



THE PRINCE'S
REGENERATION TRUST

The Power of Heritage as a Community Revitalisation Tool

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

Heritage Canada Foundation National Summit, Montreal

11 October 2012





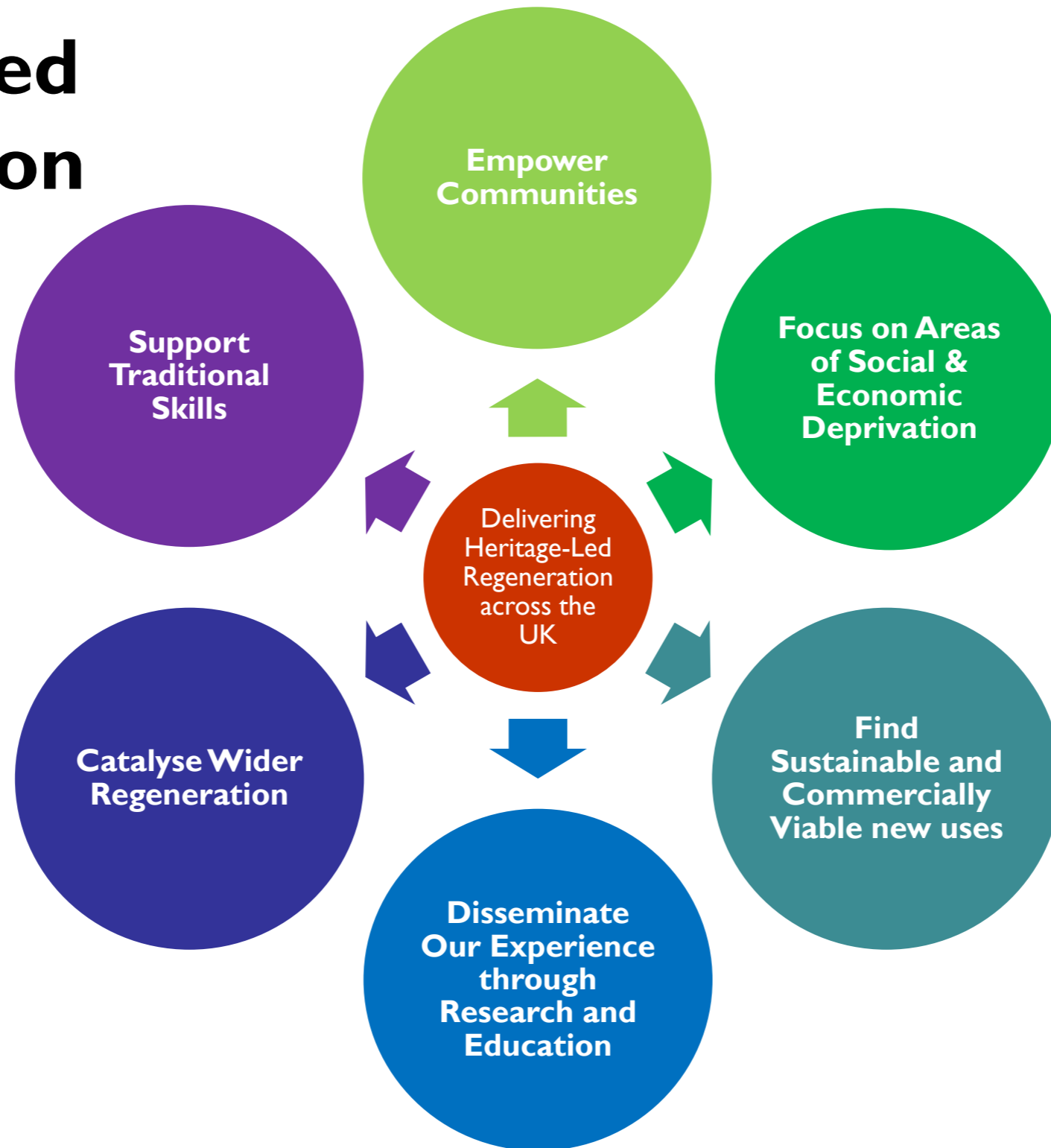
The Prince's Regeneration Trust

- 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





Our philosophy

- Buildings, like people and places, need to change and adapt to survive
- Look not just at the building, but the wider area
- We work with buildings, but what we do is about people

