



IQL NORTH SOCIAL VALUE REPORT



INTRODUCTION

SOCIAL VALUE REPORT | IQL NORTH

INTRODUCING HADLEY

In January 2022, Hadley Property Group acquired IQL North in Stratford, London Borough of Newham, aspiring to redevelop the site and provide new homes and commercial and community spaces. The site housed a former marketing suite and vacant, underutilised brownfield land. With ample space and a site highly accessible by the local transport network, Hadley recognised a unique opportunity to revitalise the space and curate an exciting, varied meanwhile offering for the duration of the IQL North planning process.

To bring this vision to life, Hadley employed the help of Heart to Heart Collective and Nomadic Community Gardens, two organisations rooted in wellness and community impact. In June 2022, The LightHouse and Gardens was established, providing a much-needed community health and wellbeing hub for residents of Newham.

This Social Value Report details how Hadley Property Group, alongside their meanwhile use operators, created tangible and measurable impacts at IQL North. The report has been informed by social value monitoring, case study development and impact assessment undertaken with support from Origin Consult, helping to evidence the outcomes and legacy generated through the project.

Very few places in London have achieved the levels of community cohesion that the LightHouse and Gardens has. When calculated in financial terms according to the Institute for Social Value's Scope 3 measuring tool, the LightHouse and Gardens has delivered an estimate of £2,904,260.90 in social value, equating to £6.93 of social value for every £1 spent by Hadley Property Group.

£2,904,260.90

OF SOCIAL VALUE CREATED, EQUATING TO
£6.93 OF SOCIAL VALUE FOR EVERY £1 SPENT BY
HADLEY PROPERTY GROUP

15,000

VISITORS TO THE LIGHTHOUSE AND GARDENS

1,008

HOURS OF FREE USE PROVIDED AT THE
LIGHTHOUSE

1,280

HOURS OF PAID WORK EXPERIENCE

15

PERMANENT EMPLOYMENT ROLES,
EXCLUSIVELY FOR LOCAL PEOPLE

WHAT IS SOCIAL VALUE?

Social Value can simply be defined as positive impacts on society or a community of people, measured across three key factors - economic, environmental and social.

The concept of Social Value is continuing to gain momentum across industries, with organisations seeking out ways to make an impact that goes beyond their financial bottom line. To effectively deliver Social Value, it is important to understand and directly respond to specific challenges and needs.

Through early mapping of social infrastructure and research into key indicators of deprivation in the London Borough of Newham, Hadley identified the most prevalent areas of need and social groups that would benefit most from access to additional resources.

It was through this research that the Lighthouse and Gardens was first conceptualised at IQL North. Hadley sought to establish a meanwhile use space that was equally flexible, diverse and accessible. The bottom line was to create a venue that was welcoming all while having the flexibility to evolve with the local community.



ACTIVATING VACANT SPACES

WHERE IT STARTED

The LightHouse and Gardens was conceived to activate the dormant IQL North site in advance of redevelopment, transforming it into a vibrant community hub. Hadley sought to find providers to manage the space that would not only support community engagement but also support Hadley's objectives around providing skills, employment, community building, mentoring, and health and wellbeing. The providers would be given the space at no cost and provided with start-up funds to create the services envisioned.

The Heart to Heart Collective and Nomadic Gardens were successful in their applications and catalysed the transformation of part of the site into a dynamic space for health, wellness, and communal growth. This activation formed phase one of the meanwhile use programme, occupying a quarter of the site from the western edge.



Marketing suite photographed in 2021



Gardens photographed in 2021

HOW IT TRANSFORMED

THE LIGHTHOUSE AND GARDENS



THE LIGHTHOUSE

An indoor community space, serving as a venue for local residents, practitioners, charities and social enterprises. Over half of the time for hiring the LightHouse is reserved for charities and social enterprises for free to support the respective organisations in delivering their services to the community. The Heart to Heart Collective, which brought extensive knowledge and expertise in the health and wellness field, programmed diverse community activities and events that focused on health, wellbeing, and empowerment. Management of the space was later handed to a local Newham resident, providing a secure, long-term employment opportunity.

In the completed IQL North development, the LightHouse will be reprovided to facilitate community provisions with a focus on skills and employment training for east Londoners.

GARDENS

An open-access community garden for local residents and visitors, designed to encourage social interaction and strengthen community bonds. The garden features allotments for food growing, space for cultivating flowers and plants, children's play areas and a performance stage. Free hire of the garden for private events is offered local groups rooted in making positive contributions to the community.

Initially conceptualised by Nomadic Community Gardens, a social enterprise that seeks to transform underutilised urban spaces into community gardens and growing spaces. Like the LightHouse, the space went on to be managed by a local Newham resident, offering them secure, long-term employment.



THE EXISTING CONTEXT

UNDERSTANDING LOCAL NEED

Our meanwhile use strategy was informed by the existing local context of Stratford and wider Newham. The London Olympics of 2012 was a catalyst for significant economic growth and new infrastructure in Stratford. To facilitate the games and the millions of spectators it would bring, a comprehensive, fast-tracked regeneration project went underway to clear contaminated earth, open up ex-industrial land, remove waste and build the ambitious Olympic facilities and supporting infrastructure. What was once an area characterised by defunct industrial uses and contaminated brownfield land became the now green, economically vibrant Queen Elizabeth Olympic Park.

The QEOP in 2022



The QEOP under construction in 2007



More than ten years on, the positive impacts of Olympics can still be felt. Thousands of new homes have been delivered, with more to come in the planning pipeline, a five-figure uplift in job opportunities and new educational and cultural hubs that have become a defining character of the QEOP, particularly in its ambitious East Bank development.

However, the Olympic Legacy has not been a wholly successful one, with housing delivery falling short of anticipated targets - particularly that of affordable and social rented homes. Set within the context of what remains one of the most deprived London boroughs, many new homes have been deemed unattainable for existing Newham residents. Perceived disparity is deepened by the stark contrast in character between 'old' and 'new' Stratford, leaving many to feel the benefits of the 2012 games have been unequally experienced and long-standing residents are being priced-out of the area.

OUR STRATEGY

RESPONDING TO LOCAL NEED

The two most prevalent issues contributing to deprivation in Newham are health and employment, indicating a clear gap in which more services and opportunities are required to support local people. Hadley Property Group's meanwhile strategy was programmed to directly respond to these needs, supporting those disproportionately impacted by deprivation while creating a space in which all people felt welcomed and could socially mix.

Over the two years since The LightHouse and Gardens opened, the activities delivered and their associated impact have evolved. Underpinned by strong connections to local stakeholders and enabled by a good working relationship between Hadley and the partnering organisations, the LightHouse offer has been continually adapted to better meet the needs of local people. This has led to greater diversity of activities, greater impact and improved engagement.

Seven key performance indicators were established, setting out headline targets to be achieved through various initiatives on site.

