

Transforming Places through Heritage programme

Heritage Development Trusts Interim progress report

June 2022



Department for
Digital, Culture,
Media & Sport

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Executive Summary

The pilot *Heritage Development Trusts* project is an organisational capacity building initiative which aims to enable building preservation trusts or similar organisations delivering heritage-led regeneration to make a step change in their operations and support their long-term sustainability. It is part of the Architectural Heritage Fund's *Transforming Places through Heritage* programme (running from 2019-23), funded by the Department for Digital, Culture, Media, and Sport, which supports charities and social enterprises to create sustainable new uses for redundant or underused historic buildings on high streets and town centres in England. This programme, together with Historic England's *High Streets Heritage Action Zones*, forms part of the *Future High Streets Fund*, administered by the Department of Levelling Up, Housing and Communities.

Seven organisations have been awarded Heritage Development Trust (HDT) grants following a competitive application process: a first cohort of four was selected in December 2019 and a second cohort in January 2021. Each HDT has received revenue funding and business development support (expert advice from consultants in governance, communications and impact reporting). Peer-to-peer learning is also an important facet of the initiative. Table 1 below sets out the revenue grants awarded to each organisation – a total investment of **£717,458**. In addition, the HDTs have benefited from project-specific grants from the *Transforming Places through Heritage* programme for project development and capital costs. This report assesses the achievements of the HDTs to June 2022.

Table 1: Revenue funding awarded to the pilot Heritage Development Trusts

Beneficiary organisation	Grant	Main Purpose
<u>Great Yarmouth Preservation Trust*</u>	£147,643 (3 years)	New staff posts: Project Officer & Heritage Assistant.
<u>Historic Coventry Trust*</u>	£150,000 (3 years)	Contributions to Exec. Director and Assistant Director posts; marketing consultant & finance support.
<u>Tyne & Wear BPT*</u>	£150,000 (3 years)	New three-year staff post: Project Officer; communications, training, consultants.
<u>Valley Heritage CIO*</u>	£90,000 (3 years)	New staff post: Project Officer
<u>Heart of Hastings CLT+</u>	£60,000 (2 years)	Contributions to senior staff posts for two years: Chief Exec., Ops Manager.
<u>Heritage Lab CIC+</u>	£60,000 (2 years)	CIC Director contribution, Project Manager, Comms. Manager.
<u>Heritage Lincolnshire+</u>	£59,815 (2 years)	New staff posts: Conservation Projects Manager, Heritage at Risk Officer.
Total investment	£717,458	

*Cohort 1, awarded grants in 2019; +Cohort 2, awarded grants in 2021.

Although the amounts and funding periods for the revenue grants awarded varies, all the HDTs have used the funding primarily towards staff costs, either towards existing posts or new recruits. The grants to Heart of Hastings CLT and Historic Coventry Trust, for example, have contributed to their leadership teams, alongside funds from Historic England and

Heritage Development Trusts in a nutshell

- **Multi-building developers:** acquiring and managing a portfolio of heritage assets, to create an economically sustainable model through their revenue-raising potential;
- **Community-based partnerships:** arising from the needs of their community, and working in close partnership with local people, local government and local business;
- **Entrepreneurial & Not for Profit:** reinvesting their surpluses in development, and creating additional economic, social, environmental and cultural value for their communities.

others. By appointing new project-level staff, more established Trusts such as Great Yarmouth PT and Tyne & Wear BPT have been able to reduce the risk of over-dependence on individual managers or directors, enabling them to devote more time and energy to strategy and delivery and share the administrative workload around the team. Valley Heritage CIO and Heritage Lab CIC, previously entirely voluntary operations, have been able to bring individuals onto the payroll for the first time. In addition to staffing, other key areas that individual Trusts have used the funding for include marketing and communications, including website development, financial and legal support.

The security provided by these revenue funding commitments has made it easier for the HDTs to work on multiple projects simultaneously, develop and strengthen partnerships, be more responsive to new opportunities and develop successful funding bids for specific projects.

The positive impact of the revenue funding on each HDT's capabilities is evident in the progress that has been made on individual projects. Three of the four first-round HDTs have completed a capital project in receipt of *Transforming Places through Heritage* funding: in Great Yarmouth, Coventry and Sunderland. A fourth, being delivered by Valley Heritage in Bacup, is due to be completed in June 2022. Those organisations that completed projects were able to move rapidly enough to secure capital grants on additional projects through our programme. The HDT capital projects funded to date are briefly described in boxes within the sections for each HDT in this report. Only two HDTs have not received capital grants through the programme but projects are underway with funding from other sources.

Table 2: Capital grants awarded to the pilot Heritage Development Trusts

Heritage Development Trust	Projects	Grant
<u>Great Yarmouth Preservation Trust</u>	160 King Street (complete) North West Tower	£350,000 £99,900
<u>Historic Coventry Trust</u>	3-6 Priory Row (complete) Whitefriars' Gate	£350,000 £100,000
<u>Tyne & Wear BPT</u>	170-5 High Street West, Sunderland (complete) 177 High Street West, Sunderland	£348,350 £65,303
<u>Valley Heritage CIO</u>	Alliance Bank, 18-20 Market St., Bacup	£350,000
<u>Heritage Lincolnshire</u>	40-42 Michaelgate, Lincoln	£350,000
	Total capital investment	£2,013,553

In addition to the revenue and capital funding, the pilot HDT initiative is providing specialist consultant support for governance (provided by Almond Tree Strategic Consulting), communications (Cohere Partners) and impact reporting (Real Ideas). The latter was appointed in March 2022 and is not included in this report as it is still in the needs assessment stage. The communications support is on-going and has included the development of a communications toolkit for all HDTs to access. The governance review and support package is one of the most important as the HDTs progress through a period of growth and transition. As a result of that review, each package of support is tailored to the specific needs of each individual Trust though some common areas of support were identified and offered: on the development of each organisation's policy framework and scheme of delegations and on implementing a rolling governance review programme. For some of the long-established Trusts the tailored support has included the modernisation of governing documents. Valley Heritage has received support in establishing a trading subsidiary. For Heart of Hastings CLT, the consultant advice is contributing to a wide-ranging strategic review.

