



THE BEAR

A HOME IN THE HEART OF DEPTFORD



THE CHARITABLE TRUST OF THE BEAR CHURCH



**EXTENDING
THE LEGACY**

**BUILDING FOR
THE FUTURE**

**CREATING SPACE
TO FLOURISH**



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EXECUTIVE SUMMARY

The Bear Church is committed to extending legacy of service in Deptford. This innovative building project is designed to serve Deptford's most vulnerable with events space, housing, a café and a home for the Bear Church.

PROJECT VALUE

£10.5M

FUNDED

84%

NEW HOMES
PROVIDED

33

ANNUAL
USERS

20,000

PARTNERS



Triodos Bank



MAYOR OF LONDON

modulous

**ANY OTHER FACTS
AND FIGURES - OR WE
CAN PUT AN IMAGE
OR TWO**

ABOUT US

The genesis of the Deptford Ragged Trust can be traced back to 1844, and extends the incredible legacy of serving the poor in Deptford.

The Past

The Deptford Ragged School was founded in 1844, 27 years before the State began providing education for all children.

Started by eight Christian men and women in a loft above a Deptford cowshed, the vision was to teach children to read and write, but very often included feeding them.

The Deptford Ragged School was exclusively run for 'ragged children', so named because they 'dressed in rags', with bare feet in all weathers. By 1886 the school had gained the support of the Earl of Shaftesbury, and by 1914 it had received the Royal Patronage of Princess Louise.

In 1944 the Ragged School Union became the Shaftesbury Society and The Deptford Ragged School became the Shaftesbury Christian Centre. In 2007 it merged with The Bear Church and in 2018 The Deptford Ragged Trust CIO was formed for the purpose of continuing this mission to recognise and support those in need in Deptford.

“There is no institution in England more worthy of support than the Deptford Ragged School.

Earl of Shaftesbury, 1886

Offering a place of refuge, learning, family, innovation, worship, hospitality and entertainment and local community since 1844



Duncan Yard School 1848-1854



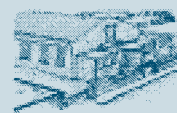
Old Ragged School 1854-1885



Deptford Ragged School 1886



Princess Louise Institute 1914



The Shaftesbury Christian Centre 1953-2021

The Present

The Deptford Ragged Trust, and the Bear Church, support people across the borough of Lewisham, South East London and beyond who are isolated and marginalised due to family breakdown, illness, poverty, inequality, homelessness or drug and alcohol dependency. We support families with young children and provide English language teaching for those residents who need it. Many of these are asylum seekers, refugees or migrants who have recently arrived in the UK. Pre-Covid, more than 500 people a week passed through the doors of The Bear building to benefit from the services and groups offered.

150

Bear Church
congregation
weekly

50

vulnerable people
fed on Sundays
weekly

4,500

Bear Cubs
parent & toddler
annually

24

families on Positive
Parenting courses
annually

20

Deptford
Breastfeeding
Group family
support
weekly

60

hours of ESOL
classes to 40
different people
annually

The Future

In order to continue serving the needs of the community, The Bear Church/The Deptford Ragged Trust plan to upgrade the community space and include affordable housing in the heart of Deptford. Planning permission has been granted to demolish the current building and replace it with a new six storey structure, providing a flexible worship and event space, community hub, museum archive, café and offices on the ground and first floor, and 33 affordable residences on the upper floors

We are committed to working in partnership with the local authority, charities and faith communities. We are collaborating with J49, a local Registered Provider, throughout this process. J49 will take a long-term formal role in the management of the dwellings, and the programme of support for the residents.

J49 are also partnered with local charity Bench Outreach to support the residents.

The Land

In 2017 the previous freeholders gave notice of their intention to sell up. In order to save the land for the people of Deptford and continue our legacy of over 175 years of service to the local community, we raised nearly £1 million with help from family, friends, other churches and grant-making trusts to secure the site. Some of this money is conditional on us going ahead with our plans to redevelop and provide socially affordable homes on the site.

J49 Sustainable community living

J49 is a registered provider of social housing that responds to the enormous need for affordable housing in London.

Together with local partners, it seeks to create multi-generational living spaces that function as hubs for their residents and surrounding neighbourhoods.

J49 aims to enhance local communities by contributing in multiple ways, and in sharing resources, ideas and innovations that benefit everyone.

J49 works to foster:

- Creative environments to thrive in
- Community contexts to engage with
- Sustainable affordable lifestyles
- New housing opportunities for under 35s

With a combined 30 years' experience of design, development, management and implementation, the J49 Board is committed to creating spaces that encourage community, reduce isolation and foster the flourishing of residents in around their properties.

www.j49.space

VISION AND MISSION

VISION

We believe that God has called us to be a welcoming “home in the heart of Deptford” where people can grow, feel safe, be creative and take responsibility for our local and global community.