KPI	OUTCOMES
Number of practitioners, charities and SMEs utilising the LightHouse and Gardens to deliver services	178 social impact and community groups were given priority bookings and access to the space at no cost.
Providing training and upskilling for local people	A range of training was provided from the space by Heart to Heart and Nomadic Gardens, including first aid training, business and grant writing and lessons on horticultural practices and growing fruit and vegetables.
Provide volunteering opportunities	In the first year of use, 34 individuals volunteered in the garden, predominantly comprised of neighbouring residents and people from in the borough.
Creating jobs for local people	The long-term goal was for the local community to take ownership of the site. Seven permanent roles were established, offered exclusively to Newham residents. Managerial roles were given to locals within walking distance on the site.
Creating opportunities for those far from the job market	The most senior role in the management of the Garden was given to a local person who had been a long-term carer and unable to participate in the job market for an extended timeframe.
Creating or improving existing public realm opportunities	15,000 people visited the gardens, including 500 visits from local schools and nurseries and over 140 species of flowers planted.
Supporting young people with skill development, empowerment and confidence	Six schools and youth-based organisations utilised the space to deliver empowerment and upskilling services to young people.

KEY SOCIAL VALUE THEMES

To report back on this impact, Hadley Property Group has analysed the demographic and user profile data, and interviewed users and beneficiaries to understand what has actually been delivered to date and the impact it has had, whether positive or negative.

Based on these findings, six social value themes specific to The LightHouse and Gardens have been identified. These captured the specific activities taking place on-site while demonstrating how it has responded to local social and economic needs and policy priorities of Newham Council and the London Legacy Development Corporation as local authorities.

1. Health and Wellbeing

Supporting individual and community wellbeing through providing space for practitioners to deliver free and low cost services that support physical and mental health.

4. Business Resilience

Providing free or low cost space to local charities and business support to community and charitable organisation to support them in delivery of their services and growing their reach.

2. Access to Public Space

Access to public space: the provision of a community garden that delivered a large amount of outdoor space for local residents.

5. Employment and Skills

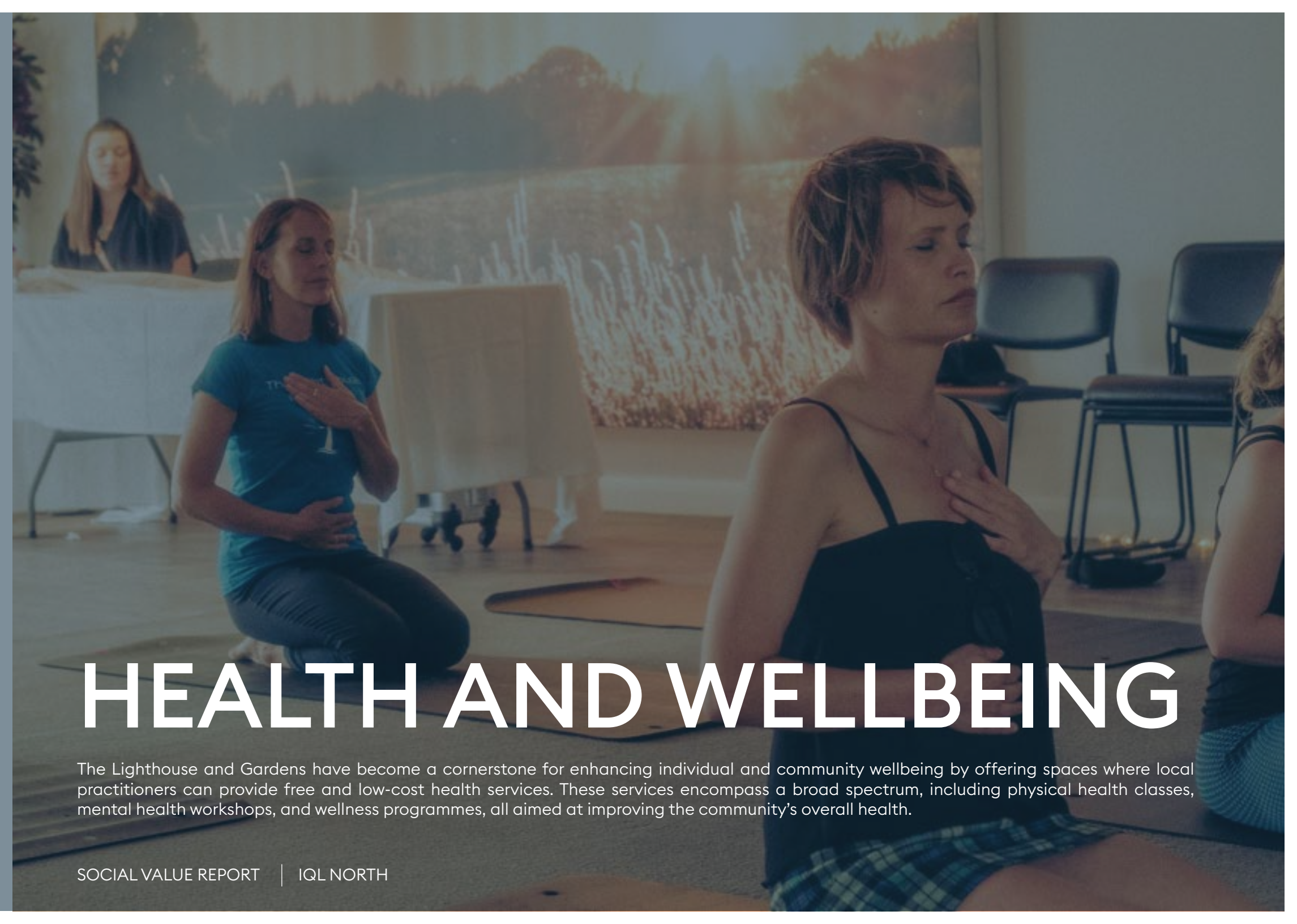
Employment and skills: delivering volunteering and skills and training opportunities to the local community that either transferred to jobs on site or to job opportunities in the wider market.

3. Community Cohesion

Community cohesion: bringing together different communities through diverse activities and events that aim to combat loneliness and isolation whilst fostering new connections.

6. Confidence and Capability Building

Confidence and capacity building: providing opportunities for leadership training and integration with different communities.

A group of people are practicing yoga or meditation in a room. In the foreground, a woman with short brown hair is sitting cross-legged, wearing a black tank top and a plaid skirt, with her hands resting on her chest. To her left, another woman with long brown hair is kneeling, wearing a blue t-shirt and dark pants, also with her hands on her chest. In the background, a third woman is sitting at a table covered with a white cloth. A large mural of a sunset over a field is projected on the wall behind them. The room has a wooden floor and several black chairs are visible in the background.

HEALTH AND WELLBEING

The Lighthouse and Gardens have become a cornerstone for enhancing individual and community wellbeing by offering spaces where local practitioners can provide free and low-cost health services. These services encompass a broad spectrum, including physical health classes, mental health workshops, and wellness programmes, all aimed at improving the community's overall health.

Q. WHY IS HEALTH AND WELLBEING IMPORTANT IN THE LOCAL AREA?

Wellbeing is an important outcome that is directly related to an individual's quality of life. Following the Covid-19, there was general consensus that people, especially those with physical and mental health needs, were still isolating themselves and action was needed to encourage them to integrate back into society.