As well as delivering projects in Heritage Action Zones, all seven of the pilot HDTs are working in places that on most measures can be described as disadvantaged and, at the local level, include areas that score highly on the national indices of multiple deprivation. This means that many of those local authorities have been able to secure major funding from one or more of the new Government initiatives - Towns Deal, Future High Streets Fund and the Levelling Up Fund. The HDTs have in many cases been directly involved in securing these funds, working with their local authorities to identify potential projects. Some HDTs have also made successful bids to the Community Renewal Fund and the Community Ownership Fund for specific projects. As stated above, only a limited number of projects completed by the HDTs are operational at this stage. It will take some time for the lasting impact of HDT projects on their local communities to be known. In the meantime, this report offers a snapshot of recent achievements and future potential.

The following sections of this report take each beneficiary organisation in turn, starting with the four HDTs that were announced in December 2019, and summarises activity and achievements up to June 2022.



Fig.1. Location of the seven pilot Heritage Development Trusts

1 Great Yarmouth Preservation Trust



Trust profile

Established in 1979 by Great Yarmouth Borough Council, Great Yarmouth Preservation Trust is the borough's principal heritage organisation, partnering with the local authority on a range of projects and initiatives. It also works with a number of international partners to share knowledge and work in collaboration advancing conservation. It focuses its activity on the acquisition and repair of heritage assets which are severely deteriorated, vacant and neglected and not taken forward by the market. Since 2012, in response to identified skills shortages, training, volunteering and community engagement have been placed at the centre of every project the Trust undertakes. A model has developed where entire projects are undertaken by volunteers and trainees, under the close supervision of heritage professionals, who monitor, advise and mentor the workforce. In 2015, the success of the Trust's training work led to the establishment of Norfolk Conservation Ltd., a social enterprise company which employs people who have been trained on its projects. The Trust currently employs 4.2 FTE staff.

Pilot HDT grant: £147,643 awarded 2019

The three-year HDT revenue funding enabled the Trust to recruit two new full-time staff, a Project Manager and Assistant Heritage Officer. This has boosted its capacity to develop and deliver projects in the town. Despite the Covid-19 pandemic which halted or delayed projects, the HDT grant has helped the Trust to meet a number of its 2018-22 strategic plan objectives. During this period, the Trust has achieved the following:

- 8 projects completed
- 2 buildings removed from the Heritage at Risk Register
- 2 residential units created
- 6,800 training hours delivered
- 298 volunteers engaged
- 2.2 jobs created
- 3 vacant buildings brought back into use

The Trust's strategy for 2022–26 is to complete projects which offer significant revenue-generating potential, including the Iron Duke pub, North West Tower and Church of St John. This will establish a critical mass of heritage assets which provide a stream of revenue to support their ongoing costs and the initiation of future projects. This expansion of the Trust's commercial portfolio will also support not-for-profit initiatives such as The Yare Gallery, which will continue to provide free access to art, heritage, and culture to both visitors and the local community. Training, outreach and engagement will continue to be a core part of the Trust's work, as will international partnership working.

Through projects such as the opening of The Yare Gallery and partnering with local community groups and stakeholders the Trust has engaged with under-represented groups in the town including recent migrants and young people. The Trust managed to deliver two international training workshops in Bulgaria despite Covid-19 restrictions and supported the career and employment of one long-term unemployed person. The Trust has continued to find and implement creative solutions to community training and engagement.

1 Great Yarmouth Preservation Trust



Governance and business development

Almond Tree Consulting has provided advice on updating the Trust's policy framework, focussing particular attention on modernising the Trust's governing document with more accessible language and simplified provisions to aid interpretation and application and to ensure that it properly reflects the relationship between the local authority and the Trust. A rolling governance review programme has been implemented.

Trust comment on the HDT pilot

"GYPT has benefitted significantly from the HDT funding and support package—it has enabled the Trust to deliver a number of key projects and to expand operations even during a pandemic....The support

has enabled the Trust to review governance arrangements and put in place a stronger, more robust governance structure. It has allowed the Trust to build resilience in terms of both managing the organisation and by creating revenue streams through buildings which have been repaired (or will soon be repaired) and brought back into use. This growing resilience has helped to provide a buffer against the worst effects of the pandemic and helped with organisational survival, it will also allow the Trust to better cope in a post-pandemic environment.

In essence, the support has made the Trust more resilient, better managed and governed and provided the capacity and resource to drive the Trust forward."

