI Survey Results*

Fitzroy Place, City of Westminster

291 homes (one third family sized)

95,000 m^2 major mixed use development

The Fitzroy Place development generated over £3 million to refurbish the Grade II* listed Gothic Revival Fitzrovia Chapel, provide new community facilities and create a new public courtyard.

Fitzroy Place, a large residential-led mixed use development at the former Middlesex Hospital site, is an example of good growth in the Central Activities Zone. The development creates a dense (at 822 habitable rooms per hectare[30]) but attractive new piece of London which reconnects the site to its surroundings, celebrates its listed structures and makes a substantial contribution to the delivery of homes and jobs, along with providing a new public courtyard and community benefits.

The site's heritage forms a hallmark of its character.

At the heart of the development is the Grade II* listed former chapel for Middlesex Hospital, designed in an Italian Gothic style by Gothic Revivalist architect John Loughborough Pearson. Its location in the centre of the hospital complex meant it was hidden from view until now. The chapel's modest red brick exterior contrasts with a richly decorated jewel-like interior of gold mosaic, alabaster and polychrome marble.

The chapel formed the foundation for the development's design. New buildings are set at right angles to the chapel which is incorporated into a new public courtyard – the first in the W1 neighbourhood for over 100 years.

As part of the development the chapel, which had fallen into a state of disrepair, was fully restored and re-opened to the public. The developer set up a working party of local interest groups during scheme development to influence proposals for the chapel and subsequently established a Trust that is responsible for managing it today.

The Grade II listed Arts and Craft style building at 10 Mortimer Street and unlisted façades on Nassau Street were also retained, further ensuring significant aspects of the East Marylebone Conservation Area are maintained. This approach created townscape benefits by re-establishing street frontages and terminating townscape views, as well as informing the height and massing of the development itself.

Office and retail units are provided at 1 and 2 Fitzroy Place, creating much needed employment floorspace in an area of very high demand.

The development provides an enhanced setting for the chapel in the form of a quiet space for office workers eating their sandwiches, children playing in the new landscaped grassed areas and residents enjoying views into the courtyard. The chapel is now used by the community for events, musical evenings and quiet reflection. The site's historic character is now accessible in the new open spaces which have been pivotal to the scheme's success. The courtyard emulates the surrounding city streets in scale and footprint, whilst the interplay between the retained façades and new buildings creates interest at street level.

The scheme won the Best New Public Space Award at the 2017 London Planning Awards.

Comparable Schemes

- Chelsea Barracks, City of Westminster
- St John's Wood Barracks, City of Westminster

[30] The former Middlesex Hospital Site Mortimer Street W1, Planning Statement, 2011

"Today the chapel has a new setting, within a modern square named after the architect (Pearson Square)."

Fitzrovia Chapel Website

© Exemplar

"Red stock bricks and terracotta lintels were salvaged from the derelict hospital to maintain the historic and distinctive character... This project has successfully regenerated, rejuvenated and re-purposed a derelict hospital site to create a new community."

PCKO Architects

© Robert Greshoff

168 homes (50% affordable)

8,534 m² of open space

Plaistow Hospital, Newham

The redevelopment of Plaistow Hospital refurbished four of the original Victorian buildings for new housing.

The development successfully brings the former Plaistow Hospital site in East London into active use as a mixed tenure housing scheme.

Despite there being no listed buildings on the site and it not being in a conservation area, four of the hospital buildings are considered to be of historic interest having been designed by architect Edwin T. Hall, who also designed the Liberty department store. At its opening in 1901 the hospital was renowned as a state of the art medical care facility, specialising in treating infectious diseases and pioneering the barrier method of nursing infectious patients. However, the buildings had been unoccupied since the hospital moved its operations away from the site in 2006.

Demolition of unsympathetic twentieth century hospital extensions paved the way for additional housing and extensive areas of landscaping.

The scheme presented a number of challenges including the retention and refurbishment of the historic buildings, whilst ensuring that the affordable homes met with the requisite Code for Sustainable Homes' Level 4 certification.

The historic character of Plaistow Hospital was successfully retained by re-purposing existing hospital buildings and sensitively adding new structures to provide 168 homes at a density of 106 dwellings per hectare[31]. Importantly the development provides a high proportion of family and affordable homes in an area of great housing need.

"The restoration of four original buildings and repaired damage incurred during WWII throughout the site has led to a distinctive new development that has retained its Victorian heritage"

Ellie Probyn-Gibbs, Peabody Development Manager

The design optimised development on the site, incorporating the historic buildings and original walls and gateposts from the start. The masterplan uses the original hospital site's layout – involving a series of connected buildings and open spaces – to create extensive leafy landscaped areas that can be accessed by both residents and the wider community. Furthermore, the provision of allotments on-site contributes to a sense of community wellbeing.

The redevelopment of the hospital site provides the existing community and new residents with a link to London's past: a former local hospital of social, architectural and historical significance has been transformed to deliver homes for future generations. All of the homes in the development have access to balconies, ground floor gardens and roof terraces, allowing occupants of all ages to enjoy the outdoor space and attractive landscaping. The prioritisation of wellbeing for future occupants reflects the site's history as a centre for medical innovation.