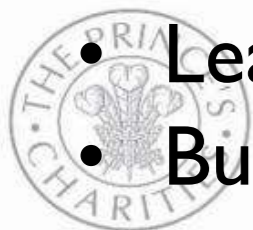




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Projects - we provide assistance on:

- 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
- Building links with other Prince's charities





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

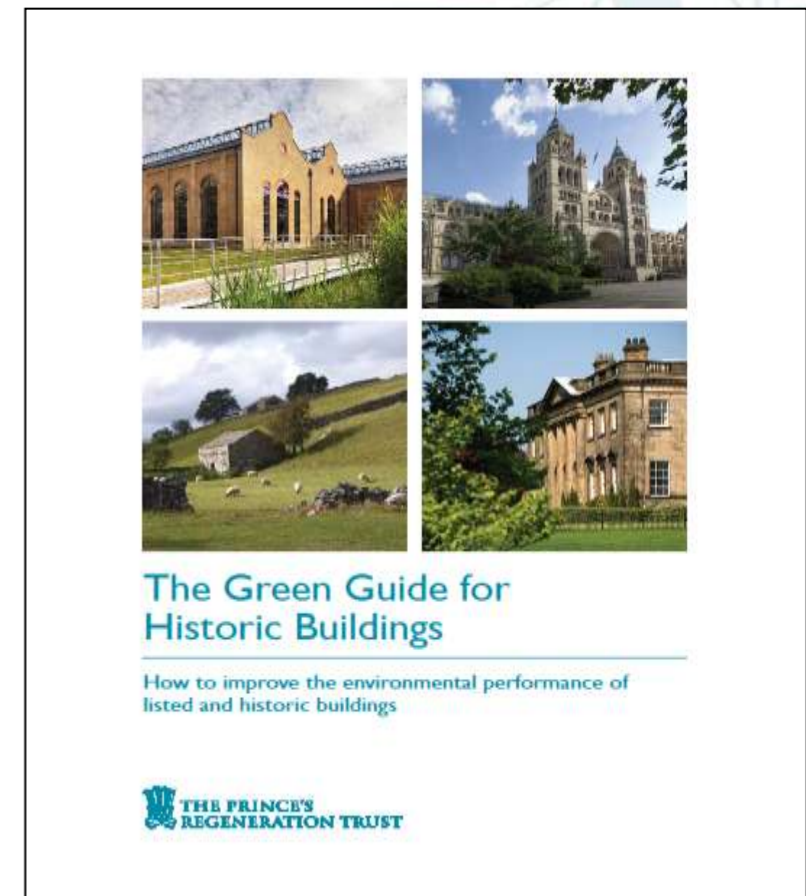
Sharing what we have learned

Providing tools to those seeking to rescue heritage

Retaining and developing craft and traditional buildings skills

Challenging preconceptions on key issues (eg sustainability of historic buildings)