160 King Street, Great Yarmouth

As Great Yarmouth's only surviving example of a timber-framed building and with a jettied upper floor characteristic of the town's medieval Row houses, 160 King Street holds enormous historic and architectural value. Left vacant in 2001 and having fallen into disrepair, the building was transferred into the Trust's ownership in 2019 following compulsory purchase by the Borough Council. Sensitive repair and conservation was completed in summer 2021. The restored building will now feature a Jamaican restaurant on the ground floor, run as a social enterprise providing work experience for people in need of help getting back into employment, and a two-bedroom affordable housing unit on the first and second floors, generating income to help sustain the Trust's work. The project has achieved national recognition at the Empty Homes Network Awards, receiving a 'Highly Commended' citation.

AHF funding:

£350,000 Transformational Project Grant

£28,000 Heritage Impact Fund loan



2 Historic Coventry Trust



HISTORIC
COVENTRY
TRUST

Trust profile

Originally established following a community campaign to keep Coventry's 14th-century Charterhouse in public ownership, the Trust's remit expanded to cover the city, becoming Historic Coventry Trust in 2015. Its mission is 'to bring new life to the city's heritage, finding innovative ways to sustain historic places and to inspire, involve and connect people with the city's history'. A framework agreement was signed with the City Council in 2019 to transfer 22 of its heritage properties into Trust ownership in phases, as plans for new uses and funding for each is secured. It was a major delivery partner for Coventry's year as UK City of Culture 2021, hosting a range of events and activities at its sites. The Trust is continuing to acquire, restore and regenerate Coventry's historic buildings, as well as managing and running visitor attractions, event spaces, and visitor accommodation. By being a diligent landlord and working in partnership to deliver activities, events and education in these historic spaces, the Trust seeks to effect change across the city for all. It currently employs seven FTE staff.

Pilot HDT grant: £150,000 awarded 2019

The Trust was awarded revenue funding of £50,000 per year for three years. This has contributed to core staff costs, the Executive Director and Assistant Director, as well as funding for a marketing consultant, which has helped to support marketing knowledge and infrastructure within the organisation. In 2020 a trading subsidiary was established and from 2021 onwards the Trust has been developing its operational capacity to manage its growing portfolio of sites.

The pace and scale of the Trust's activity reached a peak during 2021-22, with six capital projects completed and four others underway. By summer 2022, 19 of 22 Council heritage assets had been transferred to the Trust. So far, the Trust has raised £25 million for economic regeneration through heritage. Major projects completed include:

- First phase of the national High Street Heritage Action Zone demonstrator project at the Burges and Hales Street;
- 3-6 Priory Row (see box overleaf);
- Drapers' Hall, built in 1832 for the Drapers' Company and last in use as a youth magistrates' court in the 1980s, now restored and open as a music venue and home for Coventry Music Service;
- Swanswell and Cook Street Gates, medieval gate houses now converted into boutique holiday lets;
- Anglican Chapel, London Road Cemetery, now open for hire and events.

Engagement with local (and wider) communities is key to the Trust's mission, and in 2021 the Trust saw 8,701 participants in events and grew its volunteering capacity to deliver 3,750 hours of volunteering (up from 272 hours the previous year). Working in close partnership with UK City of Culture, the Trust has contributed to a large-scale physical regeneration programme in the city, re-igniting pride in the city and bringing buildings and landscapes back into use.

The key priority for the year ahead is opening Charterhouse as a new visitor

2 Historic Coventry Trust



HISTORIC
COVENTRY
TRUST

attraction in the city. Fundraising to complete repair and conversion at Whitefriars' Gate and the Nonconformist Chapel is ongoing and the current Framework Agreement will be completed by the development of proposals for Whitefriars' Monastery. In addition to the project work, the Trust is focussing on ensuring the economic sustainability of its completed projects and on growing its volunteering, events and activities programme, creating opportunities for communities in the city to engage with heritage.

Governance and business development

Almond Tree Consulting has provided advice on updating the Trust's policy framework, including workshops and training to support development of appropriate financial controls and

delegated authorities and to ensure a compliant data protection regime is in place across all the Trust's activities. A rolling governance review programme has been implemented.

Trust comment on the HDT pilot

"The Trust has been able to undertake the extensive volume of heritage regeneration in the last few years (and capitalise on the focus on Coventry being UK City of Culture 2021) with the funding for the FTE staff, and help supporting the trust on marketing and finance. In addition, the governance advice given by Almond Tree Strategic Consulting, and the impact advice given by Real Ideas, has provided crucial ongoing organisational development and evaluation support. Peer support through the HDT network has also been invaluable."

3-6 Priory Row (Lychgate Cottages), Coventry

Three Grade II-listed timber-framed properties dating from around 1415, now restored and transformed into four bespoke short-stay accommodation units. Managed through a specialist letting agency, the income generated will support the maintenance and management of the buildings and contribute towards making Historic Coventry Trust a sustainable Heritage Development Trust. In addition to AHF, capital funding was secured through Coventry City Council's Cultural Capital Fund (£211,971) and Coventry & Warwickshire Local Enterprise Partnership—Getting Building Fund (£244,010).*

AHF funding:

£27,425 Project Development Grant

£350,000 Transformational Project Grant

£15,000 Emergency Support Grant



2.

3 Tyne & Wear Building Preservation Trust

TYNE & WEAR

Building Preservation Trust

Trust profile

A charitable company limited by guarantee established in 1979 as a building preservation trust for the metropolitan county of Tyne & Wear, it still operates in the five boroughs of Newcastle upon Tyne, Gateshead, North Tyneside, South Tyneside and Sunderland. The Trust recently expanded its area of operation to cover Northumberland and County Durham where it is actively seeking new partnerships and projects. The Trust works to achieve strong social and environmental aims through its core ethos of 'Heritage Better Managed'. The Trust owns Dunston Staiths, the last of the great wooden coal staiths that once lined the river Tyne and the largest wooden structure in Europe.