Contributing to good individual and community wellbeing involves interventions which support healthy lives, brings communities together and helps individuals become more resilient.

Q. WHAT WELLNESS ACTIVITIES HAVE BEEN DELIVERED AT IQL NORTH?

A diverse array of wellbeing practitioners have been drawn to the LightHouse, attracted by its open and supportive environment. These practitioners offer a wide range of services, from mental health support to physical fitness classes, catering to the holistic needs of the community.

To further engage the community and introduce them to the variety of available wellness activities, Heart to Heart Collective supported and empowered providers to host events and advertised them to a wider audience, so there could be more collective gain. These events, featuring taster sessions from various providers, have allowed community members to explore different wellness practices, encouraging them to adopt those that best meet their health and wellbeing goals.

Furthering its commitment to community wellness, Hadley has also provided financial support to several providers, enhancing their ability to deliver activities and extend their reach within the local community. This financial assistance, part of a broader initiative to fund health and wellbeing activities at IQL North, underscores the project's dedication to removing barriers to wellness. By subsidising the cost of these activities, the LightHouse ensures that financial constraints do not hinder community participation in health and wellness programmes.



CASE STUDY

VINE CONNECT

Vine Connect, a CIC focused on engaging and empowering the Black communities within the London Legacy Development Corporation (LLDC) boroughs held a series of events at The Lighthouse. One event focused on Black health, distinguishing itself by addressing the unique health challenges and disparities faced by the community. A key moment of this event was a presentation by a Black GP who highlighted the critical differences in how physical health symptoms may present on Black skin compared to lighter skin tones. This discussion heightened awareness and advocacy when Black individuals seek medical attention, addressing a gap often found in general health resources.

The impact of this initiative was shared by the story of an attendee who, after struggling to diagnose a skin condition through conventional online resources, found clarity and direction from the information shared at the event. This newfound understanding empowered them to seek and receive a proper diagnosis from their GP, a testament to the importance of culturally sensitive health education and the power of community-based initiatives like those of Vine Connect in building a well informed and proactive community.

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The space was a great foundation for us to keep holding community events. We held our first Black History Month event in 2022. Each event led to increased community participation, with people helping to set up, pack-down and even donating towards the events. It helped build community connections and let more people know what we do.

Esana Ilori, Vine Connect



CASE STUDY

VINE CONNECT



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The value of the LightHouse is that it's a dedicated wellness space where people truly feel welcome. People come to us for a variety of reasons, so there's a pool of knowledge and experience that we can tap into to support others using the space

Catherine, Singing for Breathing

Singing for Breathing provides an innovative approach to managing respiratory health issues like COPD, asthma, and heart conditions through singing. They merge the therapeutic benefits of singing with practical breathing techniques, providing a creative and engaging alternative to conventional respiratory therapies. By doing so, it not only aims to improve physical health but also offers a welcoming space for social interaction, fostering a sense of community among those facing similar health challenges.

During Covid-19, classes were run online and there was a reduction in participation. However, when provided with a physical space at The LightHouse, participation quickly increased and it coaxed those who had previously been isolating, out of their homes. Singing for Breathing exemplifies how innovative, community-driven health initiatives can transform lives by incorporating elements of creativity, support, and holistic care, highlighting the critical role of such programmes in enhancing the quality of life for individuals with chronic conditions.

CASE STUDY

CYCLE SISTERS

Cycle42 is an initiative launched in partnership with Brompton Bike Hire, repurposing Wheels for Heroes bikes that were used by NHS staff during the pandemic. The initiative aims to create access for people with a low propensity to cycle, with each iteration allowing local people to trial a Brompton bike for free for a three-month period. In order to establish local residents who will benefit most from the programme and prioritise inclusivity and accessibility, we consult with local charities, ward members and community groups who have a built-in understanding of the area. This led us to a longstanding partnership with Cycle Sisters, collaborating with their Newham branch to run the initiative in Stratford.



100%

OF PEOPLE WOULD RECOMMEND THE PROGRAMME TO FAMILY AND FRIENDS

90%

OF PEOPLE ATTESTED TO IMPROVED PHYSICAL AND MENTAL HEALTH

100%

OF PEOPLE ATTESTED TO IMPROVED LIFESTYLE AND TRAVEL HABITS

95%

OF PEOPLE DID 1-2 JOURNEYS A DAY AND 5% DID 3 OR MORE

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As a woman from ethnic minority, cycling can be daunting as it is something that has not always been encouraged or accessible. Having access to a Brompton has allowed me to experience a whole new world, whilst giving me the opportunity to explore even further by using public transport halfway or one day.



ACCESS TO PUBLIC SPACE

By transforming previously underutilised areas into a vibrant garden, The Lighthouse and Gardens has significantly increased the availability of outdoor public spaces for residents. These gardens not only enhance the urban landscape but also serve as communal areas for relaxation, recreation, and social interaction.

Q. WHY IS ACCESS TO PUBLIC SPACE IMPORTANT?

In Stratford, the surrounding residences are high-rise apartments, and many residents primarily rely on their balconies for outdoor space. The community garden plays a vital role in providing a much-needed area for children to play, hosting community events, and fostering a sense of belonging and ownership among local residents.

This is particularly valuable given that the borough has fewer public gardens and allotments compared to neighbouring areas. The garden enhances the quality of life for the community by offering a shared space for relaxation, socialisation, and engagement.

Q. WHAT ACTIVITIES HAVE BEEN PROVIDED AT THE COMMUNITY GARDEN?

The Community Garden has blossomed into a vibrant hub of activity, offering a variety of spaces tailored to the diverse needs of the community. Recognising the importance of urban green spaces, the garden includes growing planters available for locals to grow their own vegetables. For younger visitors, the garden features play equipment, creating a safe and engaging space for children to enjoy the outdoors. Additionally, a book swap station invites community members to share and discover new reads, promoting literacy and a love for reading among all ages. When Hadley first acquired the site, it became apparent that neighbouring residents had created their own makeshift path through the site to access the nearby bus stop. In designing the gardens, maintaining this path was a priority, not only to honour the existing community routes but also to enhance accessibility. The path was thoughtfully redeveloped to be wheelchair-friendly, ensuring that the gardens are inclusive and accessible to everyone in the community, further cementing The Lighthouse and Gardens as a cornerstone of community engagement and inclusivity.



CASE STUDY

SHARON ALLEYNE



A community has been born from the creation of the gardens. There are residents who never used to come out of their flats and now they know more of their neighbours and use it as a space to have someone to speak to about what they're going through.

Sharon Alleyne, Garden Manager

After caring for her mother full-time for five years, Sharon found herself at a crossroads upon her passing. Seeking solace, she turned to the Gardens with a surplus of plants and desire to keep her mother's love for plants alive. Sharon began volunteering tirelessly to maintain and nurture the garden space. This soon blossomed into something more permanent, with Sharon forming an allotment group for local residents without access to any growing space of their own and began growing vegetables alongside neighbouring residents.

In the heart of the city, where neighbours often remain strangers, the garden became a sanctuary, fostering connections and combating the isolation many felt. Sharon's commitment to the space led her to volunteer seven days a week, and she is now a permanent and paid member of staff.