Comparable Schemes

- London Chest Hospital, Tower Hamlets
- St Clement's Hospital, Tower Hamlets
- Belgrave Hospital for Children, Lambeth

[31] Former Plaistow Hospital Planning Statement, 2012

Thrale Almshouses, Lambeth

Affordable homes for older women

17 new and refurbished homes

Thrale Almshouses used a heritage-led response to provide affordable housing in London.

Thrale Almshouses are an exemplar residential development which maintain and enhance the existing historic character of a locally listed site, while adapting and improving housing provision to ensure it meets the needs of modern Londoners.

Originally built on Streatham High Road in 1832, the Thrale Almshouses were demolished in 1930 and rebuilt on their current site at Polworth Street later in the same decade. The ten almshouses were located in a horse-shoe shape around a central courtyard, providing affordable accommodation for women over the age of 60.

In the early 2010s it became clear that the almshouses did not meet modern living standards. Dwellings fell well below the minimum space standards in the London Housing Design Guide and were accessed via steps which were unsuitable for the physically impaired. Added to this, the layout, with dwellings set back from the road, left residents feeling insecure, exposed and isolated.

Eight of the original 1930s almshouses were retained and sensitively extended to provide living accommodation which meets modern standards. Two other almshouses were demolished to make way for an additional nine new dwellings - increasing the density of development and cross-subsidising it.

Drawing on the existing qualities of the site, the development was undertaken sensitively, ensuring that the new buildings did not compromise the historic architecture and character surrounding them. A number of original architectural elements were integrated into the new buildings, including closely matched brickwork, scale, slate roof tiles and pitched roofs. Commemorative plaques on the elevation of the demolished almshouse building were also retained and incorporated into the new buildings.

The quality of the development is such that on reviewing the Streatham Common Conservation Area boundary in 2016, the Council amended it to incorporate the Thrale Almshouses after the scheme was completed.

The resulting redevelopment of the site demonstrates a heritage-led response which retains the site's heritage while allowing for modern living. New residential dwellings were designed to face each other, resulting in a four-sided development to respond to residents' concerns around the previous exposing and unsafe horse-shoe layout.

The Thrale Almshouses Scheme now provides 17 affordable residential homes for women over 60 in Streatham contributing to the progressive agenda for ageing in London which the Mayor's Design Advisory Group recommended. The scheme also meets Mayoral ambitions for homes of a high standard both architecturally and with regard to the accommodation they provide.

"Thrale Almshouses demonstrates that, if sensitively approached, new fabric can sit alongside old, draw reference, and sensitively respond so that new will complement old, and vice versa. Many listed buildings comprise of separate developments or alterations often spanning centuries, and with an individual character reflecting architectural themes of the time. We hope that in years to come Thrale Almshouses will be viewed in the same way."

Andy Heath, Partner, bptw partnership, Project Architect

"The scheme bears a sense of visual unity with the new wings working hard to reference historic features while maintaining an overall character that is confidently but not threateningly contemporary."

Ike Ijeh, Charity Begins at Home, Building Magazine, February 2016

© bptw partnership

“The Waterworks Nature Reserve and Middlesex Filter Beds sites are sister sites that tell a key story about the development of East London, and is one if its many vital links to the River Lea. These Victorian water treatment works have undergone a full circle since their construction in the 19th century to combat cholera and falling out of use in the late 20th century. They have since been reclaimed by nature and are a tangible link to the past which visitors can discover free of charge.”

Alex Farris, Green Spaces Manager, Lee Valley Regional Park Authority

© Lee Valley Regional Park Authority

Six million visitors a year

Water supply infrastructure reused

SPA and SSSI

River Lee, Waltham Forest

Heritage assets have been re-imagined and given a multifunctional use as nature sites and visitor attractions.

The Lee Valley Regional Park is a significant heritage resource containing sites of national importance for industrial, social and cultural history. The Park includes records of settlement since the last ice-age through to medieval times, however its heritage is predominantly linked to the area's industrial past and the vital role it played in supplying London with clean water. The landscape contains railways, electricity pylons, redundant water filtration structures and infrastructure to prevent flooding. It is also one of London's most important sites for wildlife, it is designated as a Special Protection Area and Ramsar site and includes eight Sites of Special Scientific Interest.

The post-industrial landscape is being transformed into a mosaic of open spaces, heritage sites and recreational facilities attracting more than six million visitors a year.

From the beginning one of the key aims of the restoration and revitalisation of the Park was to protect and celebrate its rich heritage. This was set out in the Park Development Framework which provided the blueprint for projects.