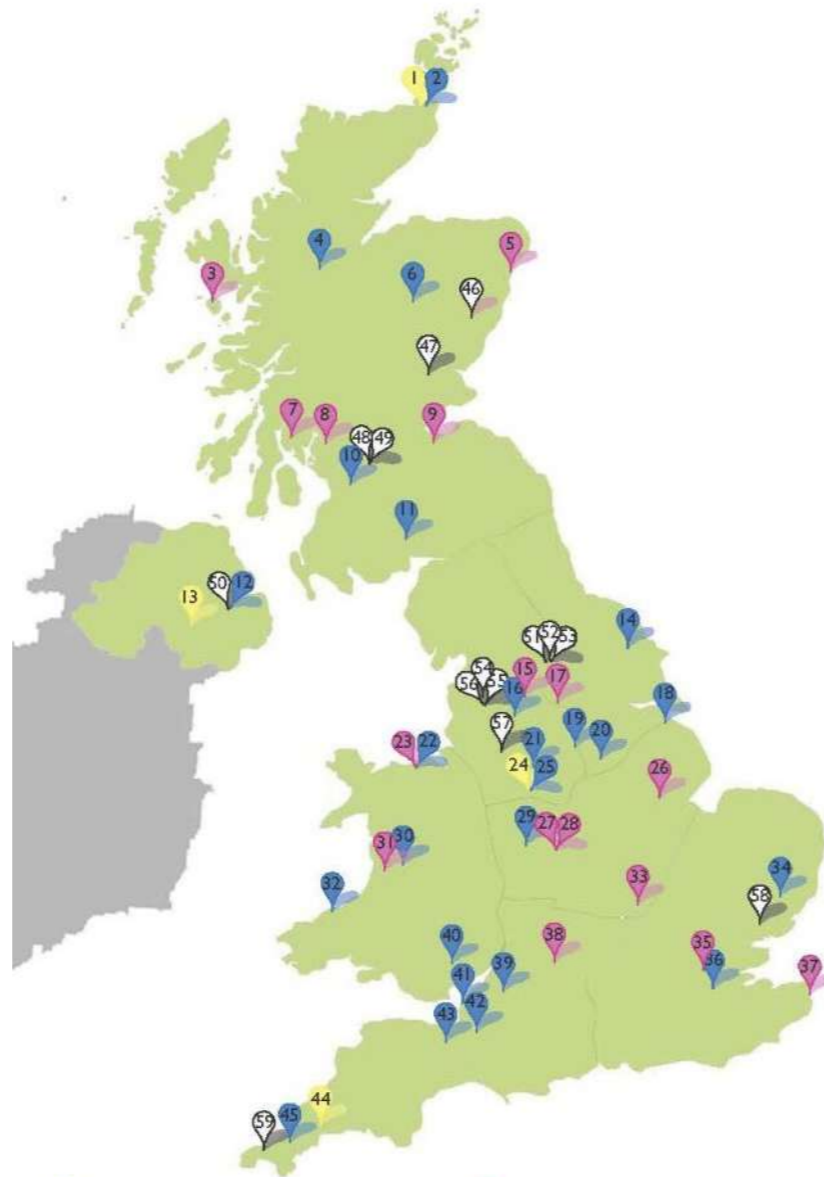
Informing the debate





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Where
We
work



- 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 Ilex Mill, Rawtenstall
- 57 Houldsworth Mill, Stockport
- 58 Mistley Maltings, Mistley
- 59 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 Pavilion, 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, Pont-rhydfendigaid
- 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





The Trust's Role in projects

**Community
Adviser**

**Social
Enterprise**

**Owner/
Partner**





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Projects





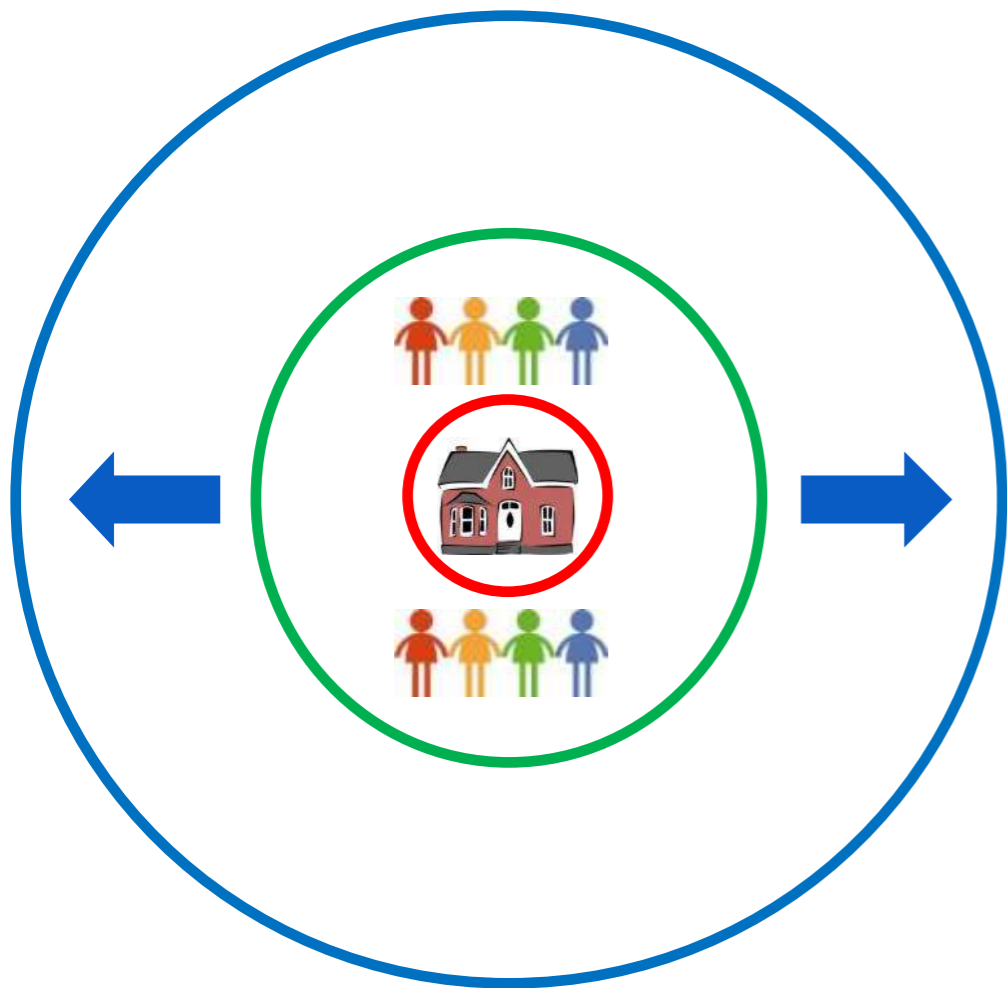
The Social Benefits of Heritage-led Regeneration

