



THE PRINCE'S
REGENERATION TRUST

Investing in heritage The PRT experience

**Ros Kerlake, Chief Executive
The Prince's Regeneration Trust**

31 March 2014





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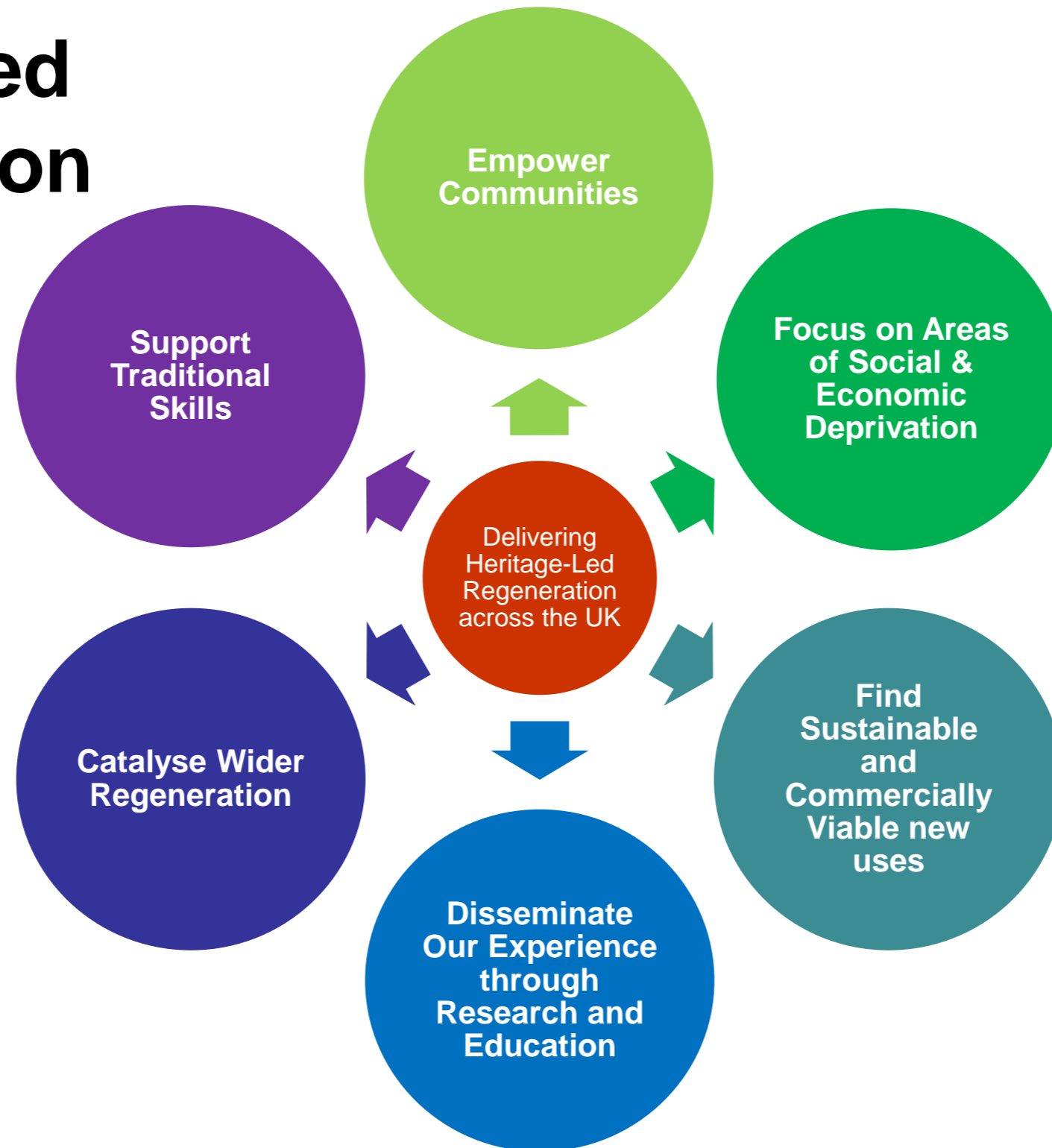
The Prince's Regeneration Trust

- Founded in 1996 by **HRH The Prince of Wales** to help ensure that important buildings at risk of demolition or decay are preserved, regenerated and re-used
- The Prince's Regeneration Trust has dual charitable objects covering **heritage and regeneration**
- Our work focuses on places that will benefit most from the regeneration of the wider community.