Several projects have been developed which creatively interpret the extensive social and cultural history of the area, including the changing land use and role of the valley. One of the best examples is the transformation of the Essex and Middlesex Filter Beds which were built by the East London WaterWorks Company following London's worst ever outbreak of cholera in 1852. The filter beds played a vital role in supplying the city with clean drinking water and making sure such epidemics were never repeated. The filter beds have been transformed from derelict, inaccessible industrial structures into nature reserves which allow the local community to get close to nature and understand the history of the area. The project demonstrates the multi-functionality of heritage assets – the filter beds and well heads remain largely intact and are being actively used as nature reserves providing a haven for wildlife and a fantastic visitor experience.

The area's water supply heritage is being retained and reused to create an enhanced sense of place which reminds visitors of the vital role the area once played, and continues to play, in supplying London with clean water.

At Walthamstow Reservoirs another project is underway to revitalise the valley on the back of its distinctive historic landscape. The nature conservation value, industrial heritage, operational functionality and landscape character of the reservoirs is unparalleled in London. The Walthamstow Wetland project aims to conserve and promote this hidden heritage and enable more people to access and appreciate it. The ten operational drinking water reservoirs contain a range of habitats and experiences, from sheltered dense scrub lined banks to wide windswept views towards Central London.

The Victorian Marine Engine House pumping station and the Coppermill building are relics of the site's evolution, with only parts of the Coppermill building still in operation use. The Marine Engine House will be restored and used as a new visitor centre and an elevated viewing platform is being added to the Grade II listed Coppermill building.

The new distinctive urban wetland nature reserve and learning centre will be unprecedented in size in London. Recast as Walthamstow Wetlands, the 211 hectare site, previously closed to the public, will open in 2017 and give visitors free access to its natural, industrial and social heritage in one of the capital's most diverse and populous urban areas.

Comparable Schemes

- Wandle Valley, Wandsworth, Merton, Croydon and Sutton

The Old Vinyl Factory, Hillingdon

642 new homes

Global Academy for 800 students

The £250 million regeneration of The Old Vinyl Factory, is creating a new mixed use place that is respectful of its rich musical heritage.

This large-scale development by U+I, re-introduces employment to a globally renowned site and puts Hayes back on the map as a centre of innovation and technology. The site's musical past has been used to create a distinctive development - a new eclectic quarter of London which is memorable for visitors and a draw for potential residents.

Hayes has long been associated with the music industry with EMI and HMV establishing their headquarters at the site in 1907. The site became a global centre of vinyl record production and accommodated a workforce of 20,000 at the peak of EM I's operations.

While none of the original buildings on site are listed, the design of office and industrial blocks in the distinctive Art Deco style of architects Wallis Gilbert and Partners is testament to London's industrial architecture in the early to mid-twentieth century.

EMI left the site in the 1980s. After briefly becoming a business park, U+I acquired the site in 2011 and developed a masterplan with architects Studio Egret West, establishing its brand and architectural design around EMI's heritage. Some of the existing early 20th century industrial character of the Botwell Conservation Area is maintained through façade retention and sympathetic materials and colour palettes.

The Record Store has an original Art Deco façade, and is being extensively refurbished and modernised by architects Allford Hall Monaghan Morris. Launching in September 2017, the building will offer businesses creative new spaces in the heart of The Old Vinyl Factory. The retention and retrofitting of some of the site's original Art Deco buildings while infilling remaining parts of the site with new development optimises capacity, delivering 642 new homes, and 750,000 sq ft of commercial and leisure space, including a 3-screen cinema and live music venue. In paying homage to Hayes' industrial legacy, a sense of cultural continuity and identity has been created.

In September 2016 the Global Academy, a university technical college specialising in the broadcast and digital media industry, opened its doors to its first students – continuing the site's musical associations.

Hayes was not just a pressing plant; it was a global hotspot of technological innovation. Advances in radar, computing, broadcasting and medical science were made at EMI's Central Research Laboratory (CRL). Inspired by this history of innovation an updated CRL has been created, giving space and resources to a new wave of makers and entrepreneurs. This facility joins a number of other high-tech companies already on site, including SITA, Sonos, Champ Cargosystems and Go Daddy EMEA. The legacy is further enhanced by the opening of the Global Academy, which will reach its capacity of 800 students aged 14-18 in September 2017.

The regeneration of the EMI site links Hayes' industrial legacy with Hillingdon's wider growth aspirations and the masterplan has been credited for spatially integrating the site with Crossrail, Heathrow Airport expansion and the redevelopment of Hayes town centre. The ripple benefits are evident in the re-purposing of the nearby Grade II listed Enterprise House, which is on the Heritage at Risk Register. The proposed residential use of Enterprise House makes the redevelopment viable and should ensure long-term conservation of this heritage asset. Investment in The Old Vinyl Factory has therefore created a virtuous circle increasing the viability of other more difficult to restore heritage assets while delivering housing and employment.

Comparable Schemes

- Former RAF Hendon site, Barnet
- The Royal Arsenal, Greenwich

"We're blessed with a lot of volume, big windows and atriums – spaces you'd be hard pressed to find in many of today's newer office buildings… They have the kind of distinctive features you could never create now, and, the most green use for any building is to reuse it."