- 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





The Scope of Impact



The red circle represents the building

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

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

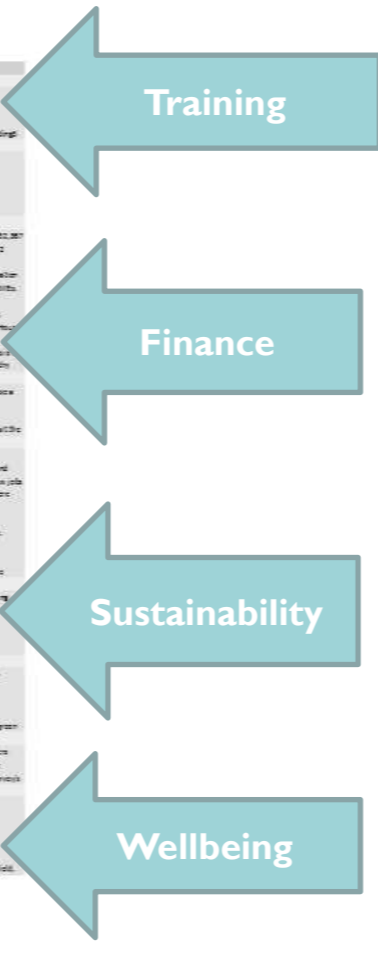


Evaluating Our Projects

Project Checklist



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Name of Property: Hale			
Project Parameters			
Q01	Name of Project and location:	Q1	Hale's Foundry in Hale
Q02	Project Area: Please define buildings included. Please attach a site plan if available.	Q2	Hale's Foundry Complex - which includes the following:
Q03	Stage at which evaluation checklist is being completed:	Q3	End of Phase 2
Q04	Date of building or site before PRT involvement. Is it listed on the SHL register? If it is listed:	Q4	The Drawing Office was Grade II listed. The rest of the building:
Reports, Consultation Items and Community Support			
Q05	What Reports have been produced?	Q5	A Planning Day Report
Q06	What consultation events have been held?	Q6	A Planning Day
Q07	Have delivery vehicles been established? (Y/N) Is there an existing delivery vehicle?	Q7	Yes - The Prince's Foundry Trust
Q08	Have main Director/Trustees have been appointed?	Q8	Yes including Trust Manager.
Q09	Have skills audit been carried out?	Q9	No
Scope of the Building			
Q10	Space for the premises of four uses fulfilled:	Q10	Phase 1 (2000 sq ft) of new built floor space commercial and 10,000 sq ft
Q11	Number of listed buildings used and the use:	Q11	All of the historic buildings that formed part of phase 1 and 2
Q12	Number of other buildings within the outline saved and use:	Q12	N/A
Q13	Number of other buildings regenerated and use:	Q13	Phase 2 area is 10,000 sq ft. In addition to the regeneration:
Q14	Type of use e.g. mixed, residential, office, leisure etc:	Q14	Mixed use: workshops, live/work units and office space for 1000
Q15	Number of residential units created (if applicable):	Q15	25 work units for retail and leisure
Q16	Percentage of social housing (if residential units have been created):	Q16	None of the units are local authority provided social housing.
Q17	Number of work units created (if applicable):	Q17	Phase 1 (2000 sq ft) currently in use 10 of the 10 work units.
Q18	Percentage of work units in use after 1 year (if applicable):	Q18	100% (2000 sq ft) currently in use 10 of the 10 work units.
Q19	Percentage of residential units in use after 1 year (if applicable):	Q19	100% (10,000 sq ft) currently in use 10 of the 10 work units.
Q20	Have any community spaces been created? If yes, please give details:	Q20	A Heritage Centre is planned for Phase 2. The Prince's Foundry
Heritage Interpretation and Quality of Regeneration Scheme			
Q21	Have the works to the historic building seen any awards? If yes, please give details:	Q21	Green Apple Award and HSA Commendation for Phase 1. Also
Q22	Are there interpretation facilities on site? (Y/N) and, if yes, please give details of facilities:	Q22	Yes - this is planned for Phase 2
Q23	Approximate number of visitors to these facilities site (if known):	Q23	N/A
Q24	Is there public access to all or part of the building/site?	Q24	Yes - The public can access the majority of the site and can watch
Training, Employment, Education and Skills			