Heritage-Led Regeneration





The Benefits of Heritage-led Regeneration

- Improves **community pride and identity**
- Creates a **sense of place**
- Tackles derelict buildings, improving feelings of **safety**
- Stimulates discussion and communication between **diverse community groups**, providing opportunities to 'come together'
- Creates **jobs** and offers apprenticeship opportunities
- Creates **community facilities**
- Kick-starts **regeneration of wider area**
- Active participation through **volunteering or consultation** is key to increased community cohesion and a feeling of belonging





Our philosophy

- Buildings, like people and places, need to change and adapt to survive
- Focus on the area, not the building
- Although we work with buildings, what we do is about people





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Projects - we provide assistance on:

- Understanding heritage issues for a building or site
- Establishing what stakeholders want
- Building consensus between owner, local and heritage bodies and the community
- Finding viable new uses, including architectural, heritage, funding and legal solutions
- Sourcing very specialist expertise from our extensive networks
- Providing developer led solutions
- Leading a team to deliver a scheme





Tools

- Establishing / leading a Project Steering Group
- Heritage-led Enquiry by Design
- Planning Days
- Route Maps
- Development (Scheme design, developer procurement, back-to-back structures)





Education and Policy

- Sharing what we have learned
- Providing tools to those seeking to rescue heritage
- Retaining and developing craft and traditional buildings skills
- Informing the debate
- BRICK – Building Resources, Investment and Community Knowledge