Paul Monaghan, Allford Hall Monighan Morris Architects

© U+A Plc

“The biggest challenge in the scheme was ensuring that the original roof [in the tent building] was retained and remained the showpiece component of the new design.”

Paul Taylor, Chelsfield Partners

© Gareth Gardiner

100,000 visits in first four weeks

Threefold increase in exhibition space

72 homes funding long term-conservation

Design Museum, Kensington and Chelsea

The redevelopment of the former Commonwealth Institute as the home of the Design Museum saves the building's iconic copper-covered hyperbolic paraboloid roof by bringing it back into active use.

The relocation of the Design Museum from Shad Thames to Holland Park in West London offers the museum a chance to expand its exhibition and collection space within the adaptable atrium structure of the former Commonwealth Institute, located adjacent to Kensington High Street.

The original building, completed in 1962, was designed by architects Robert Matthew Johnson-Marshall and Partners. The structure's copper-clad hyperbolic paraboloid roof is an internationally important example of mid-century, modernist architecture which sharply contrasts with the more traditional townscape in surrounding Holland Park and High Street Kensington. The site is also notable as a successor of the Festival of Britain with the sweeping curves of the roof evoking tent-like structures, continuing Kensington's legacy as London's centre of museums and cultural attractions.

The Grade II* listed building had fallen into a state of disrepair after the Commonwealth Institute left the premises in 2004 and the building was put on the Heritage at Risk Register. A team of designers including John Pawson Architects, Allies and Morrison and OMA were appointed in an international design competition to re-purpose the building as the new home of the Design Museum. The long term preservation of the building's dramatic roof was crucial to proposals with the creation of housing in the former administration building financing the repair and restoration of the building's features of historical value.

Design and engineering ingenuity ensured the legacy and significance of the building, while improving its performance and accessibility. One of the building's original flaws – being set back and not visible from Kensington High Street – was reworked by kinking the approach from the High Street, animating the route with signage and alternating between openness and enclosure to elicit a sense of anticipation for the visitor on approach.

The previously deteriorating heritage asset has been restored as a modern cultural icon which increases exhibition, collection and educational space to 10,000 m^2. Already the museum is proving popular - in the first four weeks it welcomed 100,000 visitors and projections predict over 500,000 annual visitors[32].

The museum's relocation and the attention paid to its relationship with the wider area also look set to bring positive economic effects far beyond the site's boundary. The development adds to the existing rich cultural offer in Kensington, and extends the visitor economy from the South Kensington Museum Quarter up to Kensington High Street and Holland Park.

Comparable Schemes

- Great Court and Education and Information Centre, British Museum, Camden
- Museum of London Docklands, Tower Hamlets

[32] bdonline, December 2016, *Relocated Design Museum hails visitors' tonic*

Poplar Baths, Tower Hamlets

100 council-rented homes

New swimming pool, gym and rooftop football pitch

The Grade II listed Poplar Baths have been restored to an active leisure use, following closure as a public baths in 1986.

The baths were built in 1934 to provide washing facilities for the East End's poor. The Art Deco style baths, built to the design of Harley Heckford, originally included a large swimming pool that could be used as an entertainment hall in winter. The most significant feature of the building is the ceiling of reinforced concrete hyperbolic ribs, supporting a glazed roof structure which was innovative in bringing natural light inside. The baths were the first example of this lighting and roof structure in a publically funded civic building.

Despite a community campaign resulting in the baths being Grade II listed in 2001, the building was in a state of disrepair and was placed on the Heritage At-Risk Register. Severe corrosion had occurred to the roof structure as a result of water vapour and chlorine resulting in the closure of the building in 1986 and a slow descent into dereliction.

A public private partnership was initiated between developer Guildmore and Tower Hamlets Council to return the baths to public use, remove the building from the Heritage at Risk Register and provide a viable, sustainable future and other important public benefits.

As well as making the project viable and saving the most valuable heritage assets –partial demolition enabled the development of new leisure facilities.

The developer and project architects, Pringle Richards Sharratt, sought to retain the most historically significant components of the structure while ensuring the remainder of the new development could be adapted to a modern community-orientated use. The team made the difficult decision to rank the heritage assets into categories of significance and partially demolish the parts of the building containing the assets of lesser significance. This approach is credited with making the project financially viable while saving the most significant elements.

The development has resulted in dividends for the local community. The pool was moved to the new building, and a new gym and rooftop football pitch were added. This allowed the former pool hall to be restored as a multi-purpose sports hall. The building with its refurbished Art Deco entrance vestibule and new café area opening onto East India Dock Road is once more a leisure venue for the community.

The project formed part of a wider regeneration scheme which saw the delivery of 60 new homes for social rent on a council owned site immediately adjacent and a further 40 nearby, incorporating a high proportion of family sized dwellings.

The project has allowed the bath's historically significant features to be enjoyed by future generations and assisted in meeting Tower Hamlets vision to create 'a great place to live'. Moreover, the building's re-use continues the site's legacy as a public leisure centre for the surrounding community.