MISSION

To extend our 175-year legacy of church-led community-based mission in Deptford, alleviating poverty, isolation, inequality, hardship, distress, homelessness, and sickness by nurturing, sustaining and growing existing and new community-led projects. We aim to collaborate and partner with others, believing this leads to transformation of people’s social, economic, and spiritual well-being



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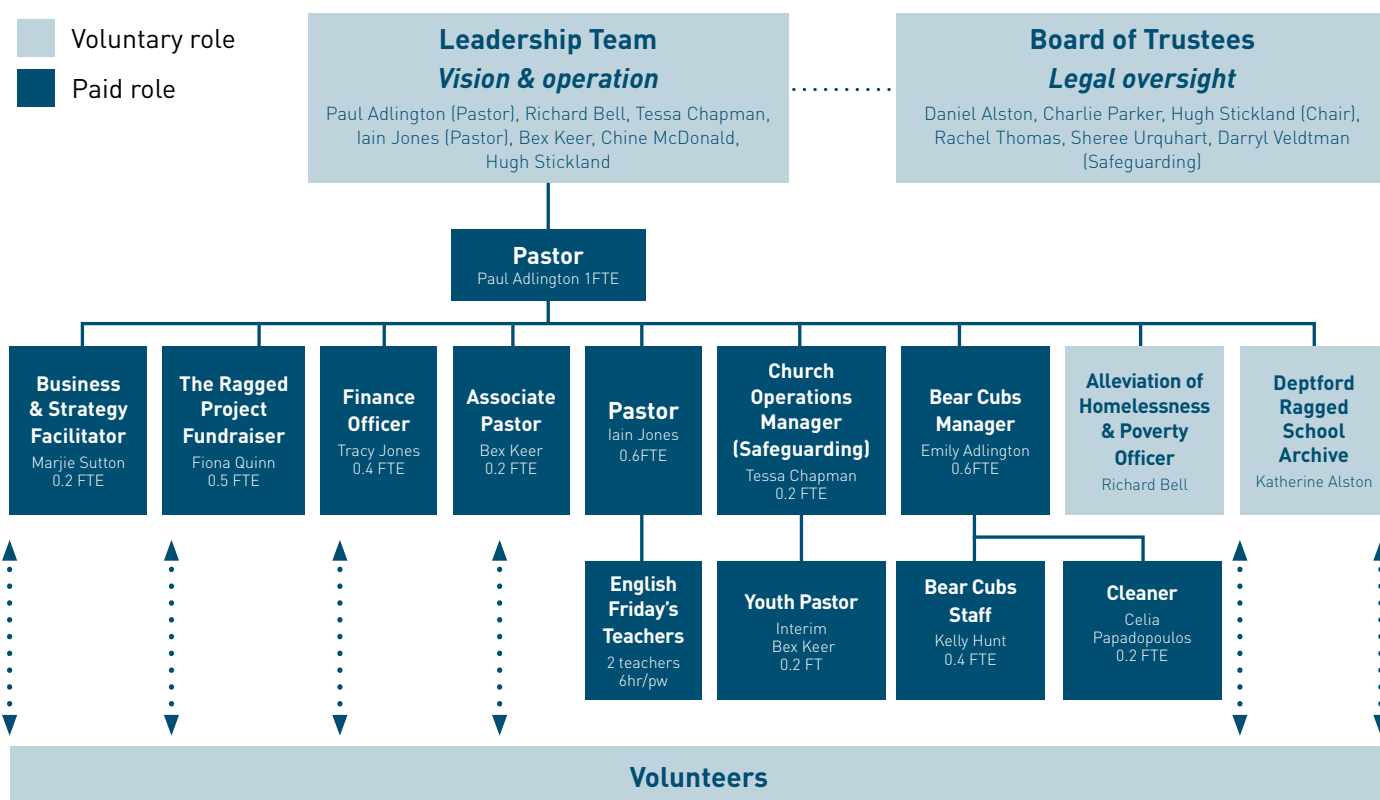
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PEOPLE, MANAGEMENT AND GOVERNANCE

The Deptford Ragged Trust is the charitable trust of the The Bear Church. Vision, direction and day-to-day management is currently provided by its Leadership Team, with all aspects of governance under the oversight of its Trustees.

The Leadership Team includes a member of the Board of Trustees, providing a clear and strong pathway of communication and accountability.