The Green Guide for Historic Buildings

How to improve the environmental performance of
listed and historic buildings

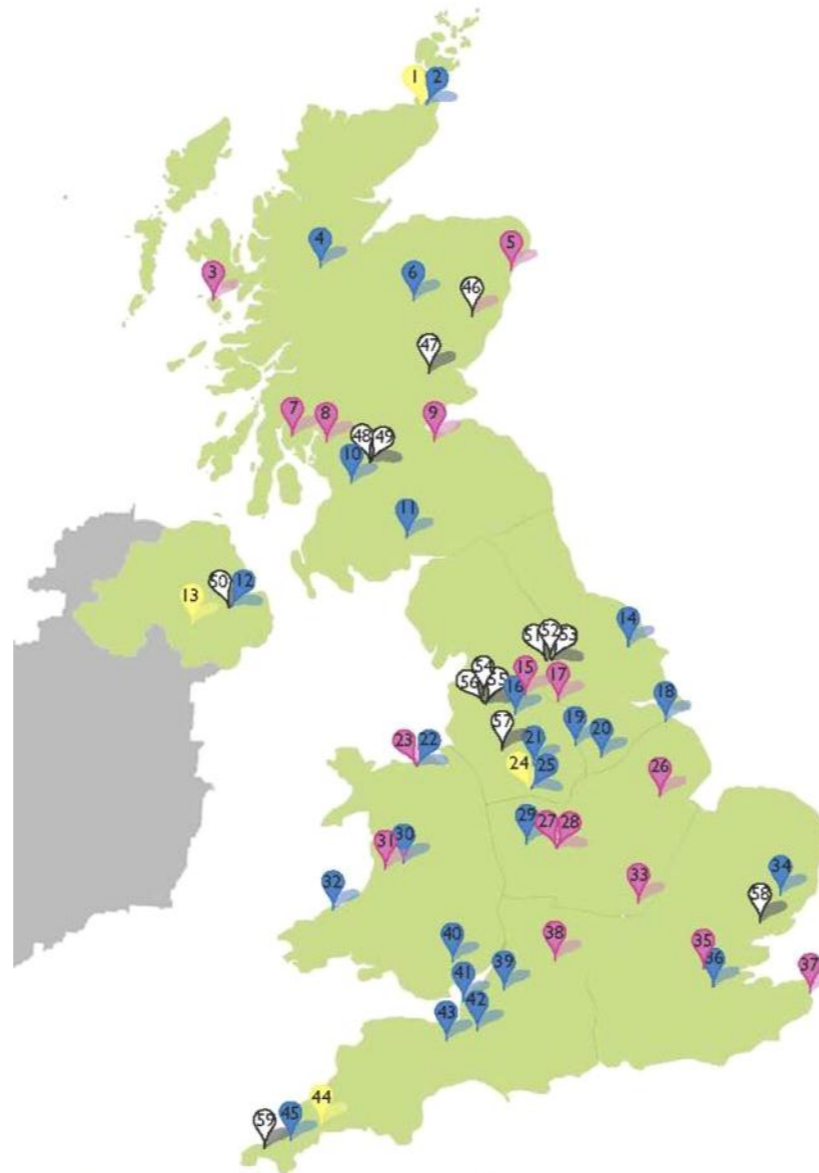




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Where We work

We work on projects all over the United Kingdom using our small team of expert staff and advisers



- PRT Owned/Partner Project
- Community-led Project
- Social Enterprise Project
- Completed Project

- 46 Merchant's House, Brechin
- 47 Stanley Mills, Perth
- 48 Anchor Mill Seedhill Footbridge, Paisley
- 49 Anchor Mill, Paisley
- 50 Conway Mill, Belfast
- 51 Eastbrook Hall, Bradford
- 52 Sowerby Bridge Wharf, Sowerby Bridge
- 53 Navigation Warehouse, Wakefield
- 54 Centenary Mill, Preston
- 55 Illex Mill, Rawtenstall
- 56 Houldsworth Mill, Stockport
- 57 Mistry Maltings, Mistry
- 58 Harvey's Foundry, Hayle
- 1 The Backies, Castletown
- 2 Castletown Mill, Castletown
- 3 Kinloch Castle, Isle of Rum
- 4 North Highland Initiative
- 5 Broadford Works, Aberdeen
- 6 St Margaret's Church, Braemar
- 7 Rothesay Pavillion, Isle of Bute
- 8 Paton's Mill, Johnstone
- 9 Bangour Hospital, West Lothian
- 10 New Cumnock Hall, East Ayrshire
- 11 Moat Brae House, Dumfries
- 12 Templemore Avenue School, Belfast
- 13 Armagh Gaol, Armagh
- 14 The Milton Rooms, Malton
- 15 Lomeshaye Bridge Mill, Nelson
- 16 Weavers Triangle, Burnley
- 17 Pioneer House, Dewsbury
- 18 The Ice Factory, Grimsby
- 19 Tinsley Tram Sheds, Sheffield
- 20 Priory Gatehouse, Worksop
- 21 Torr Vale Mill, New Mills
- 22 Gwasg Gee, Denbigh
- 23 North Wales Hospital, Denbigh
- 24 Middleport Pottery, Burslem
- 25 Burslem Regeneration, Burslem
- 26 Bass Maltings, Sleaford
- 27 Selly Oak Hospital, Birmingham
- 28 Queen Elizabeth Hospital, Birmingham
- 29 Soho Foundry, Sandwell
- 30 Cambrian Mountain Initiative
- 31 Strata Florida, Pontrhydfendigaid
- 32 Cardigan Castle, Cardigan
- 33 Bletchley Park, Milton Keynes
- 34 St Michael's Church, Ipswich
- 35 Bentley Priory, Harrow
- 36 Crossway Foundation, East London
- 37 Dreamland, Margate
- 38 Mechanics Institute, Swindon
- 39 Cleveland Pools, Bath
- 40 Crumlin Navigation Colliery, Caerphilly
- 41 Birnbeck Pier, Weston-Super-Mare
- 42 Beckery Island, Glastonbury
- 43 Tone Mill, Wellington
- 44 Old Duchy Palace, Lostwithiel
- 45 Sara's Foundry, Redruth