Comparable Schemes

- Kentish Town Baths, Camden
- Marshall Street Baths, City of Westminster

"Conservation is instinctively about preserving historic fabric so we didn't arrive at this strategy easily. But the principle of conservation deficit weighs the cost of repairs against the end value of the building and we had to settle on a plan that ensured the most viable end use possible."

Patrick Quinlan, Project Manager, Guildmore

© Edmund Sumner

"The approach to the regeneration of the retained heritage buildings themselves has been to explore sensitive ways to make them fit for new uses and to deliver new urban settings that unlock their inherent value and provide them with a sustainable future."

Ian Morrison, Chief Executive, The Architectural Heritage Fund

© GMJ smooth.co.uk

2,000 new homes

3.5 million sq ft employment

700 apprenticeships

King's Cross, Camden and Islington

King's Cross represents one of the largest regeneration projects in London's recent history. The development will provide a mix of office, retail and residential development to support a new population of over 42,000 people.

The development of King's Cross presents perhaps London's most successful example of large scale regeneration which puts heritage at the centre of placemaking.

King's Cross is located within one of London's Opportunity Areas. The redevelopment will provide almost 2,000 new homes, 19 new office buildings providing 3 million sq ft of commercial floorspace, and 500,000 sq ft of new retail space on 67 hectares of land. Already the development is paying dividends to Londoners in a number of ways. At one end of the scale, the Construction Skills Centre on York Way has helped 450 young people gain a qualification and has facilitated over 700 apprenticeship placements. At the other end 1.1 million sq ft of office space has been constructed and Google have confirmed their UK headquarters will be located in the development. Since construction commenced in 2012, Londoners have witnessed the transformation of this historic area and the creation of a new quarter of the capital.

Twenty historic buildings have been restored and refurbished, and many have become focal points such as the popular Granary Building – now the University of the Arts – and accompanying transit sheds, enhancing the setting and our understanding of the two Grade I listed railway stations and this major phase in London's story.

Industrial heritage and history have been integral to the redevelopment of King's Cross. The area developed as a transport and industrial hub in London in the 19th century, home to the Pancras Gasworks and Great Northern Railway's London terminus. However, by the late 1990s and early 2000s the area had begun to decline and many of the buildings were derelict and underused. The importance of this industrial heritage has not been lost through the new development, even the building names (the German Gymnasium, Granary Building, Coal Drops etc.) pay homage to their former uses.

Three listed gasholders, known as the 'triplet gasholders' have been repaired and relocated to the north of the site to provide a range of residential dwellings, a bespoke response to the site's industrial history. The historic railway buildings have also been put to new and innovative uses which respect their heritage but bring them into present day use. New uses are being found for the buildings which form part of Lewis Cubbitt's designs for the Goods Yard. These are likely to include popular brand names demonstrating the lure that heritage and place-making hold commercially as well as aesthetically.

Alongside development of buildings, public realm has been central to the success of King's Cross. Early investment was made in key public spaces, such as Granary Square, which have been fundamental to creating a sense of place by utilising the site's heritage and character to bring the development alive. These public spaces also provide an opportunity for Londoners and visitors alike to come together and enjoy this unique part of London, facilitated through a programme of regular events designed to encourage public engagement with the development.

King's Cross, Camden and Islington

"King's Cross is an exemplar of good growth – it demonstrates large scale development working with the existing historic grain of the city. The way it re-uses heritage assets, respects historic character and protects and enhances vistas and views is fundamental to its success."

Morwenna Hall, Senior Projects Director, Argent LLP

To support the architectural and built response to the area's heritage, Argent LLP sponsored a Heritage Strategy for the scheme to ensure local people and Londoners could engage with the site's history. This included setting up a visitor programme with initiatives for encouraging visitors to engage with heritage, including a heritage trail app, guides and a collaborative exhibition.

More widely, local community and stakeholder involvement has been central to the project's success. Early and regular consultation with a range of stakeholders and a partnership approach to delivery has built consensus and balanced multiple views and objectives to create a sense of collective pride and ownership.

Located in a London Plan Opportunity Area, the development is having a ripple effect across the wider area.

The development of King's Cross has not only transformed the development site, but has acted as a catalyst for the wider regeneration of Camden and Islington. This includes supporting Camden Council's Community Investment Programme which refurbishes estates around King's Cross, the transformation of the Caledonian Road and the proposed redevelopment of Euston Station.

King's Cross Station

The redevelopment of the historic King's Cross Station has supported the wider transformation of the area. Built as the London hub of the Great Northern Railway, work commenced in 2007 to improve the functionality of the station through provision of new entrances and upgraded facilities.

The façade of the Grade I listed building was fully revealed for the first time in 150 years, and alongside the provision of new retail space, the redevelopment created a 75,000 sq ft square in front of the station. The new western concourse opened in 2012 ready for the London Olympic Games.

The station is now used by 50 million commuters per annum[33], and together with St Pancras Station forms a world renowned transport hub of grandeur and architectural quality worthy of a world city. As a gateway to London from the continent, London's heritage is being used to build its international reputation.