2021 Organisational Structure for The Deptford Ragged Trust / The Bear Church



Board of Trustees -

The Deptford Ragged Trust

Daniel Alston is a Senior Project Manager and Chartered Civil engineer. He is currently managing the delivery of the £70m Bakerloo Line Link for Crossrail and the £400m upgrade of Holborn Station. As a local resident he fully supports the vision to provide much needed homes in Lewisham.

Charlie Parker is managing director of Albemarle Street Partners, a boutique investment management firm. Prior to this he worked as an investment journalist and broadcast manager. He retains strong connections in Lewisham, following many years as a trustee of The Bear Church/The Deptford Ragged Trust and active member of the community.

Hugh Stickland (Chair) heads up Strategy and Engagement at the Office for National Statistics. Previously he was Chief Economist at Citizens Advice and held senior positions at the Cabinet Office and DWP.

Dr Rachel Thomas - prior to training as a Doctor, Rachel held managerial positions in the medical industry and worked with long-term young unemployed people. An active, local member of The Deptford Ragged Trust, she is excited by the idea of combining environmental architecture with the needs of the local community.

Sheree Urquhart is an Administrative Manager at an investment bank, overseeing its global invoicing process for law firms providing services to the bank's many businesses, and plays a key role in ensuring that correct procedures are followed for efficiency and risk management.

Darryl Veldtman is an Assistant Headteacher in Lewisham, in charge of Safeguarding, Inclusion, Data, IT and Curriculum. He believes that providing properly affordable accommodation for young people in our borough is vital both for them and their ongoing contribution to our local community.

Leadership Team - The Bear Church

Paul Adlington has a degree in Landscape Architecture, a PGCE in secondary education and is an ordained Anglican, but his main job is to lead The Bear Church. Paul joined The Bear in 1996. He is never far from a DIY project, always planning an outdoor activity and constantly chewing over theological conundrums, some of which he promises to include in his upcoming book, 'Bare Christianity'.

Richard Bell is a project manager for Jubilee Resource Ltd. As a qualified Civil Engineer he oversees the building project at the Bear, as well as the evening service and soup kitchen. He is passionate about social justice, redistribution of wealth and motorbikes.

Tessa Chapman is a South Londoner, who went to University in the North West and to Japan for her first full-time job. Tessa joined The Bear Church in 1997. She brings an enthusiasm for words, for principles, for equality and for comedy.

Iain Jones studied Drama and English at Goldsmith's College before training to be a teacher. Iain went on to train with Ichthus Christian Fellowship, which led him and his family to live and work in Central Asia for ten years. He now trains and mentors people to serve in Central Asia (and the rest of the world) as well as being Pastor Two at The Bear and being a foster parent. He likes to bake, jog, cycle and eat.

Bex Keer joined The Bear in 2002 and, alongside her role at The Bear, is committed to the mission of the Adoratrice Sisters, supporting women involved in prostitution and women affected by sexual exploitation. Bex's background is in running projects and managing teams globally and in the UK, which includes being a founding member of STOP THE TRAFFIK, a global grassroots movement to prevent modern slavery and trafficking. Bex will take every opportunity to escape the city to camp, wild swim and walk.