16 years

Over one million square feet re-used

1100 jobs created

70 Projects

£100M + investment secured





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Projects





The Trust's Role in projects

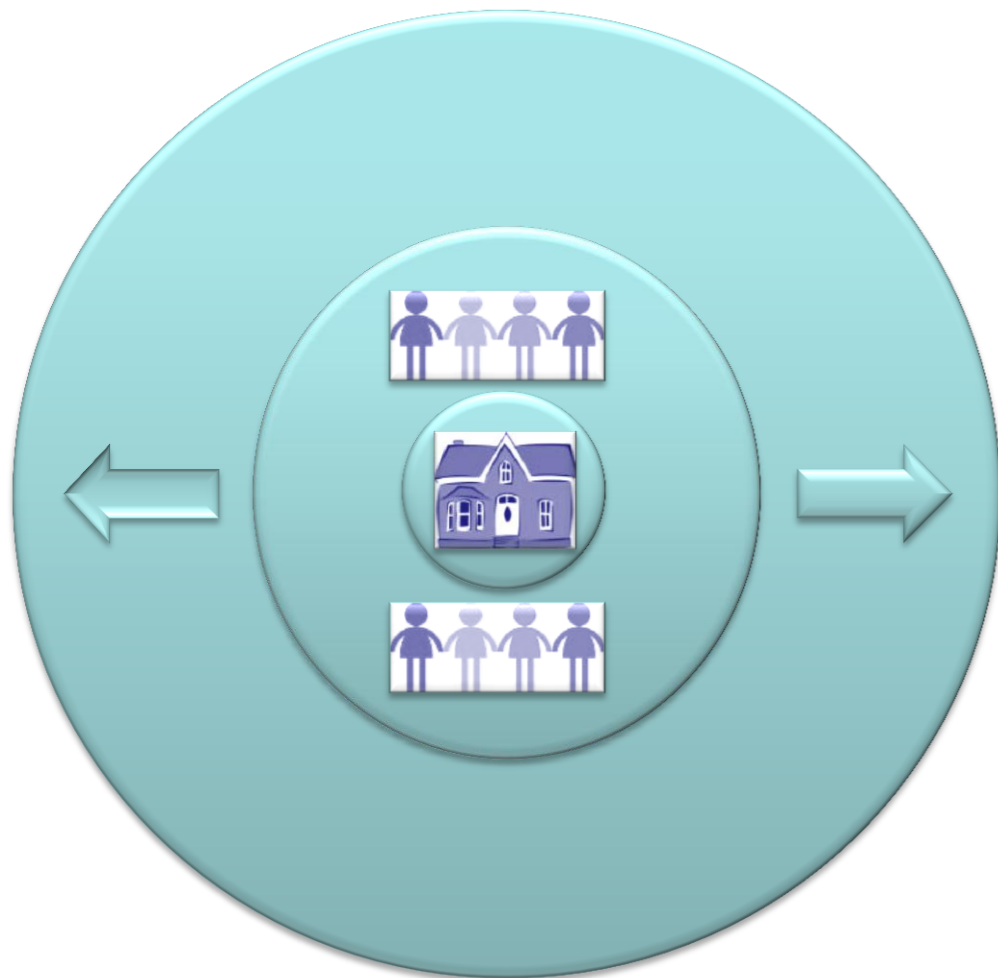
Owner/
Partner

Social
Enterprise

Community
Adviser



The Scope of Impact



The inner circle represents the building

The middle circle represents the immediate impact around the building, for example on jobs, the community and local area

The outer circle represents the broader impact of the project, for example on our profile with the general public, and includes national or even international impact



Measuring Success

To demonstrate the effectiveness of Heritage-led Regeneration across a broad spectrum

Economic

Social

Environmental

The information gathered by the framework will be useful:

To monitor the progress and success of individual projects

To understand the wider impact of Heritage-led Regeneration

To demonstrate the value of Heritage-led Regeneration to others

To inform future project management decisions



Social Impact Matrix

Individuals

Communities

Capacity

- Better hard skills and work experience
- Improved soft skills and job readiness
- Increased entry into employment

- Improved community empowerment
- Improved availability of employment

Confidence

- Improved civic awareness and participation
- Increased aspiration, motivation and purpose

- Improved cohesion and community relations
- Improved community safety and accessibility

Wellbeing

- Improved access to and use of local facilities
- Improved access to and use of public transport
- Increased participation in arts and culture

- Availability of public and community transport
- Increased public spaces and community facilities
- Improved local culture and heritage
- Conservation of resources and green building





Capital Funding for Heritage Projects

- Traditional approaches
 - Public funding (EU, National, Local)
 - Donor/Grant Funding (inc Trusts, Lottery)
- Widening access to grant funding
 - Economic – jobs etc
 - Environmental
- Public/Private partnerships
- Debt/Equity
- Social Impact Investment
- Community shares
- Crowd funding