Pilot HDT grant: £150,000 awarded 2019

The Trust was awarded revenue funding of £50,000 per year for three years. The main impact of this has been to increase overall staff capacity from two to three FTE posts, with the recruitment of a new Business Administrator. This has provided administrative and maintenance support to current projects and back-up project management support for new programmes of work, freeing up the Trust Manager to explore and develop new projects and partnerships.

One of the Trust's main aims during the pilot HDT grant period was to complete two regeneration projects in Sunderland's Heritage Action Zone. The first of these, at 170-5 High Street West, has now been converted into a music venue and base for three social enterprises (see box overleaf). Major progress has been made with the second project, at 177 High Street West/2 Villiers Street. A detailed scheme has been

prepared which will see the buildings transformed into affordable housing, a workshop/retail space, and a community/meeting space, potentially for the Sunderland Quakers. In addition to a £65,303 AHF capital grant and £133,000 loan, capital funding has been secured through the Levelling Up Fund (£350,000). Work is expected to start on site in summer 2022. A third project is now under development, at 176 High Street West. Currently vacant following the departure of Sunderland City Council's Children's Services, the Trust plans to convert the building into a mixture of offices to rent, hot desking space, and gallery/event areas. An AHF Project Viability Grant was awarded in January 2022.

The Trust has also made inroads into Northumberland, where it has now acquired and secured capital funding for a key building within Hexham's High Street Heritage Action Zone, no. 1 Cattlemarket. Supported by an AHF Project Development Grant, the Trust is working in partnership with Hexham Community-led Housing to potentially develop the residential units into affordable housing.

Working in partnership with the National Trust, Gateshead Council and other stakeholders, the Trust has formulated a medium-term strategic plan for Dunston Staiths and wider Gateshead Riverside area, and secured £550,000 from the Community Renewal Fund.

One of the most significant developments has been the Trust's sale of the Grade I-listed Alderman Fenwick's House in central Newcastle. A 17th-century merchant's house converted by the Trust into a small business centre, it had been the Trust's

3 Tyne & Wear Building Preservation Trust

TYNE & WEAR Building Preservation Trust

head office since 1997. Its sale has enabled the creation of a £1 million endowment fund that the Trust can generate interest from and provide a vehicle against which to secure capital finance loans. In March 2021, the Trust relocated to the John Marley Centre, a Grade II-listed 1930s Art Deco former school in Scotswood, Newcastle.

Governance and business development

The Trust has been supported to adopt modernised Articles of Association with more accessible language and simplified provisions to aid interpretation and application. An application has also been made to the Charity Commission to add provision of affordable housing to the objects of the Trust, formally recognising its desire to deliver this end use in current and

future building projects. Comprehensive terms of reference and delegations have been adopted for committees to the Council of Management. The Trust has also implemented a rolling governance review programme.

Trust comment on the HDT pilot

“The revenue funding has made a big difference to the Trust Manager’s workload, allowing him to develop a pipeline of schemes. Peer-to-peer support has been essential to develop the work programme of the Trust. The focus on the business model ... has supported the Trust’s creation of an Investment Vehicle and given Trustees the confidence to use loan funds to deliver work packages.”

170-175 High Street West, Sunderland

This Georgian terrace, originally merchants’ houses but later adapted for commercial use, had fallen into serious disrepair by the 1980s and continued to deteriorate until the owner applied for permission to demolish in 2011. Of particular significance is the association of no. 173 with the foundation and development of the Binns department store. In 2018, the Council purchased nos. 170-175 and transferred ownership to the Trust. The terrace is now a base for social enterprises Pop Recs (music venue, shop and café), Sunshine Co-operative grocery and Global Teacher CIC. In addition to funding from AHF, capital funding was secured through a Partnership Grants Scheme linked to Sunderland’s Heritage Action Zone (£350,000), Pilgrim Trust (£30,000) and Garfield Weston Foundation (£40,000).

AHF funding:

£348,350 Transformational Project Grant

£24,980 Crowdfunding Challenge Grant



3a, 3b.

4 Valley Heritage CIO



Trust profile

Set up as a Foundation model charitable incorporated organisation (CIO) in 2015, Valley Heritage is a building preservation trust for Rossendale and surrounding areas in east Lancashire. Its current activity is focussed primarily on the High Street Heritage Action Zone (HSHAZ) in Bacup, where it is a member of the HSHAZ Cultural Consortium and is completing its first capital project. Its current strategy is to build portfolio, trading income and social impact through capital project delivery. Until 2020, when the pilot HDT funding was secured, Valley Heritage was an entirely volunteer-run operation, led by its hands-on and highly active group of Trustees.

Pilot HDT grant: £90,000 awarded 2020

The pilot HDT grant of £90,000 over three years awarded through the *Transforming Places through Heritage* programme enabled Valley Heritage to recruit its first paid member of staff, a part-time Heritage Projects Officer. This new resource has enabled the CIO to significantly boost its activity, most notably by supporting the delivery of the Alliance Bank capital project, due to be completed in June 2022 (see box overleaf). Through this project, it has been able to strengthen its working relationship with Rossendale Borough Council and develop its partnerships with the M3 Project, a local charity that supports young people who are homeless or at risk of homelessness, and Stubblelee Greenhouses, to help deliver the fit-out of the building. The increased capacity has also enabled Valley Heritage to secure new sources of funding, build its pipeline of projects and establish a trading subsidiary. The pilot HDT grant has also supported

marketing and branding of the organisation, including improvements to its website.