Inspired by her journey, Sharon is now writing her own book titled 'The Journey,' focusing on the transformative power of horticulture in her life. Her story stands as a testament to the impact of community gardening in fostering connection, healing and growth.



CASE STUDY

BEYOND IYANOLA



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People can sense it when you are genuine, and that's why the garden is thriving. I think one of the major selling points of all this is how it was done with the community and wasn't thrown at the community. I think that it really sets it apart from other community spaces in the area.

Mandy, Beyond Iyanola

Local CIC, Beyond Iyanola, is a collective of people who through a love for their home, Saint Lucia, support preservation of culture and positive social development. Beyond Iyanola has a long-standing relationship with The Lighthouse and Gardens, having utilised the space for their own events, attending community gatherings and networking, or simply visiting to enjoy the gardens and grow produce.

The LightHouse and Gardens have served as a venue for Beyond Iyanola's Cultural Showcase, providing an accessible indoor and outdoor venue for a range of activities that celebrate Caribbean culture, food, art and products.



1000

PLUS HOURS OF FREE USE FOR
COMMUNITY EVENTS AND
GATHERINGS

500

PLUS VISITORS FROM LOCAL
SCHOOLS AND NURSERIES FOR
NATURE EXCURSIONS AND
RESEARCH VISITS

42

RESIDENT ALLOTMENT GROWING
BOXES IN USE

45

PLUS VOLUNTEERS HAVE VISITED
THE GARDEN SINCE 2022



OPEN
PUBLIC

PLAY
Sit meet grow

COMMUNITY COHESION

The Lighthouse and Gardens has played a pivotal role in fostering community cohesion, connecting diverse groups through a wide range of activities and events. From cultural celebrations to community workshops, these initiatives have been instrumental in bridging divides and combating social isolation among residents.



WHY IS COMMUNITY COHESION IMPORTANT TO THE LOCAL AREA?

The population of Stratford is growing and changing, and demographic shifts can lead to fragmented communities where residents feel disconnected from one another. In the years since the Olympics, Stratford has undergone rapid shifts in its infrastructure and cityscape. Modern, high-rise living is modular in nature, making spaces for community mixing more important than ever. Building community cohesion is essential for creating inclusive, supportive, and engaged neighbourhoods, bridging the gap between the preexisting community of Stratford and the ever-increasing resident population.

Feedback provided from users from the space highlighted that it helped reduce isolation, and build a sense of belonging and support amongst residents, which is crucial when developing new communities.



WHAT COMMUNITY COHESION HAS DELIVERED AT THE LIGHTHOUSE AND GARDENS?

The Lighthouse and Gardens hosts a range of community events and activities that help to break down barriers and bring diverse groups together, designed with a flexible and holistic approach. From its establishment, the garden has acted as an informal, inclusive space for locals to engage and forge connections, alongside serving as a venue for special gatherings and communal celebrations. The garden's spatial connection with The Lighthouse has facilitated the hosting of large-scale events and festivities, offering a unique venue for local people to come together.

At its core, The Lighthouse prioritises the well-being of all, placing accessibility at the forefront of its principles. By establishing a space that welcomes all demographics, whilst offering complimentary or discounted access for charitable organisations, social enterprises and local clubs, The Lighthouse and Gardens has continued to place community cohesion at the forefront.

CASE STUDY

CHOBHAM ACADEMY

The community garden at IQL North has been an invaluable resource for Chobham Academy School. The school has utilised the garden not only to teach students new horticultural skills but also as a venue for hosting community events. This connection has also brought the garden to the attention of parents, who now regularly visit the space with their children for both learning and play.

Hadley contributed £3.5k towards the purchase of musical equipment at neighbouring Chobham Academy Primary School, laying the foundation for the school's music department, recognising the transformative power of music in bringing people together.

Hadley later held a community engagement day where Chobham Academy pupils took centre stage in the garden and put on a show for an audience of parents and neighbouring residents, bridging community gaps and promoting unity through shared cultural experiences. The event not only showed the talents nurtured by the new music department but also facilitated meaningful interactions among attendees, strengthening community bonds.

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The Lighthouse and Gardens has been an inspirational space for our locality and especially for the pupils of our school. As a Vice Principal of Harris Academy Chobham, the Chair of Chobham Friends PTA and a local resident plus parent of a child in the school, I can see the positive impacts they have made from different perspectives. We approached HPG initially to see how we could work together to support the lives of the children in our school, especially the high percentage of those who are from disadvantaged backgrounds, have SEND and/or have little to no access to any outside space at home. What we ended up with was an investment of their time, commitment and money which has helped to transform lives.

Amanda King, Vice Principal at Chobham Academy School



CASE STUDY

NURTURE ACADEMY

Portia, a local hair stylist and hair teacher ran a number of events from The Lighthouse. One particular event focused on deepening the understanding and appreciation for Black hair, inviting participants of all races to engage in a journey of discovery and celebration. During the event, participants were encouraged to explore and express their personal connections to their hair through a creative drawing activity. Each individual drew a portrait of themselves, focusing on representing their hair, followed by sharing discussions about what they cherished about their hair. This powerful exercise prompted reflections on identity, beauty, and self-expression, highlighting the unique qualities and stories behind Black hair. The event was designed with the intention of improving understanding and fostering a love for the intricacy and beauty of Black hair, promoting a broader appreciation and respect by all attendees.

The event stood as a testament to the power of community events in bridging cultural divides and building a more inclusive society. By inviting people from all backgrounds to learn about and celebrate Black hair, the event demonstrated that understanding and respect for cultural differences can be cultivated through shared experiences and open dialogue.

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The space is excellent - it's close to all the transport links you need it to be near. It's always clean and tidy and its friendly and useable. It provides a location for young people to be creative with their hair and the opportunity to build confidence and show them they can do far beyond what they have limited themselves to. We encourage the kids to try difficult and extreme styles with their hair so they can push themselves in life - if anything is possible with your hair, anything is possible in life. We held an art paint show for the kids. We called it the art of hair braiding, because doing afro hair is an art in itself and it brought awareness to how black kids wear their hair, giving others the confidence to do the same.

Portia, Nurture Academy



A photograph of a group of people in a meeting. In the foreground, a woman with dark hair and a grey cardigan is smiling and talking to a person with blonde hair whose back is to the camera. In the background, another woman with long brown hair is also smiling. The image has a blue tint and a semi-transparent dark overlay at the bottom where the text is located.

BUSINESS RESILIENCE

The Lighthouse and Gardens have supported local charities and businesses by providing free or low-cost spaces, coupled with confidence building, advice and support. This support has enabled these organisations to thrive, expand their services, and increase their impact within the community.

Q. WHY IS BUSINESS RESILIENCE IMPORTANT TO THE LOCAL AREA?

Small groups and charities are the backbone of local economies, providing essential services, creating jobs, and much needed support. However, these entities particularly the small and micro organisations struggle with the high costs of hiring space, limiting their ability to serve the community effectively. Local and independent businesses are vital to the local area, underpinning its character and the unique fabric of Stratford's diverse community.