Public/Grant Funding

Conway Mill, Belfast

- Category B2 building. 1842 Linen Mill, closed down in 1972 and suffered from neglect and vandalism
- At a 'Peace Line' between two communities
- PRT became involved in 1996, advising the community group
- The 'Conway Mill Preservation Trust' was established in 1999
- Obtained listed status for the Mill, therefore eligible for more funding
- PRT wrote the Conservation Plan, helped produce briefs for technical work and assisted with the Options Appraisals
- Over £5m in funding was successfully raised





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Conway Mill, Belfast - After





Conway Mill, Belfast – Outcomes

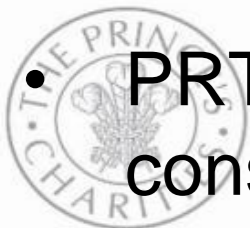
- Complete refurbishment and creation of a central atrium
- Re-opened in November 2010
- 63 business units
- Community and educational facilities - 40,000 sq ft of refurbished space in total.
- Over 100 people currently work at Conway Mill
- Community given back a historical land mark
- Positive symbol of what communities can achieve together.
- Around 445 people a year receive training or use education services at Conway Mill including art classes for vulnerable children and teenagers.
- Promotes a positive image of the Falls area and kick-started regeneration of wider area including new housing





Changing funding sources Harvey's Foundry, Cornwall

- At one time Hayle was the steam-engine production capital of the world
- Following closure of Foundry in 1904, the area became one of the most deprived in West Cornwall and the historic buildings were abandoned and unused.
- PRT worked with the community group to create The Harvey's Foundry Trust to save the buildings and local heritage
- PRT organised a number of community consultation events and discussions





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Phase I
Drawing Office
Before



Phase 2
Farm Buildings Before



Phase I
New Build



Drawing office After



Farm Buildings After





Harvey's Foundry, Cornwall - Outcomes

- £4 million regeneration scheme (Phases 1&II) with a range of funders
- 79,000 sq ft of historic buildings were regenerated and 8,000 sq ft of new build floor space was created.
- 22 organisations based at Harvey's
- 11 business started up and 13 expanded as a result of space provided
- 112 people are now employed on site
- During construction, 32 new jobs created on site and 11 long term unemployed people were given apprenticeships
- In less than 9 years Harvey's will have generated more than it cost in income tax, national insurance contributions and business rate returns
- Community space created for local exhibitions and meetings
- Phase III is now being planned to restore the remaining buildings

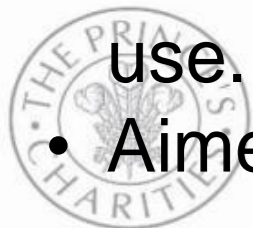




Parallel Public/Private Investment

Sowerby Bridge Wharf, Yorkshire

- Grade II and Grade II* listed 18th and 19th century Canal Warehouses.
- Former major transport hub. Buildings fell into neglect when this role ceased.
- PRT was approached for help in 1996 by some of the Wharf's sub-tenants.
- We created a new body (Sowerby Bridge Wharf partnership) and established a strategy based on retaining existing businesses focusing on water-based recreation and office use.
- Aimed to create a visitor destination.





Sowerby Bridge Wharf - Outcomes

- £2.1m public sector investment scheme was secured, with a further £1.2m secured from the private sector as a consequence of the catalytic effect of the regeneration projects.
- 34,200 sq ft of vacant heritage building floor-space refurbished
- New access road and street lighting
- 19 business units and 270 jobs created
- 7 start up businesses, and expansion of existing businesses
- Visible evidence of knock-on regeneration of wider area.
- Unemployment in area down from 10% to 5.6% in January 2010
- Positive return to treasury through tax revenue
- Improved sense of community and access to leisure opportunities
- Won the 2005 Waterways Trust and British Urban Regeneration Association (BURA) Historic Environment Award.





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Developer Partnership

Anchor Mill, Paisley, Scotland

Listed Grade A, built 1886 and closed in the 1980s

Located in a severely deprived area

Council asked PRT to get involved in 1999 after failure of other options

PRT established a Steering Group involving the Council, Morrisons, Scottish Enterprise and Historic Scotland.