The Alliance Bank project faced a significant funding shortfall in 2021, largely due to the Covid-19 pandemic and subsequent increases in the costs of materials and labour. Additional funding was secured from the National Lottery Heritage Fund and Historic England, through the HSHAZ, which ensured the project could start on site in November 2021. Around the same time, Valley Heritage learnt that it had been successful in its bid for £265,000 from the Community Renewal Fund for the *Decarbonising Rossendale* project. Intended to drive local action towards net zero carbon, this project has enabled Valley Heritage to recruit a second part-time member of staff.

By March 2023, the Alliance Bank project will have secure tenants in new housing units along with a vibrant co-working space. Over the coming year, Valley Heritage also aims to have made progress with other projects in its portfolio, including Stubblelee Hall, where an options appraisal is to be undertaken; St Saviour's Church, Bacup, where a condition plan will help to determine whether it is a suitable project for the CIO to take forward; a condition survey for Cowpe Sunday School and Institute; and further community engagement in the interpretation of the Rossendale Shoe Museum collection.

Governance and business development

Expert advice from Almond Tree Consulting has been provided on a range of governance matters, in particular on options for establishing a trading subsidiary and on establishing the charity's policy framework.

4 Valley Heritage CIO



Trust comment on the HDT pilot

“The funding and peer learning has been invaluable. It has allowed us to employ our first officer which has utterly transformed our ability to deliver projects and to engage with our local community. Our officer lives locally in Bacup and in her time with Valley Heritage she has made some really key contacts which have helped grow the reach of our activities to a new audience, including young people.

The core funding means we haven’t had to worry about regular costs such as insurance and volunteer expenses, meaning we can offer more to our

volunteers. We have also been able to kick start feasibility work for new projects and grow the project pipeline which wouldn’t have been possible previously.

The key learning we have had from the other HDT pilot organisations is just to show what is possible – to take (measured!) risks and that a financially successful and stable organisation with full time staff is possible from a small group of keen volunteers.”

Alliance Bank (Former Lancashire & Yorkshire Bank), 18-20 Market Street, Bacup

For nearly 100 years this building served as a bank branch on Bacup’s high street. Originally the Lancashire and Yorkshire Bank, it was a Barclays when it finally closed in 1970. Over the years it has also been a funeral director’s, a restaurant and latterly was converted into bedsits, but was subject to a closure order. Grade II-listed, its distinctive Scottish Baronial style makes it a landmark in the town. Purchased by Valley Heritage in 2019 with the assistance of an AHF loan, work started in late 2021 to convert the building into four flats; two will be available for rent and two will be to support young people at risk of homelessness, in partnership with M3 Project, a charity based in nearby Rawtenstall. The main space in the building will be a co-working space for local independent businesspeople and entrepreneurs. A key building in the High Street Heritage Action Zone, Rossendale Borough Council and the National Lottery Heritage Fund, among others, have provided funding alongside AHF.

AHF funding:

£350,000 Transformational Project Grant

£195,000 Heritage Impact Fund loan

4.



5 Heart of Hastings Community Land Trust



Trust profile

A charitable community benefit society established in 2016, Heart of Hastings Community Land Trust is part of an ecosystem of organisations that make up the Hastings Commons, including owning one third of the social enterprise property developer, White Rock Neighbourhood Ventures (WRNV). Overall the Hastings Commons aims to deliver affordable spaces, diverse communities and inclusive neighbourhoods through socially-driven co-ownership in perpetuity. The Trust manages the Trinity Triangle High Street Heritage Action Zone (HSHAZ) in Hastings, one of only two HSHAZs in the country not being delivered by a local authority. The Trust has 210 shareholding members plus 1150 supporters on its mailing list.

Pilot HDT grant: £60,000 awarded 2021

The Trust was awarded revenue funding of £60,000 over a 2-year period. This has contributed to the costs of senior staff, including the Chief Executive and Operations Manager. This contribution to core costs has enabled the Trust to progress with four major capital projects: 12 Claremont (see box overleaf), the Observer Building, Harper's Caves and Rose Cottage. The Observer Building is nearing the end of the first phase (£5.5M) of major renovations and the first workspaces are currently being let. Rose Cottage and Harper's Caves benefited from an Accelerated Towns Fund grant during the first Covid lockdown to achieve significant renovation and Rose Cottage is now fully let. In addition to these buildings, the HDT has also acquired Eagle House on a 2-year development lease with option to purchase by March 2023. Formerly a furniture and

carpet shop, the ground floor of this 1860s building is now a 'Public Living Room' (open 5 days/week), which had 1,500 visits in its first six months of opening and a wide diversity of activities generated by its users. Workspace and makerspace is provided on the useable upper floors.

The Observer building, 12 Claremont and Eagle House are all set to benefit from £4 million Towns Deal funding (subject to approval by the Towns Deal Board at the end of June 2022).

The HDT has raised awareness of the heritage of the Trinity Triangle and particularly of the derelict legacy of the print industry in the neighbourhood. It has protected or saved specific much-loved historic buildings (the Observer and 12 Claremont), opened up previously secret areas of heritage (the Alley, Caves, Pocket Park) while improving the streetscape and public realm. It has worked with local building owners to develop a Maintenance Club for sharing costs of basic maintenance works at awkward heights.