Q25	Number of start-up businesses (if applicable):	Q25	Of the original scheme 11 were start-up businesses and 6
Q26	Number of jobs on site (construction phase):	Q26	The construction work was undertaken by a local company and
Q27	Number of jobs created on site directly, post construction (business, heritage interpretation):	Q27	100 people are employed on site. Approximately 20% are new jobs
Q28	Number and type of training places supported during construction phase (if applicable):	Q28	11 training places were created during construction. They were
Q29	Qualifications achieved (if applicable):	Q29	10 have been awarded their CPD cards.
Q30	Percentage of business going into employment from training (if applicable):	Q30	100% (none - company has no staff)
Q31	Number of businesses expanding as a result of project:	Q31	10 businesses have expanded as a result of being nearby.
Q32	Number of businesses relocating to project:	Q32	8 businesses relocated to Hale's.
Q33	Number of employees coming out of long term unemployment (if applicable):	Q33	11 construction workers came out of long term
Q34	Does the project include additional training output? If yes, please give details:	Q34	A skills element of the project is the Hale's Community Academy
Finance and Funding			
Q35	Business rates and Council Tax income:	Q35	£111,288.00 in the period 2019-2020 for Business Rates (taking
Q36	How much is spent on site (equipment / interpretation if applicable):	Q36	N/A
Q37	Amount of grant funding received:	Q37	Phase 1 was £1.38m and Phase 2 was £2.5m.
Q38	Amount of private sector investment:	Q38	None - the project has been entirely grant funded.
Q39	Additional financial return to PRT Treasury (national insurance and income tax contributions):	Q39	£1,000,000.00
Environmental Sustainability			
Q40	Have local materials been used on site? If yes, please give details:	Q40	The firm has been specifically recruited and selected
Q41	Have sustainability policies been put in place? If so, is a monitoring taking place?	Q41	The Trust has a green board plan and a recycling system.
Q42	Have carbon emissions targets been set? Please give details (if applicable):	Q42	No target has been set.
Q43	Embodied carbon of building saved (see valuation guidelines):	Q43	20000kg of CO2
Q44	Have environmental measures been implemented? If yes, please give details:	Q44	In some of the management of the building the Trust has a green
Community Wellbeing			
Q45	What are the community facilities used for? If possible please give the rates and number using:	Q45	The Old Brewery Office is used by the Hale's Active volunteers
Q46	What are the community facilities being used for? Please give details:	Q46	It is being used for training and as a meeting point for members of the
Q47	Number of volunteers and time given on project (hours):	Q47	There are 100 hours of volunteer time given for the Hale's
Interviews (please give guidance and sample questions):			
Q48	Please record name of people interviewed and job role on / association with project:	Q48	Local Division Project Officer Hale's Foundry Trust Ben Bolding, Clive Hill, Steve People Hill, Steve Hill, Catherine Jordan, Douglas Green, Tegan, Dawn Sullivan, Nicola Hill, Hale's Community Academy, Project Officer Hale's Foundry Trust