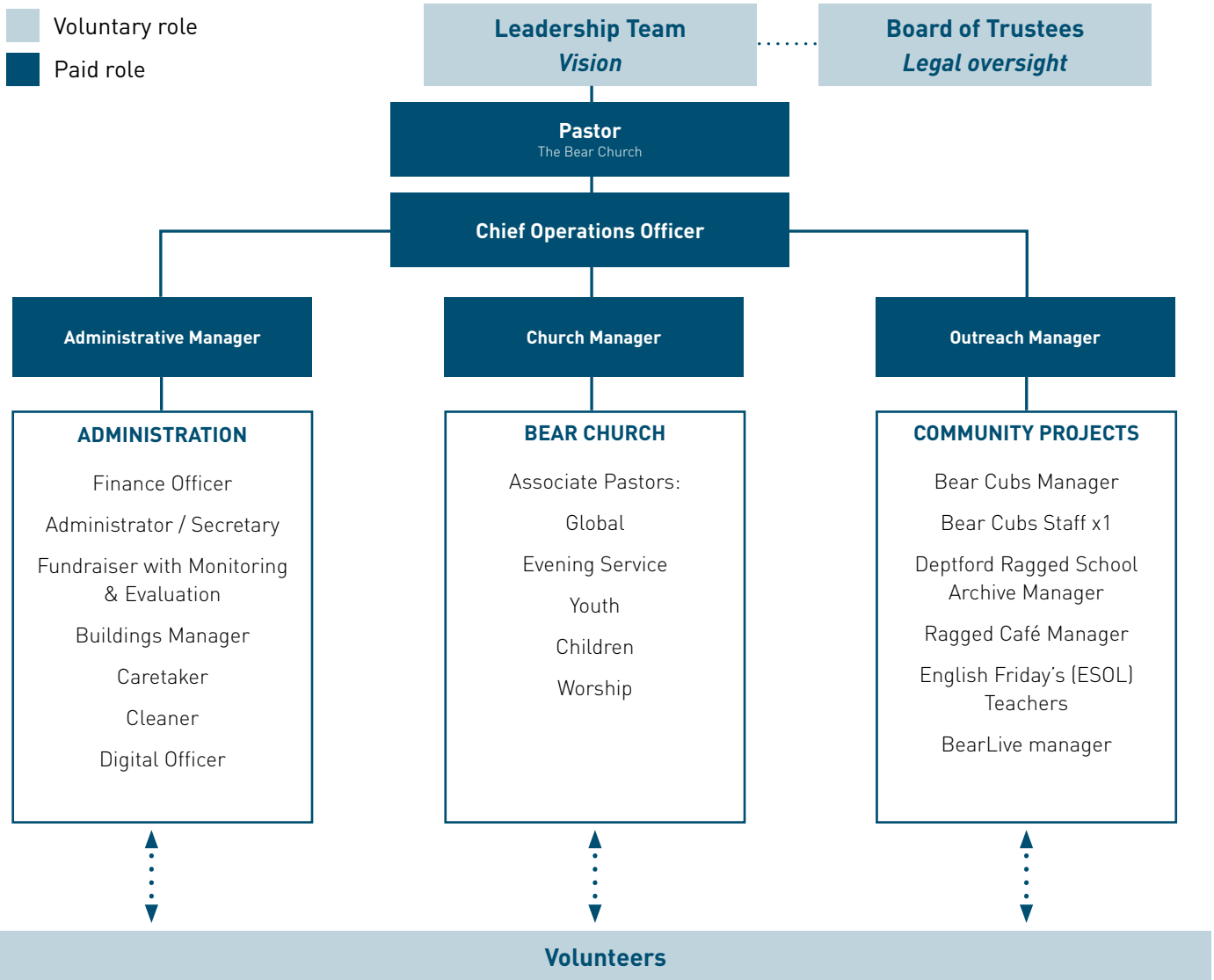
Chine McDonald joined The Bear in 2015. Her day job is head of community fundraising & public engagement at Christian Aid. She's also a Cambridge theology graduate, a trained newspaper journalist, an author of two books, a regular contributor to BBC Religion & Ethics programmes, and a writer and speaker on issues of race and faith. Her favourite thing to do is to cook up a storm and gather friends, family - and sometimes strangers - around the table, which explains her addiction to recipe books and food magazines.

Hugh Stickland – see bio under Board of Trustees.

Future management

Our plans for expansion of premises and activities will inevitably require change to the day-to-day management of the work, envisaged as follows:

2023 PROJECTED Organisational Structure for The Deptford Ragged Trust / The Bear Church



With the new premises and resources available, we anticipate ongoing growth in our activities which will, as the above diagram demonstrates, lead to changes and additions to our team.

Currently our structure of leadership, governance and operational delivery, sees most of the delivery implemented by members of the leadership team. However, if we are to reach our strategic goals and continue to provide and increase services, key changes will be required, with a management level

being introduced as a bridge between leadership and operations.

A key role will be that of Chief Operating Officer, who will have responsibility for the operational functions currently carried out by the pastor. Recognising that these two roles have very different functions, we believe this will prevent bottlenecks in the management of people as we grow and provide a structure which supports people more.



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STRATEGIC AIMS

In 1844, the founders of the Deptford Ragged School identified education as one of the greatest needs of the area. Today, we have identified affordable housing as one of, if not the greatest needs, particularly for the 18-35 age group.



Background

The multi-cultural demographic of the population of the Borough means that there are 170 different languages spoken by Lewisham pupils, with 38% of residents for whom English is not their first language concentrated in Deptford's New Cross Ward. This presents a need for support from the community, for the community.

The Bear Church's ownership of this building, its experience of delivering community programmes, along with the existing partnerships and finance behind the scheme make this redevelopment project a vital and exciting component of rebuilding Deptford post Covid-19. In May 2020, the Resolution Foundation found that, as a result of the pandemic, one-third of 18 to 24-year-old employees (excluding students) had lost jobs or been furloughed, compared with one-in-six prime-age adults.

As we continue to recover from Covid-19 and the devastating economic repercussions, there is going to be even more need to offer a combination of housing, work experience, support and training to enable young people to have the motivation to move forward in their lives. The Bear Church, collaborating with other local groups, agencies and providers of social services will be perfectly placed in the new building to complement and sustain this work and address today's issues.