A total of 8,000m² of previously derelict floorspace has been brought into custody for community benefit. Around half of that has been renovated and is already or soon-to-be let. By spring 2023 the Observer ground floor and first floor will be fully open and in use, the 12 Claremont planning application will have been submitted, the freehold purchase of Eagle House will be complete and targeted interventions will enable the use of the full building.

In future years, the second and third floors of the Observer will become 15 *Living Rents* flats and there will be a public roof terrace and sea-view/castle-view bar.

5 Heart of Hastings Community Land Trust



Governance and business development

Expert advice is being provided to the Trust on a range of governance matters, in particular on the development of the governance structure for the Hastings Commons ecosystem and on developing the charity's policy framework. A rolling governance review programme has been implemented.

Following a review of the operational activities of the Trust and WRNV, as well as wider organisations involved in the local 'ecosystem', a new staffing and structure plan is now being implemented. The intention is to maximise the potential of each of the organisations in the ecosystem, while providing a single

coherent team structure and strategic approach to deliver local community-led regeneration. This new structure has been agreed but is funding dependent, so will require a phased approach.

Trust comment on the HDT pilot

"The HDT revenue funding and peer support has been important to keep HoH going through a very challenging but productive time. The ecosystem of organisations has been able to achieve far more scale, speed, impact and resilience than any individual organisation and, with help from the second year of HDT funding, this is now being formalised as the Hastings Commons."

12 Claremont, Hastings

12 Claremont was transferred from East Sussex County Council to Heart of Hastings CLT on a 125-year peppercorn lease in January 2022. A five-storey historic building and major contributor to the conservation area, it has been empty for nearly a decade and requires full renovation. The aim is to redevelop the building as a creative hub, in collaboration with local charity [Project Art Works](#), which works with people with complex support needs. The project will include a range of artist workspaces including shared incubation space, individual studios, and a gallery showcasing work by neuro-diverse and neuro-typical artists, offering exhibitions, training and workshops.

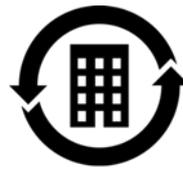
Grant awarded:

£53,000 Project Development Grant

5.



6 Heritage Lab CIC



Heritage Lab

Curiously Creative Spaces

Trust profile

A community interest company (CIC) established in 2018, based in Ramsgate, Kent, now with over 500 members and looking to deliver its first project. It is actively seeking opportunities in the town's two Heritage Action Zones and building partnerships with the local creative and heritage sector. The CIC's vision is to unlock the social and economic potential of historic buildings and community assets in Ramsgate, returning underutilised buildings to sustainable use, creating high quality community and workspace and jobs to enhance pride in the town and the local economy. The organisation was run on an entirely voluntary basis by its three directors until the pilot HDT grant enabled paid staff roles to be created.

Pilot HDT grant: £60,000 awarded 2021

The Trust was awarded revenue funding of £60,000 over a two-year period. This has led to the appointment of a part-time Project Manager and a part-time Communications & Marketing Manager. The CIC has also made progress with the recruitment of additional non-executive directors—two new directors have been appointed and there are plans to appoint two more, which would bring the total number to seven.

The most important development during this period has been the securing of £300,000 from the Community Ownership Fund in May 2022 towards the cost of acquiring Pugin Chambers (the former Granville Hotel) which has long been a major target for Heritage Lab (see box overleaf). The CIC is also hoping to acquire a second property, known as Age & Sons. Located within the High Street Heritage

Action Zone and last in use as a restaurant/bar, it has been vacant for a number of years. An AHF Project Viability Grant is funding a viability appraisal. Heritage Lab's focus in the coming year is to deliver these two projects, which would have a combined development value of more than £1 million and would bring back to life over 1600m² of disused historic floorspace, stimulating jobs growth and supporting the local community.

Also in the High Street Heritage Action Zone, a National Lottery Heritage Fund grant funded an activity project related to Sanger's Studios, the surviving section of a much larger building originally developed in the 1880s by George Sanger, a showman and circus impresario, as an 'amphitheatre' for circus, opera and theatre, alongside a hotel. It later became the Royal Palace Theatre but was largely demolished in 1960.

As a community interest company, Heritage Lab is committed to engaging residents and entrepreneurs (especially from the creative sector) from the local community in all of its activities. It has entered into formal Memoranda of Understanding with the Ramsgate Arts Barge CIC, assisting them with technical advice and funding support, and with the Pie Factory Music Youth Club. It has also contributed to a number of consultations locally and its research reports formed part of Ramsgate's successful bid for £19.8 million Levelling Up funding and its Town Investment Plan.

6 Heritage Lab CIC



Heritage Lab

Curiously Creative Spaces

Governance and business development

Almond Tree Consulting has advised on a range of governance matters, in particular on options for establishing the right governance model for the organisation and on establishing the charity's policy framework. A full suite of policies is now in place, with the exception of an Environmental Policy, which is to be developed shortly.

Trust comment on the HDT pilot

"It's no exaggeration to say that Heritage Lab would not be on the cusp of securing two properties if it was not for the help of AHF funding. The core HDT grant has

enabled the organisation to focus on projects which would be beneficial to the local community, rather than on its survival. ... The grant has given us the time and resources to improve our governance to ensure we are investor ready, expanded our membership, reviewed a large number of properties, secured more strategic partners to support our work, contributed to local strategic reports and recruited our first part-time members of staff."