Mixed use solution of apartments, business space and car parking, and apartments



Before



After





Anchor Mill, Paisley - Outcomes

- Restoration of 150,000 sq ft of Grade A Listed building
- £12 million project with innovative public / private funding package
- 23,000 sq ft of business space available
- 60 quality residential units created
- Catalyst for restoration of Seedhill Footbridge, 106 new homes and a new Morrisons store – the latter created over 250 jobs
- Public access to the spectacular atrium where the story of the mill and its rescue is told
- Sales were highly successful, creating a new market and active population in Paisley



Restored Atrium





Largely unfundable Rural Regeneration

- Depopulation of rural communities is a challenge in many countries
- “Weekend cottages” raise prices, weaken economy
- Different approach, wider area
- North Highland Initiative/ Cambrian Mountains Initiative
- Evaluate
- Build links to rural initiatives
- Re-purpose





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Flagstone Cottages





Middleport Pottery, Burslem



- Situated in Burslem, Stoke-on-Trent - highly deprived area
- Built in 1888 to manufacture Burleigh
- Purpose built model industrial pottery
- Grade II* listed
- In very poor repair and too large for pottery production alone (80,000 sq ft)
- Unique collection of moulds, artefacts & archives



Our involvement at Middleport

- PRT acquired the Middleport Pottery site in June 2011
- PRT will undertake a £8.5 million project to regenerate the buildings
- The pottery business is run by Denby Pottery Ltd, which acquired it in July 2010
- We have leased approximately half of the site back to Denby for pottery production.
- New facilities open July 2014

Had The Prince's Regeneration Trust not intervened, the pottery was at serious risk of closure, leading to the loss of jobs and substantial buildings of historic significance being left to further degenerate.





Regeneration

- 50 local jobs at the Middleport Pottery have been saved and a further 50 sustainable jobs will be created on site.
- Production of Burleighware has and will continue to grow – 15 new staff have already been taken on.
- New workshop units for creative industries will be created for new and expanding business in Burslem and the wider area.
- Increase visitor numbers to the site from 8,000 per annum to 30,000. This will bolster the local economy and create additional jobs.
- Training for the local community will be available to ensure craft skills is sustainable.





Conservation & Restoration

- Repair and restore the Grade II* listed buildings and preserve its character.
- Catalogue and present ceramic collection, historic machinery, archives and the 19,000 mould collection.
- One of the finest remaining examples of a bottle kiln will be conserved and re-used.
- Middleport's history will be interpreted and presented for visitors to enjoy.





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New uses for space

The pottery production will be consolidated into approximately 50% of the site; the remaining (currently unused) space will be converted into attractive accommodation for:

- **Workspace**

 - Workshops/Office space

- **Visitor Destination**

 - Heritage displays

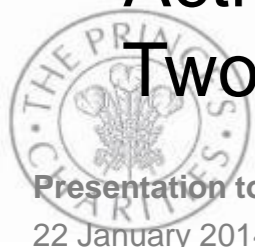
 - Café

 - Function room

 - Gallery

 - Activity space

 - Two floor shop





Community engagement

- **Providing Informal Learning Opportunities:** Holding workshops based on traditional skills, multi faith events, on-site classes for local residents, exhibition programme showing local artists.
- **Working with Schools, Colleges & Universities:** providing workshops to schools to encourage greater understanding of 'The Potteries' and value of ceramics to their community. Working with universities to support higher level opportunities.
- **Providing Training :** 'Get into Construction', Apprenticeships, Contractor Training, 'Get into ceramics', NVQ Qualifications.
- **Providing Volunteer Opportunities:** Working with local universities and Volunteer Centres to provide experience and training to students and unemployed residents of Stoke-on-Trent enhancing employability, confidence and skills.