Comparable Schemes

- Euston Station redevelopment, Camden
- Paddington Basin, City of Westminster

[33] thetrainline.com

© Hufton + Crow

The carefully planned square and connecting passage ways provide thrilling glimpses of Wren's architecture

© Stu Smith

Appropriate setting for St Paul's Cathedral

High profile tenants, including LSE

Paternoster Square, City of London

The Paternoster Square redevelopment replaced an insensitive 1960s scheme which detracted from the setting and appreciation of London's most distinctive silhouette, St Paul's Cathedral.

Paternoster Square, beside St Paul's Cathedral, was once central to the publishing industry, full of bookshops, printers, stationers and warehouses. On the night of 29 December 1940, the City of London was hit by one of the heaviest night raids of the Blitz. Businesses such as Simpkins and Marshall, Hutchinsons, Blackwoods, Longmans and Collins sustained serious damage. What followed was a 1960s monolithic office and shopping complex whose insensitive design and public realm detracted from the experience of the cathedral's beauty.

Developers, Stanhope and Mitsubishi Estate Company, recognised that what matters at Paternoster Square is the square itself, the setting it provides for St Paul's and the way the streets that lead into it link back into the City of London. At the heart of the scheme, designed by Sir William Whitfield, is a large, irregularly shaped square. This is separated from St Paul's by the Chapter House and a small new building designed by Whitfield, which mean that the new square is not overawed by the Grade I listed cathedral.

The development restores the lines of the ancient streets including the creation of a narrow alley, Queen's Head Passage, running straight from Newgate Street to the north transept of St Paul's. The narrow sliver of transept and dome framed by the passage gives a thrilling glimpse of Wren's architecture.

The redevelopment includes the return of Temple Bar to the Square Mile. This Portland stone arch, designed by Sir Christopher Wren, served as a gateway to the City of London for two centuries until it was removed to a Hertfordshire park. While the age of the structure is evident from its worn stonework, it has provided an unusual opportunity for the conservation of an ancient monument in the heart of the City as close to its original position as possible. Temple Bar is the only surviving City of London gateway, but now makes that part of the City's story tangible again.

The resulting development is a sensitive scheme which responds to its setting under the shadow of St Paul's Cathedral. It provides some 70,000m^2 of office space, retail outlets and cafes but in no way tries to compete with the cathedral. Instead it forms a fitting foil by reclaiming and reworking the public space, providing seating and public art and carefully modulating building heights to allow a remarkable amount of sunlight to enter the square – ensuring it is full of city workers on a summer lunchtime. The development has also improved the setting of Grade II* listed Chapter House, also designed by Wren, providing a more sensitive context to the cathedral.

Research by the City of London revealed that the level of importance businesses attach to the public realm as well as the diversity and mix of legacy and new building stock is a key differentiator for the area[34]. Paternoster Square, which combines all of these aspects, has therefore succeeded in attracting high profile, long term tenants such as the London Stock Exchange – a dramatic improvement from the 1960s development which struggled to attract occupants and had many vacant units by the 1970s. The scheme demonstrates the long-term benefits of heritage-led regeneration.

Comparable Schemes

- Duke of York Square/Saatchi Gallery, Kensington and Chelsea
- St Martin-in-the-Fields, City of Westminster

[34] City of London Corporation and the City Property Association, 2015, *Future Workstyles and Future Workspaces in the City of London*

Conclusions

The Mayor of London is examining how to develop the city according to the principles of good growth. This study has explored the concept in respect of London's heritage and illustrated it through a series of case studies.

The case studies represent the many ways in which heritage and its management lead to successful growth in London and underpin the capital's special character and sense of place. London's historic environment supports the provision of environmental and aesthetic improvements, and wider benefits of new jobs, homes and increased vibrancy. It forms part of the 'brand' of London's places and provides a unique context, which acts as a catalyst for good growth in London.

The study has demonstrated that heritage is fundamental to good growth because:

- Heritage is at the heart of 'London-ness' and Londoners' identity
- Heritage is an inherent part of successful change in London
- Heritage delivers dividends

Better Understanding and Valuing: Heritage is at the heart of 'London-ness' and an essential element of London's current and future character

A place's history can be used to create or reinforce both 'London-ness' and local distinctiveness, for example the Old Vinyl Factory used the site's original role as a globally significant site for the music industry in the 20th century to create a brand for the new development.

The case studies demonstrate the importance of **integrating protection and enhancement of historic assets with innovation and creative architectural responses to provide wider benefits.** The retention of the copper-covered hyperbolic parabolic roof at the Design Museum is an example of this.

Successful place making recognises the value of the setting of heritage assets, and how well designed public realm can support this. At Paternoster Square an insensitive 1960s complex was replaced with a carefully planned development which responds to its setting in the shadow of St Paul's Cathedral. The scheme has attracted long-term high profile tenants who make an important contribution to the functioning of the City of London as an international financial centre.