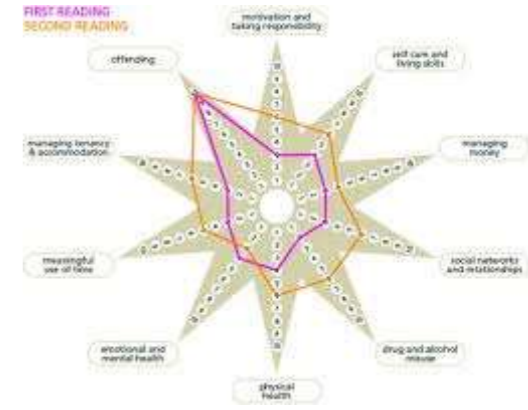


Interviews



Questionnaires – customer satisfaction

Wellbeing star



Updated at regular intervals by project advisers

Economic, Social, Environmental Impact Analysis



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



How we fund our work

- The work of The Trust is dependant upon it raising funds to meet its costs (it is not endowed). It does this in two ways:
 - by obtaining contributions to its core charitable activities from public funding and benefactors
 - by undertaking projects on a paid basis through its Social Enterprise Company – generating funds to reinvest in its charitable work





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Examples of the Power of Heritage as a Community Revitalisation Tool





Strengthening Communities

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

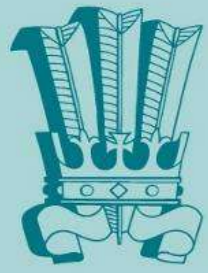




Conway Mill, Belfast – Outcomes

- Complete refurbishment and creation of a central atrium
- Re-opened in November 2010
- The Mill houses 63 business units (57 of which are occupied), 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
- Strengthened role as a local centre for community-orientated and social services, contributing to the well-being of residents.
- Home to Conway Education Centre, the Still Imprisoned project, and art classes for vulnerable children and teenagers. Around 445 people a year receive training or use education services at Conway Mill
- Promotes a positive image of the Falls area and kick-started regeneration of wider area including new housing





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Conway Mill, Belfast - After





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*“Our vision is that it has always been a shared place and it continues to be a shared place”
(Manager of Conway Education Centre)*

“It’s all about creating that network of support, there is more a sense of community about the place. It’s good to see local businesses moving in because that’s what it should be about, the community.”

(Craftsperson)





Catalyst for Wider Regeneration and Creating Jobs

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 I&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





Catalyst for Wider Regeneration



- Phase II was part of the wider Townscape heritage initiative (THI)
- £4.1m invested in the town involving refurbishment of main square, shopping area and parts of the harbour
- Key contributor to Cornwall's success in achieving World Heritage status

“The THI programme is a clear demonstration of the power of heritage regeneration to act as a catalyst for the regeneration of the wider area, and the success of Phase I helped to make the argument for this scheme”





Creating Community Facilities

Templemore Avenue, Belfast

- Listed Grade B1, built in 1924.
- One of the few buildings of distinction in area
- Closed in 2003, fell into disrepair and suffered from significant vandalism
- Templemore Avenue ranked fifth most deprived ward in Northern Ireland





Templemore Avenue, Belfast – Outcomes

- East Belfast Community Development Agency (EBCDA) has taken on the project to turn the school into a ground-breaking community 'Network Centre'
- PRT has worked alongside EBCDA to highlight the project and raise capital funding
- Contractors have been appointed and work has commenced
- The project aspires to
 - transform the building into a focus for the community
 - provide space for start-up businesses and a meeting place for groups and organisations
 - bring together adjoining Protestant and Catholic communities
 - act as a catalyst to bring life back into the area and raise civic pride





Creating a Sense of Place

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
- 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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“Everyone we know...even a valley or two over, comes to Sowerby Bridge to go out now...I think the restaurants and things down there have really helped to make Sowerby Bridge actually have people come in to it from outside. And everybody comes now...it’s had a knock-on effect on the whole street, the main road and everything...it’s a real centre now for social stuff.”

