



**Cass Business School**  
CITY UNIVERSITY LONDON

# Making a Difference

An interim evaluation of the collaborative  
work of The Prince's Charities

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## Strategic summary

This report is an interim summary of the co-ordinated work of The Prince's Charities in four locations in England:

- Burnley
- Redcar and Middlesbrough
- Burslem (Stoke-on-Trent)
- Tottenham (Haringey, London)

It is not seeking to evaluate objective data and reach conclusions about outcomes and impact of the Charities work. This will be undertaken in a full report in 2014. It is instead some impressions and tentative recommendations to inform the work in the four places over the coming year to 18 months.

The overall impressions of the Place work are:

1. Any report of activities (such as this) will tend to stress individual projects. In fact the feature of the Place work that has developed most over the last 15 months has been its strategic nature. This is both in relation to focussing on the key strategic objectives for each place and ensuring synergy with the strategic objectives of each of the individual Prince's Charities.

It should be stressed that the individual Prince's Charities are not delivering different programmes in the four places from other parts of the country. What is happening is that they are delivering their existing projects and programmes in a co-ordinated way as part of a strategy for each place. This has two clear benefits. Firstly it is not acting as a drain on individual Charities resources at a time when they, in common with every voluntary sector organisation in Britain, are under significant economic pressure. Secondly it means that the work in the four places will be far more likely to be able to be replicated elsewhere (see #3 below).

2. Work in Redcar/Middlesbrough, Burslem and Tottenham has got off the ground more quickly than it was able to originally in Burnley. Burnley was very much a pilot and inevitably some approaches and projects worked more successfully than others. The current perception of more rapid progress is because the Charities, in conjunction with the Place team at Clarence House, the individual Business Connectors and (newly established) Place Co-ordinators, were working from a more fully developed 'blueprint' and strategic framework that has grown out of the work in Burnley.



HRH The Prince of Wales at last year's Summit in Burnley

3. The ways of working the programme is developing and many of its lessons have the potential to reach a far wider set of communities.

As will be noted in this report there are some positive signs about how this might be achieved. Business in the Community's Business Connector programme is, thanks to the support of the Big Lottery Fund, set to grow to 670 people over the next five years. There is significant scope for these individuals to link up with, for example, Prince's Trust Ambassadors, Civil Service Local volunteers and others, to co-ordinate activities in a specific location and achieve wider objectives than each is able to do alone. A mapping exercise of current engagement of this sort by the Charities might indeed illustrate how far this concept could be a reality.

4. The Place projects would seem to deliver a key component of the PWCF overall strategy which followed the Review of The Prince's Charities conducted by Dame Julia Cleverdon in 2010. Following the Dumfries House Conference in 2012 the strategy set out how the Charities might deliver on the themes of Communication, Collaboration and Sustainability through 2012-13 and beyond.

The theme of collaboration encompassed three strands

- to determine what it contributes to the vision of 'transforming lives and building sustainable communities'.
- to determine how it will work in relation to the "Place" strategy.
- to contribute to the development of Key Performance Metrics.



Dame Julia Cleverdon, David Feldman and Bernie Hearn with The Place team – BITC Business Connectors and Civil Service Place Co-ordinators

This project supports the overall strategy of PWCF – a ‘golden thread’ that holds The Prince’s Charities together – in other words to articulate the integrated vision of HRH The Prince of Wales as embodied in “Harmony”: Place, People and Pride.

## Outline of Place work

Key factors and principles of The Prince’s Charities Place work are:

- The Place strategy aims to deliver positive benefits to some of the most disadvantaged communities in the UK through the joint, co-ordinated collaboration of the relevant Prince’s Charities and local partners. – ‘transforming lives and building sustainable communities’.
- The Place work is not additional to those of the individual Prince’s Charities but complementary to them. It utilises the existing work of the Charities in a more co-ordinated and integrated way in a particular geographic location adding value from other voluntary organisations, private companies and the public sector to achieve objectives that, whilst within an over-arching regenerative framework, are specifically tailored to meet the needs of that place. The Place strategy thus utilises a generic approach to regeneration that recognises the inter-connection between more specific goals but it is not a common or prescriptive approach.
- Whilst replicating the Place approach throughout the UK would be beyond the resources of The Prince’s Charities and is not the intention, what it is also trying to demonstrate is how an integrated approach that encompasses all three sectors working across traditional ‘field’ boundaries (health, education, employment, physical regeneration etc) can achieve more than the sum of its parts.