Q. HOW HAS THE LIGHTHOUSE AND GARDENS DELIVERED BUSINESS RESILIENCE?

As part of a commitment to delivering a broad scope of social value, The Lighthouse and Gardens has delivered business resilience by recognising the crucial role that local businesses, small groups and charities play in local economies. By providing affordable and accessible space for hire, local organisations can focus on their core missions without the pressure of operational costs. In addition, The Lighthouse has supported the network of organisations in the local area, supporting them in forging connections with one another.



CASE STUDY

DRUMWORKS

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It's been a great opportunity for young people to mingle with other young people from other schools. A lot of the young people turn up early for the session and it's great to have seen the friendships that have formed and how the different schools meet up and travel here together.

Drumworks



Drumworks, a community-led business that focuses on teaching young people drumming alongside invaluable teamwork skills. The organisation previously had no permanent space for their sessions or for storing their drums. This restricted the number of young people who could get involved and the last minute cancellations by the school, hindering the program's growth and stability.

Drumworks booked a regular slot in The Lighthouse and a dedicated space was constructed in The Lighthouse garden for the storage of drums.

This strategic move was transformative for the business, significantly increasing its visibility within the community and making it more accessible to a broader audience of young people. The new location at The Lighthouse, known for its central and easily reachable position, removed previous barriers to participation, allowing Drumworks to welcome more young individuals into their programme.

CASE STUDY

DEEP BOROUGHES



Deep Boroughs Network (DBN) is a community-interest group that connects and empowers diverse communities, businesses, and individuals in East London and the rest of the UK. Delivered by Alexis and Twinkle and sponsored by East Wick and Sweetwater, DBN seeks to cultivate business growth, prosperity and well-being. They utilised The Lighthouse to provide educational workshops such as Grant Writing to support local organisations to write compelling bid pieces for local social impact pieces whilst giving practical advice on long-term success.

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Since relocating our physical operations to the Lighthouse and Gardens, our network has flourished immensely. We have connected with over 200 community organisations. Our decision to be part of Hadley's Lighthouse and Gardens Community Hub underscores our unwavering commitment to community empowerment and building social capital for underserved communities in Stratford, East London and the growth boroughs, supporting women and girls and diverse SME leaders, complementing Hadley's mission.

Alexis Charles, Deep Boroughs



EMPLOYMENT AND SKILLS

The Lighthouse and Gardens has offered numerous volunteering, skills, and training opportunities that have not only enhanced employability but have also led to job placements both on-site and in the broader market. These initiatives have empowered participants with valuable experience and skills, fostering career development and economic opportunity.

Q. WHY IS DEVELOPING EMPLOYMENT AND SKILLS IMPORTANT TO THE LOCAL AREA?

Employment opportunities and skill development are key drivers of economic and social well-being in any community.

Where economic disparities can be pronounced, providing pathways to employment and skill-building can significantly impact residents' lives. Initiatives that offer training, volunteering opportunities, and job placements not only help individuals improve their livelihoods but also contribute to the overall economic vitality of the community.

Census data shows that in Stratford, there is high levels of unemployment/low skilled work, which has only been exacerbated by the scale of change that is taking place in the area. In response to this, Hadley Property Group encouraged partners to focus on upskilling providers and volunteers at the site, and when new job opportunities were to open up, to be advertised to the local community first.

Q. WHAT EMPLOYMENT AND SKILLS HAVE BEEN DELIVERED AT IQL NORTH?

Opportunities to build skills and provide employment have been sought through all activities at The Lighthouse and Gardens. Sharon and Helen Alleyne, local Mother and Daughter, are employed as full-time managers of the space, having started out as volunteers that developed a deep connection with the space over time. Their roles have allowed them to build new skills and knowledge, becoming trained in how to manage and run a community venue. In addition, all maintenance and upkeep of the space has been completed by Newham residents, supporting the local economy. The Lighthouse has been offered at free or discounted rates to local groups and organisations that provide skills and training to east London residents, supporting the creation of employment pathways and personal and professional development.

Fair employment is paramount to the running of The Lighthouse and Gardens, partnering with London Living Wage accredited meanwhile operators and paying all staff a London Living Wage.

EMPLOYMENT AND SKILLS

1,280

HOURS OF PAID WORK EXPERIENCE

3

FULL-TIME JOBS

12

PART-TIME JOBS

112

HOURS OF YOUTH UPSKILLING

28

GARDEN VOLUNTEERS

4

EMPLOYMENT WORKSHOPS



CASE STUDY

X CONVERSATIONS

X Conversations is a Newham-based CIC that focuses on supporting ex-offenders, young people at risk of crime and marginalised communities by providing a range of programmes that promote social integration, employability skills and personal development.

They utilised the Lighthouse and Gardens to deliver a paid 16-week work experience programme for local young people pursuing skills and careers in the creative media field. The programme included workshops on writing, interview techniques and technical and business skills, aiming to equip participants with the tools needed for successful careers.

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The Lighthouse truly serves as a beacon for the community, offering a welcoming space where everyone feels at home. What makes it stand out even more are its stunning gardens, creating a place where you can easily lose yourself in a relaxing environment. The space is managed with trust at the core, encouraging everyone who uses it to take care of the space and leave it as clean and tidy as they found it. It's truly a remarkable space that fosters a sense of peace and shared responsibility as a community.

Gasconi Lingomba, X Conversations



CASE STUDY

WORK EXPERIENCE PLACEMENTS

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I learnt a lot about the real estate industry. Working in the Lighthouse Gardens showed me a new part of my area, and I'd like to come back again to volunteer some more.

Prince Nnuro, St. Bonaventure School



Over the past year, Hadley Property Group has delivered 1,280 hours of paid work experience, with a strong focus on engaging the local community. 70% of this work experience was dedicated to students and young people living and studying in the London Borough

of Newham. Each placement included time spent volunteering in the community gardens, where participants gained practical skills in horticulture and were able to give back to their local community.

CASE STUDY

COMMUNITY WORKFORCE

Supervising in the gardens is the highlight of my week. It's been wonderful getting to know both the gardeners and visitors while learning more about garden care.

Filipe Andreas, Garden Supervisor

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When Hadley Property Group opened The Lighthouse and Gardens, the goal was for the space to deliver as much benefit to the community as possible. Providing local jobs and supporting local economy was central to this.

The opportunity to provide employment for Newham residents evolved as more people became involved with the space, often starting out as volunteers. Hadley offered garden volunteers permanent part-time and full-time roles, ensuring employment was secure and sustained.

Seven permanent roles were established, offered exclusively to Newham residents, with managerial roles given to residents within walking distance of the site. In addition, any short-term maintenance and support roles are always offered to local people first.

A man in a tan blazer and dark shirt is standing in the center, gesturing with his hands as he speaks to a group of people. The group, consisting of men and women of various ages and ethnicities, is gathered around him, some looking at him and others looking towards the camera. They are outdoors in a landscaped area with greenery and a modern building with large glass windows in the background. A woman in a grey and blue jacket is standing to the right, holding a water bottle. The overall atmosphere is one of a community meeting or a workshop.