Funding summary

Regional Growth Fund	£1.7m
European RD Fund	£1.059m
Heritage Lottery Fund	£1.568m
English Heritage	£1.197m
Tenant (BDL)	£0.763m
Donors and Trusts	£2.475m
Total	£8.762m



Accessing diverse funding pots





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New types of funding





Social Investment

- Investors seeking a social return and a reduced financial return
- Long term investment
- Can invest as debt or equity
- Must have an exit
- Must achieve measurable social return to identified beneficiaries
- Grant/Public funding still needed at the project level



Fund Mission

Boosting the long term capacity, confidence and wellbeing of deprived communities across the UK through adaptive reuse of at-risk locally important buildings





Target Beneficiaries

The fund will specifically target deprived communities and the vulnerable individuals within them; places and people that will benefit most from increased social investment

There are numerous disadvantaged groups that can be found in these areas, who need help for different reasons. Specific examples of the types of individuals the fund will benefit include:

- young people who are not in employment, education or training
- unemployed adults
- groups isolated by accessibility issues
- groups divided by social barriers





Fund Investment Criteria

Qualifying social enterprises must:

- a) Be located within the 25% most deprived Lower Super Output Areas according to the Index of Multiple Deprivation for England, Scotland, Wales and Northern Ireland
- b) Adapt and reuse at-risk locally important buildings:
 - Buildings classified as 'at risk' due to condition or occupancy
 - Buildings classified as 'locally important' due to prominence, architectural or historical significance, delivery of a key local service, key driver of local economic activity or demonstrated through strong local support
- c) Through this adaptation and reuse can deliver a range of target outcomes from the fund's social impact matrix that are sustainable, inclusive and far-reaching and can evidence this through agreed measures





Fund Investment Criteria (cont)

Qualifying social enterprises must:

- d) Provide long lasting social impact through asset transfer to the local community, or in exceptional circumstances via appropriate controls to preserve use (e.g. long leases)
- e) Have a robust and deliverable business plan that:
 - Ensures repayment, during the life of the fund, of the original investment plus a reasonable rate of financial return
 - Demonstrates long-term financial and social viability beyond the life of the fund
- f) Make best use of existing funding sources but cannot attract the required total investment to implement their business plan
- g) Would otherwise not happen without the support and involvement of the Prince's Regeneration Trust Social Enterprise Fund





Community shares

- Co-operative/Community Benefit Society
- Withdrawable share capital
- Risk Capital
- Alignment of interest
- Pubs, Community shops
- Hastings Pier
- PRT projects considering it
- Important Contributor, but not huge sums





Crowdfunding for heritage projects

What is crowdfunding?

- The practice of funding a project or venture by raising many small amounts of money from a large number of people, typically via the Internet.

Why is PRT using crowdfunding?

- It is an innovative, cross-disciplinary source of finance. It incorporates campaigning, raising awareness about our projects, fundraising and marketing & communications into one single digital product.
- It complements the organisation's overall fundraising strategy and is a more direct and accessible way of showing donors, supporters and investors what we want to achieve in the future and how they can support us.
- It offers our Community projects the opportunity to reach out to their communities and beyond and to engage a wide array of diverse audiences in supporting their cause.
-





What sort of funding is it good for?

- Works best with tangible, clearly defined projects
- Usually small amounts although some have raised more
- Crowdfunding enables financial flexibility for project funding: both revenue and capital costs can be covered, as long as the breakdown of finances is transparently shared with donors and supporters on the online platform.
- Crowdfunding projects also attract a lot of in-kind support (advice, consultancy, even materials or labour for capital works).
- It can also represent a good source of match-funding and proving financial viability to statutory grant-making institutions and trust & foundations.





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PRT Crowdfunding

- We chose 'Spacehive' as a fundraising platform, because it is specifically designed for capital-intensive community and civic projects in the UK and unites local authorities, communities and businesses in urban and rural regeneration processes.
- We are creating an 'Initiative' page on Spacehive, that will serve as an umbrella for heritage projects wishing to fundraise online. They can link to the PRT page and get promoted that way.
- The PRT crowdfunding initiative is still in 'concept stage', but you can have a sneak peak here:
<http://www.spacehive.com/Initiatives/princesregeneration>
- Official launch: later tis year– keep a look out!





Conclusions

- The substantial need for funding for heritage projects cannot be met by grants alone
- The funding approach has to be developed individually for each project
- Regular debt/equity unlikely to work because of the heritage deficit
- Developer partnership makes sense where there is a development risk and an intention to exit
- Traditional grant/public funding still has a key role to play





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