(Liz and John Bolton, Calder House Dental Care)





Creating Cross-Sector Partnerships

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





Rural Regeneration

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





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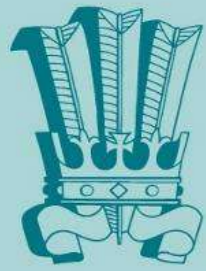
Flagstone Cottages

Before

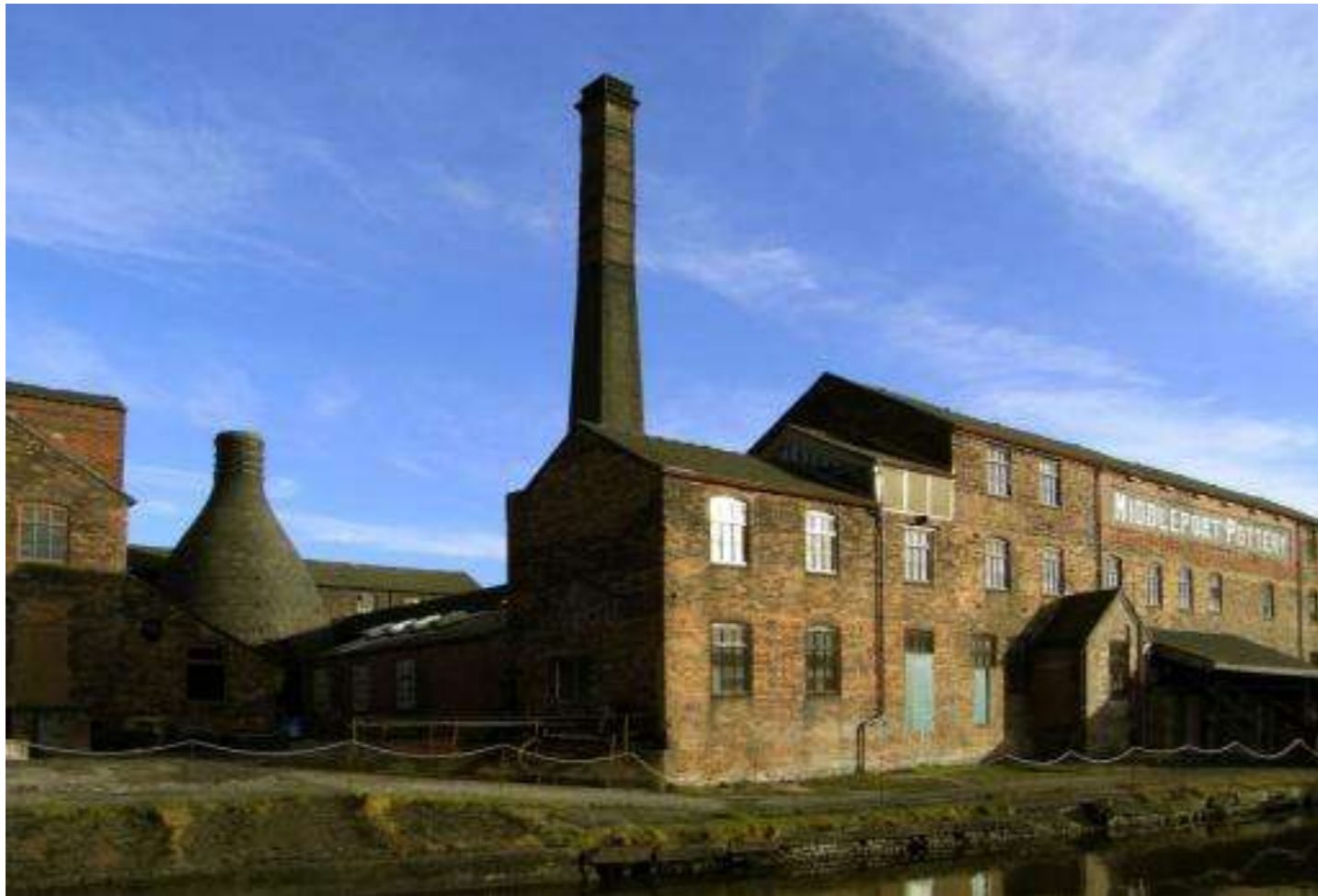


After



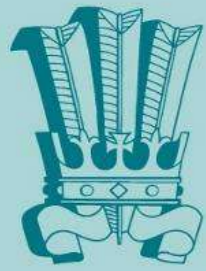


Middleport Pottery, Burslem



- Situated in Burslem, Stoke-on-Trent
- 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