The Bear Church has inherited and continues to embrace a rich 175-year heritage from the Deptford Ragged Trust and the Shaftesbury Christian Centre, and is uniquely placed to extend its social programme which will enable the local community to not only survive but to thrive. Our goals are:

Goal 1

Retain land ownership for The Bear Church and the people of Deptford, and to recycle future resources for coming generations

In 2019 we saved the site for Deptford by raising almost £1million to buy the land. To keep it, we need to redevelop. We want to knock down our life-expired 1950s mission hall to provide a brand-new building for the church and the local community that will outlast us and set the foundations for another 175 years.

Goal 2

Flexible church and community space

Within 3 years we want to complete our redevelopment so that the church, the residents, and the diverse community of Deptford will have a beautiful, safe, and comfortable centre, with indoor and outdoor spaces for meetings and activities. The fit-out will foster an environment of friendship, aspiration, innovation, creativity and worship.

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Goal 3

Support existing community projects and incubate new ones

We will continue our 175-year legacy of community mission in Deptford alleviating poverty, isolation, inequality, hardship, distress, homelessness, and sickness by sustaining and growing existing projects, and nurturing new community-led projects. This includes Bear Cubs, BearLive events, The Deptford Ragged School Archive, English Fridays (ESOL), The Ragged Café, The Bear Church meetings and activities, Evening Service Soup Kitchen and wider community activities and welfare partnerships (e.g. Psalms and Stretches and Breastfeeding Group).

Goal 4

Socially affordable flats for local young people in severe housing need

Within 3 years we will provide 33 young people with Assured Short-term 3–5-year leases, giving them the opportunity to thrive in a creative community living environment. We are partnering with J49, a pioneering Registered Provider of social housing, that works with existing local groups and churches to provide homes, community and support for tenants.

Goal 5

New, broad and sustainable leadership

Alongside the building redevelopment, we want to create a pathway for growing leaders who will take the vision forward. We believe that leadership is about taking responsibility for, and serving, the wider community. We will provide opportunities for people to explore their gifts, skills and vocation, in a challenging and supportive environment.

Goal 6

Minimise negative environmental impact during the build and throughout the life of the building

We plan for the design, build, and use of the redevelopment to be achieved in ways that protect the natural world. The new building will have a 40% reduction in carbon emissions compared with the current building. We will research and implement policies that minimise the environmental impact of our activities and events at our building and inspire others to do the same.

OUR IMPACT/CREDENTIALS

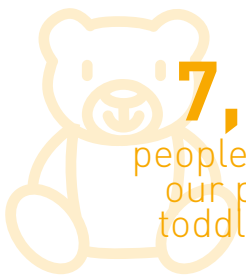
The visionary work begun by The Deptford Ragged School remains the essential vision of The Deptford Ragged Trust and offers a place of refuge, learning, worship and a home to a plethora of diverse community groups.

Social Impact - current

Now, more than ever, people feel isolated and we need inclusive services. The new church and community facilities, and the additional housing provision will make a major impact on the lives of Deptford residents and beyond, for generations to come. The proposed purpose-built community space will welcome many more families, those who need support, and people of all ages seeking community, fun and a place to be and belong.

As outlined in Section 1 of this document, we currently deliver a wide range of services, including parenting classes, a weekly soup kitchen, English language and exercise classes, children's activities and many other community-led initiatives to support those living in poverty.

In 2019/20:

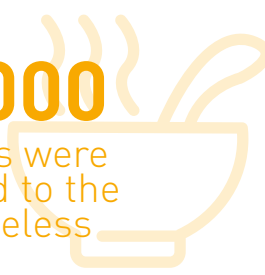


7,643

people accessed
our parent &
toddler group

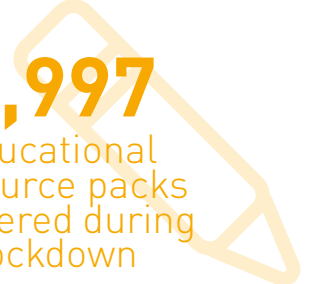
3,000

meals were
served to the
homeless



1,997

educational
resource packs
delivered during
lockdown



“It helped me
not feel alone

Service user

“We and the families are
incredibly grateful [for
the resource packs]; the
delight on the face of a
child discovering all the
exciting things in the pack
was priceless

Impact measurement

National research measuring “The Value of Small” finds that it is the distinctiveness of small and local charities which makes them best placed to respond to local needs. “They ‘showed up and stuck around’, using their position of trust within communities experiencing complex social issues to support people when they were needed the most.”

We know our work is effective from statistical and narrative evidence, as demonstrated here and found in our Deptford Ragged School Archives, as well as through increased demand for our services.