Act as a Catalyst: Heritage is an inherent part of successful change in London

Heritage needs to inform the planning process from the outset and a range of options need to be considered during scheme development. In the St Mary of Eton Church project rather than selling off the Grade II* listed church, 27 new homes were constructed around it, bringing life and regeneration to this deprived part of East London and facilitating an innovative funding mechanism which created a sustainable income source for community facilities.

A supportive planning framework which recognises the vital role heritage plays in place making can guide successful developments. For example the Lee Valley Park Development Framework has guided the restoration and revitalisation of the Park. It sets out a vision for the Park which includes "an integrated Park character that celebrates local distinctiveness" and "protecting and celebrating" heritage assets, therefore ensuring that all development and interventions take heritage into account from the outset and recognise the importance of the Park's heritage in creating its character and landscape today for visitors tomorrow.

A strong leader or advocate for the project who recognises that heritage is fundamental to good growth is a common denominator in the case studies. At Greenwich Market, the Project Manager boldly abandoned a previous scheme for a more sensitive enhancement approach which is getting positive results.

Deliver Outcomes: Investment in heritage delivers dividends

All of the case studies have delivered dividends for the local community and London as a whole in the form economic benefits such as new jobs or increased footfall, social benefits such as new homes, or environmental benefits in the form of a revitalised public realm or new quarters of the city available for them to enjoy.

King's Cross highlights the benefits of early investment in heritage and masterplanning to create a sense of place and encourage investment. The scheme will deliver almost 2,000 new homes and 3 million sq ft of commercial floorspace, much of which is already occupied by international companies such as Google.

Successful heritage-led developments create ripple effects across the wider area, for example Bankside Power Station has played a major transformative role in creating a new destination in London using the historic building as the anchor.

Incremental changes can also have a big impact over the longer term, for example at Tottenham High Road a series of interventions celebrating the area's heritage will continue to underpin the successful revitalisation of the wider town centre.

Engages People: Heritage is at the heart of Londoners' identity

Communities must be able to participate in and celebrate their heritage. Londoners' experiences of their city, its landmarks and its everyday historic environment, must be fostered as an invaluable tool for improving social cohesion, breaking down barriers and ultimately creating places which they are proud of. In Kingston 69% of the borough's residents supported championing the area's historic and cultural heritage more strongly as a destination for tourism. Their engagement in the redevelopment of the town centre allowed them to positively steer change to create spaces which they are proud of.

Londoners value the contribution that heritage brings to their local neighbourhoods on a daily basis. The Thrale Almshouses, Deptford Market Yard and Plaistow Hospital case studies all illustrate that communities like to live, work and play in historically rich places.

Londoners at the Vinyl Factory Canteen

Recommendations

The findings of this study should inform the Mayor of London as he further develops the concept of good growth and prepares the next iteration of the London Plan and other Mayoral strategies. The recommendations below are intended to contribute to this.

Recommendation 1: Define the term 'good growth', ensuring that it is aligned with sustainable development and recognising that heritage and its management are fundamental to it

The scope and definition of the term 'good growth' appear to be fluid unlike the seemingly analogous term 'sustainable development' which is defined by the NPPF. In order for the term to be clearly understood and applied, good growth needs to be defined, so that it is aligned with sustainable development as expressed by national policy.

National policy clearly identifies the management of the historic environment as an environmental dimension and core principle of achieving sustainable development. Therefore to ensure alignment heritage management must be an essential element of the Mayor's interpretation of good growth.

Recommendation 2: Update the London Plan and other Mayoral strategies to reflect the concept of good growth and the integral role that heritage management plays

The case studies show that heritage-led regeneration and heritage inspired design and place making create successful, interesting and characterful buildings, spaces and places.

Historic England has called for a strategic Heritage Strategy for London to be produced in *Keep it London*. This review of good growth has further emphasised the need for a strategy that informs the development and implementation of policies in the new London Plan and other Mayoral strategies - not just those related directly to planning issues but also culture, regeneration, economics and environment matters. A Heritage Strategy should be used as a thread to inform a range of strategic issues that will support the delivery of good growth, from policy to implementation.

The case studies have demonstrated that identifying and understanding the heritage interest of a building, space or place from the start and throughout the planning and design process delivers economic, environmental and social dividends. Active management of the historic environment as a key agent of change can ensure positive regeneration that creates good growth that enhances the lives of communities. The London Plan review provides an opportunity to build on these lessons and embed them in a more robust heritage-led regeneration policy that can be applied strategically, as well as through Borough Local Plans and community led Neighbourhood Plans.

In this context and drawing on the ingredients which this report has identified, the London Plan should consider incorporating the following elements in any future policy that delivers heritage-led regeneration:

- Demonstrate a clear understanding of the historic environment and the heritage values it contains. Define its contribution to local distinctiveness through a supportive planning framework which sets a clear vision that recognises the vital role heritage plays in place making.
- Use the knowledge gained as a basis from which to inform change; using the heritage interest constructively to inform the planning and design process. This includes integrating the conservation and enhancement of heritage assets and their settings with innovation and creative architectural and contextual responses that contribute to their significance and sense of place.