CAPACITY BUILDING

Through mentoring and diverse community integration programs, The Lighthouse and Gardens has provided invaluable opportunities for individuals to develop confidence and leadership skills. These programs have encouraged participants to take active roles in their communities, fostering a sense of empowerment and agency.

Q. WHY IS CAPACITY BUILDING IMPORTANT IN THE LOCAL AREA?

Confidence and leadership are critical for individual empowerment and community engagement. In Stratford, where there is low engagement in community activities, fostering these qualities can encourage residents to take an active role in community life, from participating in local governance to leading community projects.

Q. WHAT CAPACITY BUILDING ACTIVITIES HAVE BEEN DELIVERED AT IQL NORTH?

Hadley Property Group has sought to support each organisation and individual that has come through the doors of the Lighthouse and Gardens. In The Lighthouse, Heart to Heart supported local SMEs and community groups through tailored mentoring services, including business development advice, operational support and strategic planning, aimed at helping these organisations grow and achieve self-sufficiency.



CASE STUDY

CONNECT AND THRIVE

Connect & Thrive, created by The Lighthouse team and Populo Living, was born out of conversations that took place at Populo Living's International Women's Day event. It was clear that there was demand for a space for local small businesses, social enterprises, CICs and charities to meet in a relaxed and informal way to connect, share ideas and discuss their businesses, projects and potential partnerships. The networking events created a platform for talented people of Stratford and Newham to come together and support one another's ventures whilst forging connections - good for people and business.



“

Community wealth is about connectivity and knowing that you're not just an individual on your own, living in an area. Hadley's done a really great job of doing that, reaching out to different areas where there's existing community spaces and community hubs and coming together to think, 'How can we work collaboratively'? And in that collaboration, we're starting to spread the community wealth in a sense, because it's not concentrated in one locality.

Lerato Merama, Populo Living

CASE STUDY

D-LAB

Connect & Thrive, created by The Lighthouse team and Populo Living, was born out of conversations that took place at Populo Living's International Women's Day event. It was clear that there was demand for a space for local small businesses, social enterprises, CICs and charities to meet in a relaxed and informal way to connect, share ideas and discuss their businesses, projects and potential partnerships. The networking events created a platform for talented people of Stratford and Newham to come together and support one another's ventures whilst forging connections - good for people and business.



Located adjacent to The Lighthouse and Gardens, D-Lab London is a community maker space that offers educational programmes and mentorship to encourage creativity and innovation. As an open-access maker facility, D-Lab helps to prepare the next generation of creative professionals for the future economy.

The Lighthouse proudly hosted a D-Lab maker course, 'From Dust to Dust - Design and Build.' The course featured indoor theory and design sessions at The Lighthouse. Led by a team of professional architects, participants were taken on a journey of architectural design, exploring a live site, engaging in expert talks, and gaining hands-on experience with sustainable building materials. These skills are invaluable for aspiring designers and architects, with the added opportunity to independently design and construct a full-scale structure as a team.



PHASE TWO

Following the success of the The Lighthouse and Gardens, Hadley considered how else they might be able to utilise the site to deliver further social impact. Similar to Heart to Heart and Nomadic Gardens, providers were given social value leases which set out how they must give back to the community in order to utilise the space rent free.

SECURE AND SUSTAINED EMPLOYMENT

STRATFORD

GATEWAY



In partnership with Elite Project Services (EPS), our meanwhile site is now home to a pop-up skills academy providing rail and construction courses for ex-offenders and those without immediate access to the job market, named Stratford Gateway. Founded by Martin Dunne in 2018, EPS creates employment pathways for those leaving the prison system, starting with prison-based



training programmes through to on-site practical training and post-training support to promote sustained employment.

Stratford Gateway is a London Living Wage accredited employer, ensuring fair wages and supporting employee well-being.

In 2024...

1,500

PLUS INDIVIDUALS TRAINED IN
THE RAIL AND CONSTRUCTION
INDUSTRY

500

PLUS EX-OFFENDERS SUPPORTED

51%

OF EPS WORKFORCE REPRESENTED
BY EX-OFFENDERS

“

I am in an open conditions prison and am released daily on a temporary license to attend the Hadley site and work for Elite Project Services. I have never worked within the rail and construction industry before, but I'm learning every day and really enjoying it. Elite have been amazing in accommodating me while I'm in prison. Seeing the business grow and watching local people or those recently released from prison completing courses and going to work for Elite makes it so much more worthwhile. Elite are true to their word and represent what they stand for to the fullest.

Khianna, Member of Elite Training Team

SUPPORTING INDEPENDENT EL CAFECITO

Just a stone's throw away from its original location, El Cafecito set up a second location for its coffee shop at The LightHouse and Gardens, El Cafecito Social. Continuing to serve those who pass through Stratford City's busy centre, El Cafecito is a locally and independently owned business. The new location provides a destination for residents and visitors with seating and decoration to make it a pleasant space for people to stay and relax.

Customers who make a purchase from the cafe can accumulate credits to use for discount on the Community Saunas.



Working with Hadley and a social lease has enabled us to grow the business and expand our range to include new products and offers. The social lease enables the business to offer discounts to local residence continually and creates an attraction to the area further improving Stratford as a place to visit.

Chris, Founder of El Cafecito

SAUNAS FOR SOCIAL GOOD

COMMUNITY SAUNAS



30,000

Plus sauna sessions in 2024.

Wheelchair-accessible

In Spring 2024, the Community Sauna Baths unveiled Beryl, London's first wheelchair-accessible outdoor sauna at IQL North.

Care4Calais

Private, free weekly sessions for refugees in collaboration with Care4Calais. Community Sauna Baths funds the transportation of refugees to the IQL North site in Stratford.

Community Sauna Baths CIC, originally based in Hackney Wick, have now opened a second pop-up location at our IQL North site. IQL North's Community Saunas hosts three authentic Finnish saunas, four ice baths and two cold water showers. Community Sauna Baths CIC aims to promote the mental and physical benefits of traditional sauna therapy alongside special events such as sound baths, storytelling and grief sauna.

Alongside these amenities, they have agreed social value leases to ensure the availability of free or discounted sessions for local residents, community groups, key workers, and those on Universal Credit.



We strive to be an affordable, inclusive and authentic community sauna. A space that benefits as many people in the community as possible, both through the health and wellbeing benefits of sauna and as a recreational and social space. Working with Hadley has given us the opportunity to try new things, such as invest in a wheelchair accessible sauna and offer more concessions offers through the social value lease.

Charlie Duckworth, Director of Community Sauna CIC

SUSTAINABLE TRAVEL FOR ALL

GO STRATFORD

Hadley's first sustainable transport hub, Go Stratford, will provide accessible and affordable sustainable transport solutions to residents and visitors to the E20 and E15 area. Formed from a cross-sector partnership between Hadley, Brompton, Enterprise and Mobilleo, supported by the LLDC, the hub will operate from the meanwhile site ahead of the proposed redevelopment, serving as a test bed for a community-focused, sustainable shared

mobility offer in the completed development.