100% of respondents to our 2019 questionnaire said that the service was needed in the community.

“It is 100%, a lifeline

Survey respondent

“I felt valued, heard and supported

“It helped me continue through difficulties and saved me from giving up

Awards: Lewisham Mayor’s Award 2020 for “valuable contribution within the borough’s community response to COVID-19”

In order to maintain and improve our services, we are in process of researching, developing and implementing a monitoring framework, aiming to have this in place by March 2022. This will encompass all activities and projects and provide both statistical and qualitative data, measuring the social impact against our Theory of Change. Alongside this framework, a database will be built to securely store the data in accordance with our Data Protection Policy.



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Theory of change – future

INPUTS	OUTPUTS	OUTCOMES
<ul style="list-style-type: none"> • 177-year history of community mission in Deptford • Volunteering • Staffing • Investing in future/ leadership development • Old church building 	<p>Raised £1.5 million (15% of £10 million development cost).</p>	<p>Land ownership for future generations.</p>
<p>Infrastructure; administration and systems</p> <ul style="list-style-type: none"> • Grant applications and fundraising activities • Financial management systems • Monitoring and evaluation methodology • Online profile • Project strategy • Building usage strategy • Charity & church governance, policy and procedures 	<p>Flexible church and community space.</p>	<p>Sustainable community living.</p>
<p>Partnership / collaboration with</p> <ul style="list-style-type: none"> • J49 Registered provider of social housing • Lewisham Borough Council and the Greater London Authority • Local groups, faith groups, agencies, providers of social services 	<p>Hospitality through a creative, safe and comfortable space.</p>	<p>Reduced isolation, inequality and poverty / People feel safe, informed and connected.</p>
	<p>Community projects and Social Enterprise supported to promote education, wellbeing, equality and a sense of homecoming.</p>	<p>Increased mental wellbeing and personal resilience.</p>
	<p>A community of people that are growing and taking responsibility for our community activities in our building and Deptford.</p>	<p>Aspiration, learning, innovation and enterprise.</p>
	<p>New, diverse and sustainable leadership.</p>	
	<p>33 socially affordable flats for local young people in severe housing need.</p>	
	<p>Negative environmental impact minimised throughout the build and life of the building.</p>	

The Deptford Ragged Trust

A home in the heart of Deptford

The new Bear building will allow us to develop and grow our services, with the new church and community facilities and additional housing provision benefiting the lives of the whole community in Deptford and beyond, for generations to come.

The proposed purpose-built community space will ensure more services and community space is available to those who need support, in particular ethnically diverse communities, adults with addictions, disadvantaged young people, and those inadequately housed. We will build local partnerships and connectivity through:

- **New Ragged café** – a social meeting place for the community, offering skills training and work experience

- **Bear Cubs** - Pre-school and Parent and Toddler groups
- **From plant to plate** - raised-bed gardens with hands-on activities
- **English Fridays** - Language education
- **The Evening Service** - soup kitchen for the homeless
- **Entertainment Facilities**
- **Wellbeing sessions** – Psalms & Stretches
- **Fitness classes**
- **Parenting and breastfeeding support**
- **Deptford Ragged School Museum and Archives** - charting the social history of the Ragged Schools through education and outreach projects with the local community

The new housing will provide opportunities for young people to feel connected, informed and safe by:

- Reducing isolation, inequality and poverty
- Increasing physical and mental wellbeing
- Developing life-skills to formulate a healthy lifestyle
- Acquiring social skills to create healthy relationships
- Creating aspiration and encourage learning and enterprise

We will co-ordinate with J49 to develop workshops for the residents and members of the local community,

aiming to increase mental wellbeing and personal resilience whilst acquiring social and employability. These will cover a variety of subjects, including life and social skills, relationships, work values, health and wellbeing, business start-up, etc. We will continue to partner with other local organisations to provide cohesive and complementary services, as well as developing new relationships with other providers.

The youth and children's activities already provided will continue with a greater impact due to increased provision. The Bear community hub space on the ground floor of the new building will allow tenants easy access to services and support.





Environmental Impact

The proposal creates an innovative model of combined affordable residential accommodation linked with a supportive community. It is to be a 'living hub', designed to tie in with other existing local Deptford community hubs. To achieve this, the facade detailing reflects the existing Deptford Lounge building while still blending in with the traditional period detailing of the high street. The build is sustainable and environmentally friendly, using a Modular offsite construction for the residential units and reducing its carbon footprint by utilising Ground Source Heating to heat the building and supply the hot water while also incorporating PV roof panels.