Another way in which this occurs is to take both a top-down and bottom-up approach to problems depending upon differing local circumstances and taking tactical advantage of opportunities that might arise in any of the three sectors. This is where the convening power of the Charities is at its most significant. The Charities are, for example, able to bring together senior business and public and voluntary sector leaders but equally can assist a community organisation with business planning or funding applications.

- The Place work aims to leave a legacy and genuine partnerships in each area both by forming new relationships (for example, between business and the private sector) but also by ensuring relevant links with national strategies and government initiatives.
- Each Place has had, at some point, the benefit of both a ‘Place Co-ordinator’ (a senior level secondment from the civil service) to concentrate especially on links with local and central government and a Business in the Community (BITC) ‘Business Connector’. Business Connectors are talented individuals seconded from business, trained by BITC and placed in communities of greatest need to build partnerships that tackle local issues.

This approach has evolved over the past 18 months, building on the experience from Burnley where the initial pilot project benefited from funding from the NWRDA. One success of the past 18 months for the Place project team is the leverage of Place Co-ordinators from Central Government which encompasses an estimated financial input of some £250,000.

## Why the additional Places were chosen and key objectives

### Burslem



Middleport Pottery purchased by The Prince’s Regeneration Trust

The determination of HRH The Prince of Wales to engage all his Charities in Burslem arose from the successful purchase of the Middleport Pottery. The Prince's Regeneration Trust (PRT) raised the funds to save the site from possible closure – securing its future in June 2011. This acquisition meant that the Burleigh Pottery business remained in Burslem, saving some 60 local jobs, retaining unique skills and restoring Middleport's precious buildings and collections. PRT is working to develop the unused buildings into attractive accommodation for workshops to support new local businesses, heritage interpretation, gallery space and a café. It will be a creative and community hub – providing new facilities and opportunities for local people and visitors alike.

The successful restoration of Middleport is fundamental to the project – but the aspirations go beyond the bricks and mortar of this single site. PRT alongside many other Prince's Charities have embarked on an activity plan as part of the Place initiative that will provide the local community with events, training, and volunteering and job opportunities.

The Prince's Charities believe that an area's heritage should not only be saved, celebrated and made accessible once again – but it should also act as inspiration to strengthen and support communities. This draws on the approach to heritage regeneration outlined by HRH The Prince of Wales as 'Place, People and Pride'.

To initiate the overall Place project a community planning workshop was led by The Prince's Foundation for Building Community in January 2012, and some 60 participants from across the Burslem community drew up an action plan. The main targets considered achievable within 12 months were:

- Build 'Business for Burslem' (the local business partnership group) by adopting new funding mechanisms and developing a leaders forum.
- Develop new events eg a lighting festival and other thematic events.
- Generate footfall to the town centre and reducing the number of vacant properties.

### Redcar/Middlesbrough

Immediately before the closure of the Steel Works in April 2010, HRH The Prince of Wales visited Redcar and Middlesbrough, identifying them as priority areas for his Charities support. The key mission was to tackle the major unemployment problem in the area and particularly youth unemployment, which is now over

25% in some parts of this area.

The then HRH regional ambassador, Ken McMeikan, CEO of Greggs Plc, led the 'Place' project, supported by a business leaders group convened by BITC (under Ken's leadership as regional chairman of BITC). This was developed with the engagement of one of the pioneering Business Connectors, Craig Warkman, seconded to the project from Greggs. With continued support from BITC, Ken's successor as HRH ambassador David Robinson (CEO of PD Ports), the Charities Place initiative in Middlesbrough and Redcar has flourished via a consortium of local businesses under the banner of The High Tide Foundation.

An earlier BITC Seeing is Believing programme in June 2009 had also addressed the issue of youth unemployment and a subsequent visit by HRH The Prince of Wales in October 2011 confirmed both this focus, and the need to influence the built environment for the benefit of the community.

The key Prince's Charities currently operating in this area have been Business in the Community (BITC) and The Prince's Trust who have a Prince's Trust (Fairbridge) Centre based in Middlesbrough.

A Place Co-ordinator seconded from DfE has recently been focused on Redcar and Middlesbrough to support the Business Connector and Prince's Trust Young Ambassadors are 'on the ground'.