Go Stratford will include a Brompton hire dock, cargo bikes, Enterprise e-cars, a bike repair station and a complementary InPost parcel locker. The hub will be supported by a Mobility as a Service app, developed by Mobilleo, allowing for in-app ticket purchasing, journey planning, distribution of free mobility credits and carbon counting functionality.



“

Working with a Developer who has also achieved B-Corp certification is truly special for Brompton. We pride ourselves on working with partners who have aligned values on sustainability, but Hadley takes this to the next level with a genuine commitment to active travel. The IQL North site in Stratford is an exceptional example, with a best-in-class green, community-focused mobility hub.

Julian Scriven, Managing Director of Brompton Bike Hire

A photograph of two women working in a community garden. The woman in the foreground is wearing a blue and white striped shirt and glasses, leaning over a raised garden bed filled with green plants. The woman in the background is wearing a light blue shirt and a dark apron, looking down at the plants. The background is blurred, showing other garden beds and people.

COMMUNITY OWNERSHIP

XXXXXXX Local Mother and Daughter. Starting as regular volunteers and visitors to the Gardens, Hadley offered Helen and Sharon the roles of LightHouse and Gardens Managers. Alongside being dedicated members of the LightHouse and Gardens community, the two of them had formed personal connections to the space, which came to hold a key role in their lives.

SHARON'S STORY

LOCAL RESIDENT AND GARDEN MANAGER



My Mother was diagnosed with Brain Atrophy Disease, a form of Alzheimer's, causing the brain cells to die off at an accelerated rate. The typical life expectancy of this disease is four years maximum. With each stage of deterioration, different parts of the body became affected, requiring 24-hour care. In the last few months, social services came in for one-and-a-half hours a day to support me with my Mother's care. Not only was there emotional and psychological impact but immense stress as the countdown progressed.

I was isolated from my family and friends, only leaving my Mother's side for an hour every two weeks to do some shopping, always rushing back. I found some solace in gardening and planting from seeds and cuttings. The Summer months were great. Feeling the sun for those short periods that she slept. It was a lonely, isolated period. People complain of being isolated during COVID. I was isolated for five years, without any social interaction beyond the short shopping trips with my daughter.

After her passing, my daughter tried to motivate me to come out of my isolation. She took me to the opening of the LightHouse and Gardens. I offered the hundreds of plants and trees I'd grown. Then, I met a volunteer called Vlada, and we discussed the energy in the space and that it needed healing. So, we set to replanting the gardens, adding new plants and spare soil to the surfaces, and encouraging wildflower growth. The heat had made everything look dry and arid,

which we remedied with daily watering. Soon after, there was verdant growth of wildflowers, including the hundreds we planted ourselves. I found new friends, and together, we planted hundreds of vegetable plants from seeds.

I also met the two most genuine, spiritual ladies in the garden. I found my chats with them most uplifting. I recall after speaking to them, it was like a heavy weight was lifted. I realised I had felt like I was holding my breath for those five-plus years and had finally exhaled. Their frequent visits to the garden were welcomed.

I have encouraged a lot of people to join the community garden. Many people have expressed their COVID complex and the impact it had on them and their children. Some people lived next door to one another yet had never spoken. Now, new friendships have developed, and children who knew only isolation and couldn't wait to get home and watch TV enjoy freedom and activities. People take breaks from working from home to visit, have a conversation and destress.

I still find peace, solitude, contemplation and joy during the early hours in the garden. I listen to birdsongs meditatively, particularly our resident robin. Like everyone, I cherish our little oasis.

HELEN'S STORY

LOCAL RESIDENT AND LIGHTHOUSE MANAGER

I had recently moved to the area from another part of Newham. Walking around and getting to know my surroundings, I came across the Lighthouse and Gardens.

I became involved quickly, feeling the true sense of community the garden gave me, much like the area I had moved from. I found it inspiring that Hadley Property Group had financed such a unique space for the whole community to use and enjoy.

This peaceful space is a vibrant oasis in Stratford's busy centre that brings people together. It's a place to get to know others, with activities for children and the opportunity to grow produce - a welcomed addition for me and many others who live in apartments without gardens.

In April 2024, Gabby and Su, previous Managers of the Lighthouse, offered me to take the position upon their departure. I was excited to take the opportunity, having established a relationship with the space as a vital community asset that connected me with many new people and rooted me in local life. I wanted to continue this positive work in my role.

Since becoming Manager, I've had a better work-life balance and can walk to the Lighthouse from my home, which is a fantastic bonus.

I believe The Lighthouse and Gardens has made a positive difference to many local residents and people further afield. I think it's great to be a part of the project and its ongoing journey.





TELLING THEIR STORIES

The Lighthouse and Gardens has built an incredible community since its opening in 2022, seeing diverse groups of users and local people visit and set roots in the space. We asked members of this community about their experience of the Lighthouse and Gardens, how it has supported their charity, organisation, family or personal self and what Hadley could do to improve it for the future. Here's what they had to say.

An aerial photograph of a city skyline, likely London, featuring a dense cluster of modern skyscrapers and a complex highway interchange. The image is used as a background for the report cover.

THE FUTURE OF IQL NORTH

The future development will deliver a culturally and commercially successful metropolitan city district that builds on the reputation of Stratford City and the Olympic Park as a worldclass destination. Thoughtfully considered design, amenities and community offerings will create a cohesive and unified neighbourhood, accessible and usable for residents, visitors and the local community all year round.

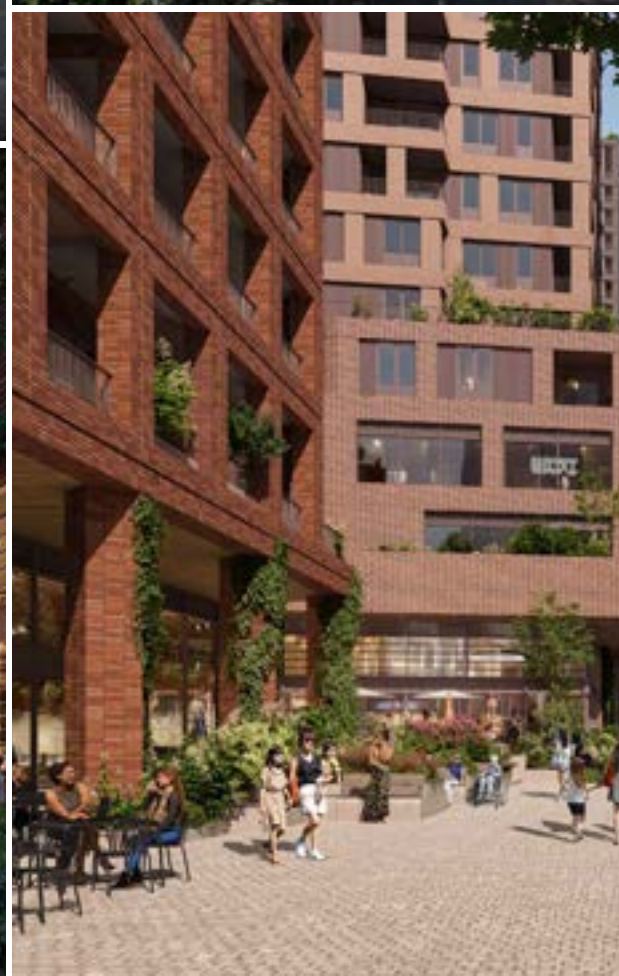


HIGH-QUALITY AND AFFORDABLE HOMES FOR NEWHAM

Delivering high-quality and sustainable homes for Newham, including affordable homes