The Gross Internal Floor Area is 2,547 sqm. The residential 1,889 sqm and church/community area of 658 sqm will be flexible, future-proofed, tech-enabled spaces to support the on-going needs of young people. We aim to make a positive environmental impact by:

- Environmentally friendly Ground Source Heating across the whole building
- Rooftop installed photovoltaic solar panels
- No gas use or supply across the site
- Green roof and planted courtyard and terraces with climbing plants on tension wires to create a visually appealing 'living building'
- Promotion of cycling, walking and public transport use, including the provision of secure cycle racks
- Separation of waste from recycling systems
- Rainwater harvesting
- Street art and signage
- 40% reduction in carbon emissions compared with the current building

The accommodation includes outside 'green' areas, creating an ideal place for residents to gain gardening skills. To help achieve this we are working with organisations like 'Biotechure' (see <https://www.biotechure.uk.com>) on everything from green walls to hydroponics.

We are committed to future and current technologies that will secure lasting low carbon footprint

solutions. The building will have PV's and ground source heating systems that will ensure low utility bills whilst providing sustainable heating and water solutions. Ground Source heating will provide ambient and controlling heat and provide a healthy living environment for year-round weather conditions. We have been awarded £290,000 from the renewable Heat Incentive Fund, over 20 years.



OPERATIONAL PLAN

The Bear is a well-established entity, embedded in the local community with good, long-term working relationships with other organisations in the locality and the local Council.

The Bear building operates as a local hub for meetings, programmes, events, training, and workshops that are accessible and tailored to the needs and aspirations of the local area, the Bear Church and the wider community of Deptford. By collaborating with other local groups, agencies, and providers of social services we aim to complement and sustain both our work and theirs.

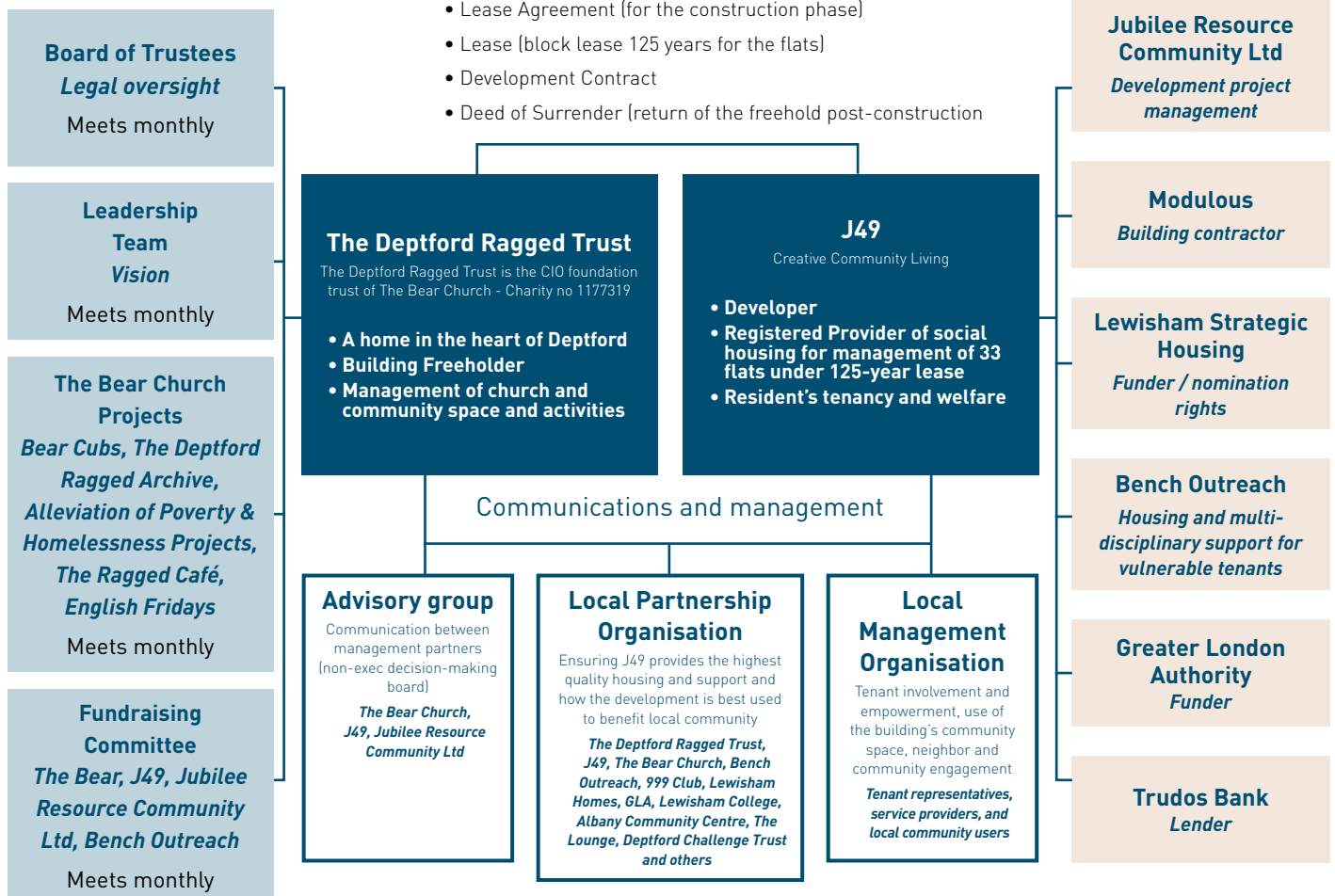
For the purpose of the Ragged Project, our main partner will be J49, a non-profit company limited by guarantee, seeking to be a “new type of social housing provider” in the urban context. J49’s intention is to promote community cohesion through ‘creative community living’. This meshes very well with the vision of The Bear, particularly with regard to meeting one of the main issues facing young Londoners, i.e. affordable housing.