Pugin Chambers (former Granville Hotel), Ramsgate

Designed by Edward Pugin in Gothic Revival style and built in 1869, the Granville Hotel was originally conceived as town houses but was swiftly converted to a spa hotel. After WWII the upper floors were converted into flats. Since then the large rooms on the ground and lower ground floors, with original ornate Pugin fireplace and 19th-century decorative scheme, served as a ballroom and bar, and the vaulted wine cellars and stores below a jazz club, before being closed and boarded up in the late 1980s. Heritage Lab hopes to acquire the building and deliver a first phase of work to bring about half of the floorspace back into use, including reopening the Granville bar and restaurant, opening the ballroom as a community/ performance space and gallery and converting many of the lower ground floor rooms into lettable office and studio space. These plans took a big step forward when Heritage Lab secured £300,000 from the Community Ownership Fund in May 2022.

AHF funding awarded:
£15,000 Project Viability Grant



6.

7 Heritage Lincolnshire

HERITAGE LINCOLNSHIRE



Trust profile

Incorporated in 1990 as a charity, Heritage Lincolnshire undertakes a range of activities to promote and conserve Lincolnshire's heritage. With headquarters in Heckington, it covers the entire historic county of Lincolnshire from the Humber to the Wash, currently employing 65 people across the core charity and the trading arm through which it runs its hospitality operations. The charity includes a successful commercial and research archaeology arm, communities team delivering educational, skills development and engagement projects and an operations and marketing team overseeing events and promotion of existing sites. Alongside this, the core building preservation trust team of around ten people manages building and area-based projects and consultancy work across Lincolnshire and beyond. With more than 300 volunteers and over 200 paying members, the Trust also reaches thousands through its regular talks, events and training programmes. Its 2018-2023 strategy was to put the charity on a more sustainable footing by making it more enterprising; a core part of which was developing a base of income-generating heritage assets.

Pilot HDT grant: £60,000 awarded 2021

The pilot HDT grant was intended to assist the Trust in its aim to diversify income streams and increase financial resilience through acquiring and retaining a portfolio of assets managed by the Trust. This would include developing a marketable brand around holiday lets in Lincolnshire. The grant led to the recruitment of a Conservation Projects Officer in 2021 and

funding towards the CEO, Conservation Projects Manager and Heritage at Risk Officer, leading on projects in Lincoln.

One of the key achievements in the period since the HDT grant award was the delivery of the Old King's Head in Kirton, near Boston. Completed in October 2021, this 16th-century former inn is now fully operational as visitor accommodation, café and community facility, bringing in regular income for the Trust.

In Lincoln, the Trust is working in partnership with Lincoln City Council on the Greyfriars project. A 13th-century Grade I-listed former infirmary of a Franciscan friary, it was the City Museum from 1907 to 2001. It will be repaired and brought back into use as a heritage attraction and exhibition, event centre and office space. The project is well into its development phase and has secured £540,000 from the Towns Fund, £190,000 from Lincoln City Council, and £40,000 from the Changing Places Fund. A Round Two bid to the National Lottery Heritage Fund was submitted in June 2022. Also in Lincoln, the Trust agreed the long lease of 40-42 Michaelgate in early 2022 (see box overleaf).

An overarching hospitality brand "the Longwool Collection" based on Lincolnshire rare breeds has been developing, encompassing the Old King's Head and a number of other properties, including 40-42 Michaelgate.

The Trust is delivering the Townscape Heritage scheme for Boston and has successfully bid for over £8m of Towns Fund monies for town centre regeneration projects in Boston, Skegness, Mablethorpe and Lincoln.

7 Heritage Lincolnshire

HERITAGE LINCOLNSHIRE



Governance and business development

Almond Tree Consulting has advised on a range of governance matters, in particular on framing of a reserves policy and updating the charity's governing document. A new, modernised governing document has been prepared, with more accessible language and simplified provisions to aid interpretation and application, and Charity Commission consent has been obtained for regulated changes. The Trust is currently in the process of securing the Special Resolution to adopt the new governing document.

Trust comment on the HDT pilot

"The funding has allowed key staff within the organisation to focus proactively on

opportunities to progress plans for re-use of historic town centre buildings in the county. Without HDT funding, this time would have had to be covered by other consultancy or fee paying work, depriving the organisation of the crucial opportunity to horizon-scan, build partnerships and develop projects that in the short-term may not repay this but with long-term prospects.

Revenue funding through the HDT scheme has directly supported our ability to secure over £8m of largely capital funding schemes across the county. Continued access to revenue funding to develop and 'pump-prime' this work beyond the HDT programme is a key risk to the continuation of these benefits."

40-42 Michaelgate, Lincoln

Nos. 40 and 42 Michaelgate are Grade II-listed buildings located in the heart of Lincoln's principal Conservation Area, less than a minute's walk from Lincoln Cathedral and Lincoln Castle. No. 40 is a timber-framed house dating from the 16th-century and no. 42 a late 18th-century house and shop. Both are vacant and in poor condition, with issues including dry rot and the roof requiring propping up in several places. Taking a phased approach, the Trust will convert these properties into two self-contained holiday lets. The buildings are part of a single structure, which includes another building commonly referred to as The Harlequin, a Grade II 15th-century house. The Harlequin forms part of the wider scheme and it is the Trust's intention to acquire, restore and bring this back into use, but as part of a later phase.*

AHF grants awarded:

£17,100 Project Development Grant

£350,000 Transformational Project Grant

7.