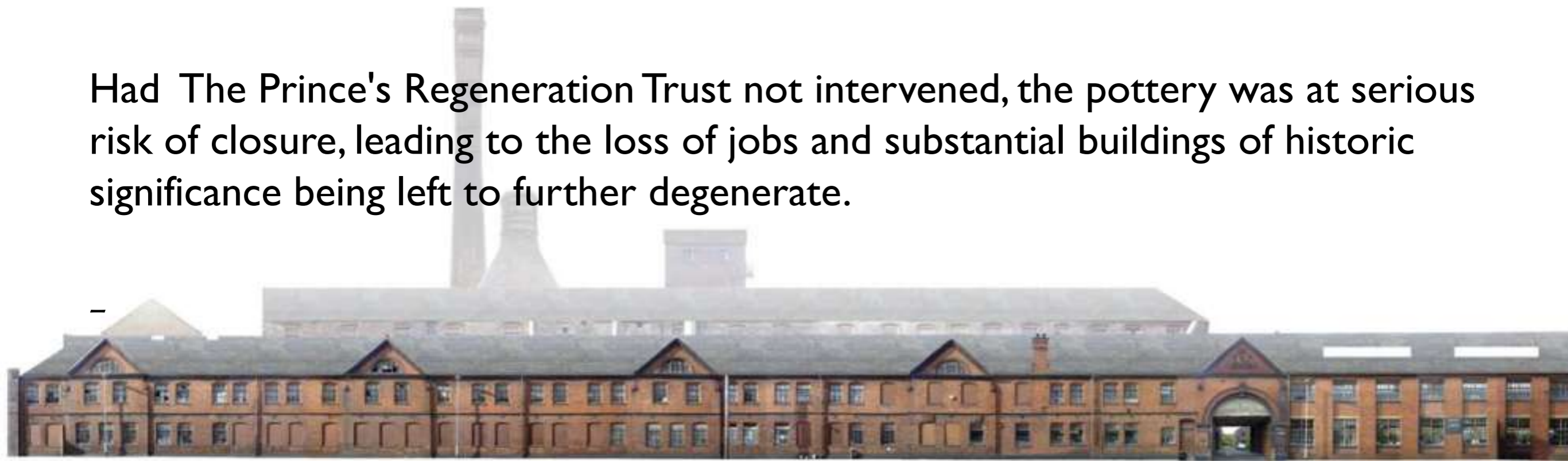




Our involvement at Middleport

- 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.

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.

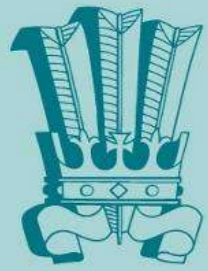




Regeneration

- 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 – 10 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.

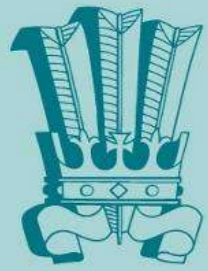




Conservation & Restoration

- 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.





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:

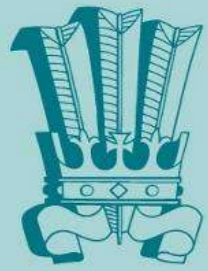
Workspace:

- Workshops
- Office space

Visitor Destination:

- Heritage displays
- Café
- Function room
- Gallery
- Activity space
- Two floor shop

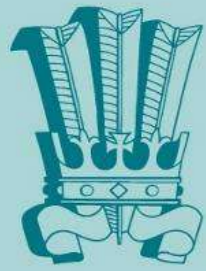




Community engagement

- **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
ERDF	£1.059m
HLF	£1.568m
English Heritage	£1.197m
BDL	£0.763m
Private Donors and Trusts	£2.475m
Total	£8.762m



Accessing diverse funding pots





Wider Regeneration of Burslem

- Port Street Houses opposite Middleport Pottery
- Harper Street & Lodgekeeper's cottage
- Wedgwood Institute
- PRT is working with other 'Prince's Charities', the community and local authority to build on existing and new locally-led initiatives to make Burslem (and the city beyond) a better place.





The Social Benefits of Heritage-led Regeneration

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





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Conclusions