Management Structure The Deptford Ragged Project

Operations Management

Legal agreements between parties

Partners





The aim of the project is to redevelop our existing site to further the vision of both The Bear and J49, creating a hub where church and community projects can continue and expand, while also creating socially affordable housing.

The Bear Church will manage and develop its community activities and projects, while J49 and its management team will manage the social housing operation. There will be overlap between the two spaces, with collaboration between users and occupants of both areas. A section of the community space will also be available for rental by other groups within the Deptford Community, as well as to the residents living in the building.

To facilitate this, J49 and The Bear will form a Local Partner Organisation (LPO) and Local Management Organisation (LMO).

The aim of the LPO will be to continue and develop our partnerships, to find the best ways to support the local community by providing education and training opportunities for residents of the building and local area. Within this group would be the opportunity to discuss the sharing of skills and resources, seeking to complement and support each other's work for the benefit of all.

The LMO will focus on the activities and groups using the project's building, providing a forum for all users to be involved in its use. Those involved in The Ragged Project will be - Tenant Representatives, TDRT service users, The Bear Church, Bench, and J49 management team. This group will expand as the building usage grows.

Core policies of The Bear Church/The Deptford Ragged Trust include the following and are available on request:

- Health & Safety
- Safeguarding (children and vulnerable adults)
- Privacy, including Data Protection/GDPR
- Equality and Diversity
- Risk Management
- Financial Procedures
- Trustee Code of Conduct
- Trustee Conflict of Interest
- Trustee Expenses

Financial sustainability

There are robust arrangements in place for managing the finances of the Bear Church. Income and expenditure budgets are prepared annually and performance against the estimates is monitored monthly by a finance team, which reports quarterly to the leadership team and trustees. The Bear Church has an excellent track record in returning small annual surpluses and growing its reserves.

A copy of The Bear Church's latest Annual Report and audited accounts is available upon request.

The land is currently valued at £1.5 million, with the cost of the redevelopment estimated at a further £10.5 million.

The Deptford Ragged Trust raised the funds to purchase the land and provide the site, completed 12th December 2019. J49 will raise funds for the build from grants from Lewisham Council and the Greater London Authority (£1.7m and £2.87m respectively) together with a loan from Triodos Bank of £2,993,162, payable over 25-30 years. (The amount of the loan will be limited to that which is payable by the social rent of the flats and the Government's Renewable Heat Incentive of £290,000.)

The Deptford Ragged Trust is committed to work together with J49 in order to seek to make up any shortfall in funding for the redevelopment and has employed a fundraiser to help with this. J49 recognises and respects the limitations of restricted funding brought to the project by The Deptford Ragged Trust (as a Charity), not least including the already signed grant agreement from the Stephen Taylor Foundation.

Raised so far (£ Sterling)

1,200,000	Value of land brought by The Deptford Ragged Trust including £776,000 given in donations
1,700,000	To J49 from Lewisham Council
2,870,000	To J49 from GLA
250,000	To The Deptford Ragged Trust from the Garfield Weston Foundation
290,000	To J49 - Renewable Heat Incentive Fund grant (payable over 25 years)
21,516	To The Deptford Ragged Trust from donations and fund-raising events organised by the church
2,993,162	Loan agreed from Triodos bank to J49 over term of 25 years (inc RHI fund)

TOTAL £ 9,034,678 Raised or pledged so far

There are further applications worth approximately £325,000 awaiting decisions.

Further detailed information on costs and risk management are available on request from info@tdrt.org.