Retained 10 Mortimer Street next to new development at Fitzroy Place

- Through proactive management from the start of the development process, engage and collaborate with key stakeholders including Historic England and borough heritage specialists, as well as local communities in the key decisions.
- Apply the above principles to all forms of development where there are heritage interests regardless of scale, nature and location. This includes cases of incremental change, where a place's character can be impacted through disconnected proposals.
- Evaluate and monitor the outcomes of regeneration schemes, so that the benefits derived from investing in the historic environment are captured and used to inform subsequent initiatives and policy reviews.

Recommendation 3: Ensure that understanding of heritage significance and relevant designations are up to date at the beginning of the process

To manage heritage effectively and ensure that it is used to amplify the benefits of growth its significance needs to be understood in terms of the contribution it makes to a place's community, economy and environment. This should be evidence-led, with a strategic approach underpinned by a thorough understanding of its condition, the challenges it faces and the opportunities it presents. Historic England's Enhanced Advisory Service is available to support this.

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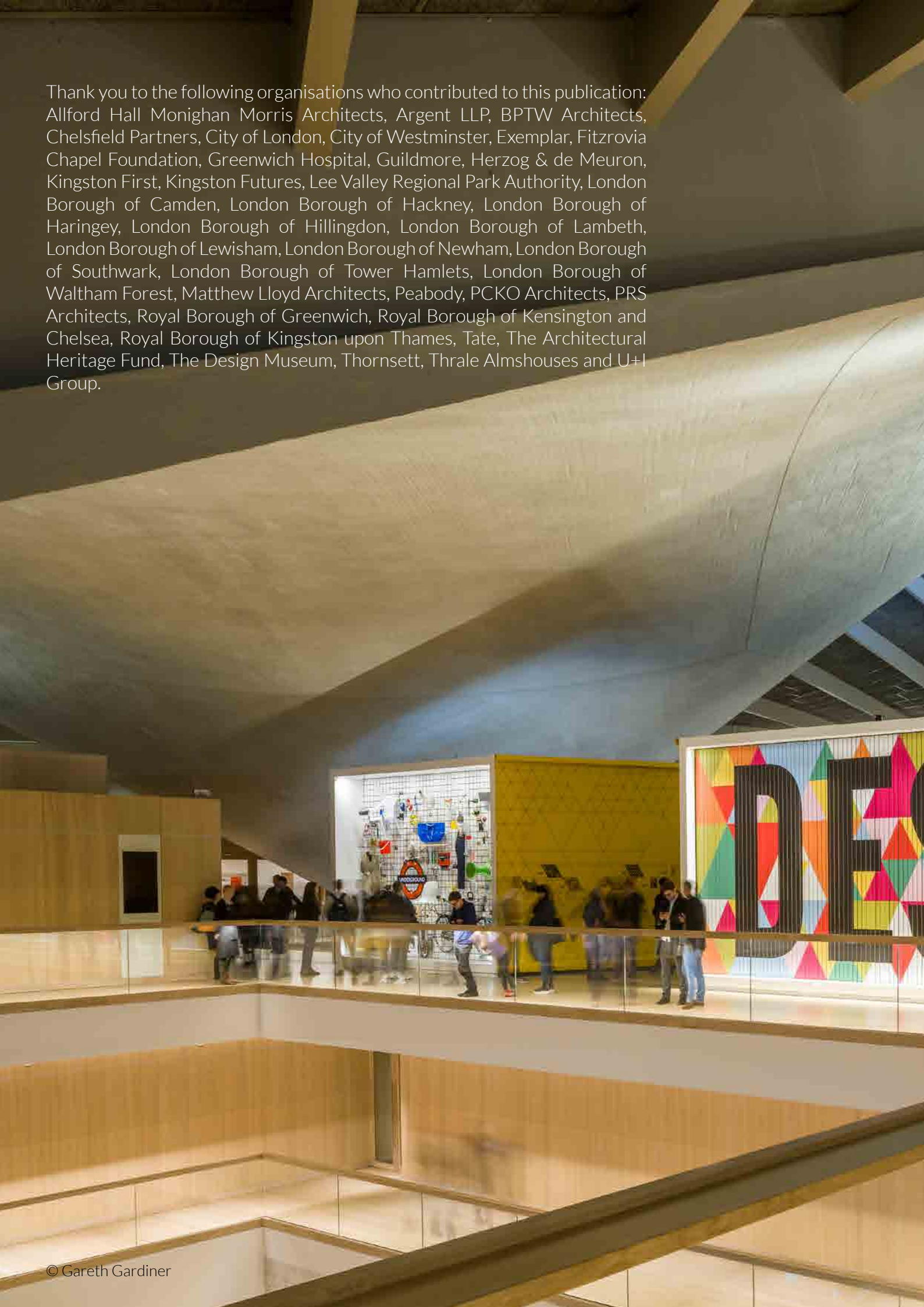

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Hyperbolic paraboloid roof of the Design Museum

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