Key Observations

This interim report has documented some of the key achievements of the pilot Heritage Development Trusts supported through the Architectural Heritage Fund's *Transforming Places through Heritage* programme. It has been two and a half years since the first HDT grants were awarded, and only eighteen months since the second round of grants. Yet in this short timescale the HDTs collectively have made significant progress with a range of individual projects and other activities in their communities. Given that almost the entire period of the initiative has coincided with the Covid-19 pandemic, the scale of activity is quite remarkable.

The increased capacity made possible with the revenue funding, combined in many cases with the capital grant funding, has enabled the HDTs to expand their operations and make rapid progress with target projects. Tyne & Wear BPT, for example, is now embarking on its third project in Sunderland's Heritage Action Zone, where it continues to play a critical role as a delivery partner, but is also now undertaking its first project in Hexham's High Street Heritage Action Zone, developing a new partnership with an affordable housing provider. Coventry's UK City of Culture year, extended into 2022 due to the pandemic, was certainly a major driver for Historic Coventry Trust's activities. In the context of the HDT group it is a relatively well-resourced organisation but still has only seven FTE staff. Valley Heritage is about to complete its first project and has done so largely due to the efforts of its volunteer trustees. The HDTs generally are incredibly lean organisations when the scale of their ambition and achievements are considered.

Aside from the Covid-19 pandemic, the HDTs have had to overcome other serious challenges which seem set to continue in the medium to long-term. Staff recruitment and retention has been an issue in some parts of the country. Individuals with the skills and experience required by HDTs can be difficult to find in the economically disadvantaged and relatively isolated towns where many of the HDTs operate. The job roles are not well suited to remote working – it is important that staff are locally based and engaged with the community. The global economic context which has led to rapidly increasing construction and utility costs and shortages of labour and materials is making capital projects much more difficult to deliver and also threatens the viable operation of completed projects.

One of the main aims of the pilot HDT initiative was to help the beneficiary organisations become financially self-sustaining enterprises in the medium-term (three to five years), less reliant on external grant funding for operational costs. To achieve this, **some of the Trusts are deliberately developing a more commercial portfolio of assets**, including short-stay visitor accommodation where feasible (Coventry, Great Yarmouth, Lincoln). Many of the HDTs have made significant steps towards this goal but most are not yet in a position to replace AHF's revenue funding beyond the period of the *Transforming Places through Heritage* programme which ends in March 2023. **Many are therefore looking at how, in the short term, to supplement commercial income with fundraising plans, partly to retain the new staff they have recruited and to continue to develop secure income from property assets.** Some continuity in personnel is essential as the organisations grow and develop into asset managers as well as project delivery partners.

Many of the projects cited in this report show that a constructive working relationship between HDTs and local authorities is vital to successful regeneration but that the model requires a certain level of independence to make it successful. Some of the best outcomes are achieved when formal agreements are put in place, as in Coventry, and when local authorities take a proactive role to unlocking the potential of neglected historic buildings. Some Councils have acquired properties and transferred them to HDTs at minimal cost, which have the expertise to bring them back into sustainable use. Those projects would not have been possible to deliver without those interventions.

The well-established relationship between arts and heritage is evident in all of the places where the HDTs operate. Each Trust has cultivated links to the creative and cultural sector, which is an increasingly important part of the local economy in places like Hastings and Ramsgate.

Perhaps the most important aspect of the HDT model is the commitment to, and pride in, their local areas – and this is due to their focus on heritage. **‘Pride in place’ is a concept that is deeply understood and embedded in each Trust’s mission.** Historic buildings that have stood for generations, but left vacant and neglected, are a blight on communities. Bringing these buildings back into use for a social purpose – whether for affordable housing, studios for creative entrepreneurs or services for young people – changes the way people feel about where they live and work. Over time, HDTs, if well-resourced, can contribute to the regeneration of whole districts because they are in it for the long-term. So far, this has been best demonstrated by the HDTs working in Coventry, Sunderland, Great Yarmouth and Hastings. There is more to come in those places and in the coming years in Bacup, Lincoln and Ramsgate.

Potential impact of Heritage Development Trust projects

To date, 16 historic building regeneration projects being delivered by the HDTs have been directly grant-funded through the Transforming Places through Heritage (TPtH) programme since its launch in 2019. This includes capital grants (Transformational Project Grants) for eight projects, of which three have now been completed: 160 King Street, Great Yarmouth; 170-5 High Street West, Sunderland and 3-6 Priory Row, Coventry. In order to assess the potential impact of all the projects funded through the programme, at the time of their applications the HDTs provided estimates of the expected project outcomes. Based on those estimates, we are projecting that, collectively, the 16 HDT projects, over the next ten years, will result in:



6,542m² of floorspace brought back into use



88 FTE jobs created



161 people having learned new skills

(Note: many more HDT projects are underway that have secured funding from other sources but these figures relate only to those projects funded directly through TPtH.)

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1. Great Yarmouth Preservation Trust
2. Victoria Beddoes
3. (a) Martin Hulse, (b) Kelcey Wilson-Lee
4. Valley Heritage
5. Hastings Commons
6. Pete Bateson / Heritage Lab CIC
7. Heritage Lincolnshire

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