EMPLOYMENT SPACE

Providing local jobs for local people across a range of sectors and skills, focused on east London business and enterprise



GREEN, BIODIVERSE PUBLIC REALM

Supporting local ecology and creating green pockets and passages for relaxation, play and healthy living

PUBLIC SQUARE FOR COMMUNITY GATHERINGS AND EVENTS

Programmed to encourage community mixing and resident participation

A COMMUNITY HUB AND ALLOTMENTS

reproviding essential community space and support, continuing the legacy of the Lighthouse and Gardens

NEW FOOD AND BEVERAGE OFFERINGS

complementing the existing local economy and providing new spaces to eat, drink and socialise

SUSTAINABLE TRANSPORT HUB

encouraging a shift in travel behaviour towards more sustainable and active ways of moving through the city

ACCESSIBLE AND WELCOMING DEVELOPMENT

welcoming local residents and visitors and providing permeable and accessible routes through the site



THE GOOD GROWTH HUB

MEANWHILE TO PERMANENT

The LightHouse and Gardens has welcomed hundreds of people from the local community and has given thousands of hours of free and subsidised hire to support residents, groups and social enterprises. To continue this legacy, the LightHouse and its services will be rehoused in the future development through the Good Growth Hub (GGH). Hadley is collaborating with the LLDC to provide a new home for the GGH. A not-for-profit organisation, the GGH supports young people and the local economy, creating employment pathways for East London residents through training, career advice, employment networks and paid opportunities. Equally, the Garden will be reprovided through an outdoor space adjoining the Good Growth Hub in the future development. Shaped by the existing community garden on-site,

it will act as a food-growing hub staffed by keen local gardeners.

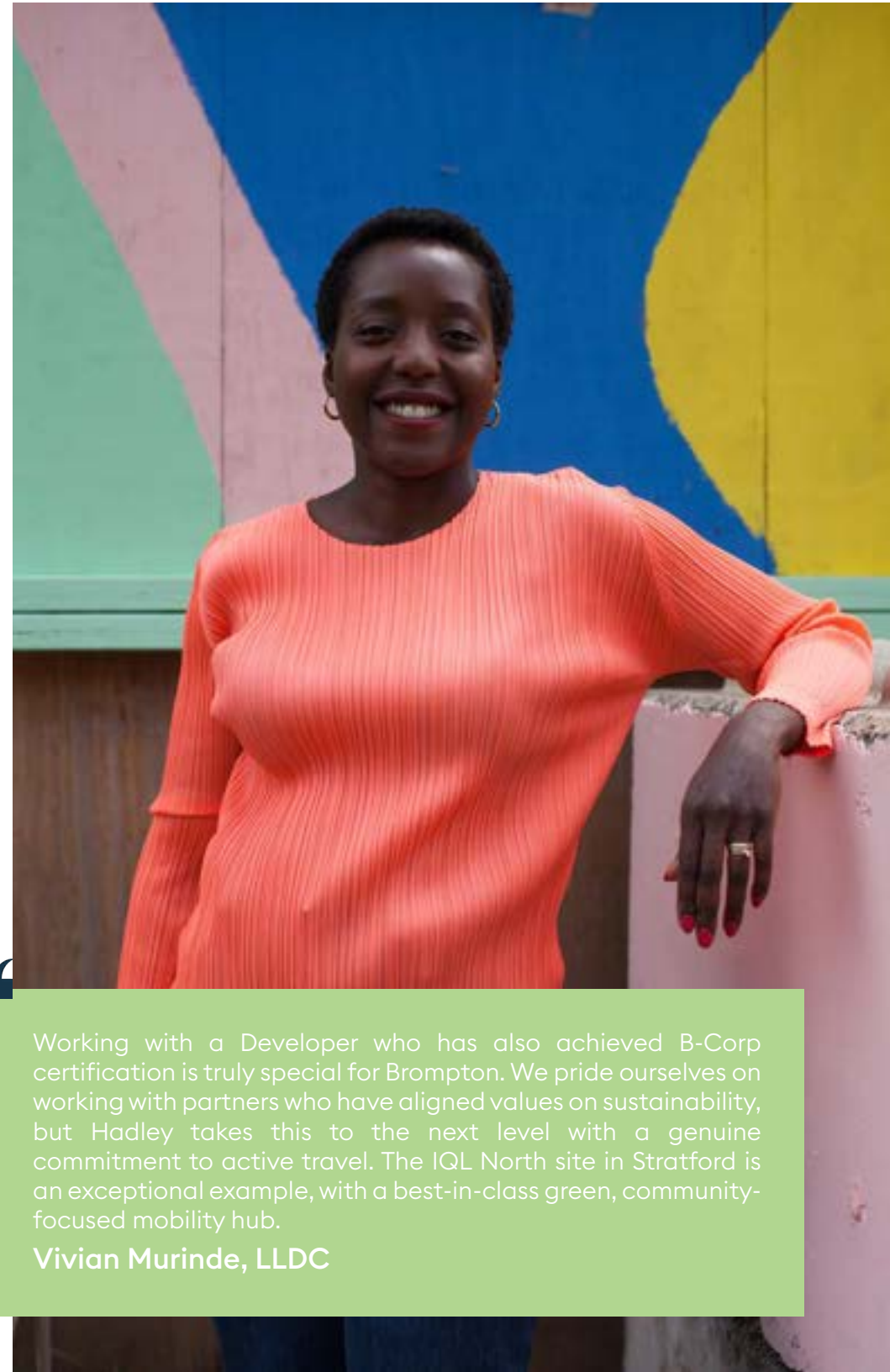
A thriving community has evolved at the LightHouse and Gardens. With this in mind, the design and programming of the completed development ensures that the individuals and families who contributed to the meanwhile space are catered for with allocated areas to grow and plant.

In addition, GoStratford, the current sustainable transport hub on site, will be reprovided. The current meanwhile provision acts as a test bed for what will become a more comprehensive, bigger offering in the future development, continuing to promote greener, more active modes of transport and encouraging a modal shift in travel behaviours to support the reduction of carbon emissions.



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Vivian Murinde, LLDC



CONCLUSION

The LightHouse and Gardens has and continues to be a success and impactful. It has delivered on the targeted KPIs set at the beginning of the scheme and continues to demonstrate additional benefits from the feedback provided.

The impact of IQL North is felt positively by the local community and has been commended by partners including the LLDC and London Borough of Newham. Users of the space have expressed how vital the space has been to delivering services and providing connections. Whether it be wellbeing services, cultural events, or time spent reflecting in the garden, the provision has allowed people to come together and create a real sense of community.

The social value monitoring, case study development and preparation of this report were undertaken with support from Origin Consult.





IQI NORTH SOCIAL VALUE REPORT