### Tottenham



Kay Horne – BITC Business Connector (J Sainsbury plc) at the Tottenham Boxing Academy

Haringey is an area of particular concern for The Prince of Wales, given its experience in the riots in summer 2011. HRH has now visited Tottenham twice with The Duchess of Cornwall to commit the joint Charities endeavours to ensure the success of regeneration initiatives.



With some wards classified as being among the most deprived 10% in the country, in 2010, Haringey was ranked the 13<sup>th</sup> most deprived borough in England out of 326 Authorities and is the 4<sup>th</sup> most deprived borough in London. In addition, Haringey has the 8<sup>th</sup> highest proportion of children living in poverty in the UK. The Charities Place project is focused in the east of the borough, Tottenham, where the need is greatest. Tottenham is also an area that performs poorly compared with the rest of Haringey and London across a range of education and skills attainment, economic activity, health and well-being indicators.

The Prince's Charities Education and Young People's Cluster, a significant aspect of the overall place work in Tottenham, is delivering a co-ordinated programme of activity for young people in Haringey between September 2012 and July 2015 with significant financial support from The Prince of Wales Charitable Foundation. Six of The Prince's Charities who engage with education are working together in Haringey to add value to their individual work. The focus of the co-ordinated project is on children in two local secondary schools and their ten feeder primaries, their teachers and prospective employers. Key objectives are that:

- Children and young people will be better engaged (or re-engaged) with education, with potential employers and with the arts.
- Teachers will be re-energised with their subjects and supported with their professional development.
- The leadership teams of the schools will be strengthened through strategic and day to day mentoring provided by business partners.

The existing work of The Prince's Trust and Business in the Community has been reinforced with, for example, the running of a Tottenham Seeing is Believing programme and the development of a partnership with The College of Haringey and NE London (CONEL) to run PT Team programmes. A BITC Business Connector, a Place Co-ordinator, and a PT Young Ambassador are focused on Tottenham.

### **The evaluation framework – headline objectives and outcomes**

The overall aim of the Charities work in the Places is to 'transform lives and build sustainable communities' – with a specific aim to illustrate how the co-ordinated approach between the Charities and other stakeholders can 'add value' to the impact that is delivered.

#### **4 - Evaluation Report**

In the four English 'Places' Cass Business School has been asked by The Prince of Wales Charitable Foundation to work alongside the Charities in developing an integrated evaluation framework capable of demonstrating both the individual outputs and outcomes in each area and to enable an overall picture of the impact of the Charities work to be delivered. The framework has drawn on the experience of Burnley which prioritised:

1. Supporting the regeneration of the built environment, especially the heritage buildings.
2. Raising educational performance, achievement and aspiration in schools.
3. Developing enterprise in the town and supporting local businesses.
4. Supporting opportunities for young people to give them the skills to move into the labour market.



The Prince's Trust – Get Into Construction Course – run in conjunction with The Prince's Regeneration Trust at Middleport Pottery in Burslem

5. Promoting community cohesion and developing the appreciation of a multi-faith, mixed heritage community.
6. Instilling local pride and creating a positive image in the region and nationally for it to become attractive for investors and big employers.
7. Promoting the value of a healthy lifestyle and helping the town to be more sustainable; making this place an exemplar of excellence of a sustainable town.

The existing objectives were the starting point for stakeholder meetings in each Place of key representatives of the Charities with Cass. These meetings reached broad agreement on the wording for the place objectives and worked to define specific outcomes against each objective.

## Update on overall progress and impact and impressions to date

These comments should be read as purely that, indications and impressions. They are not reasoned conclusions from verifiable data.

### Main findings from the 2011 Burnley Report



Renovation of The Weavers' Triangle – Slater's Terrace in Burnley

The original report on The Prince's Charities work in Burnley was published by Cass Business School in November 2011. Its main findings were that:

- The programme is a unique experiment in 'building social capital' that has made a significant contribution to progress in Burnley during its three years of operation. Making a Difference has built a genuine partnership between the voluntary, public and private sectors in the town which has enabled a wide range of effective collaborative projects to blossom. The high profile brought by The Prince of Wales and his Charities and the outstanding work of the programme co-ordinators was a major contributing factor to this success.
- The 'Burnley experiment' provides a blueprint for similar potential collaborations in other parts of the country.

More specifically:

- No other group of charities could have played the same role or achieved as much as The Prince's Charities. The kudos of The Prince's personal involvement and the prestige of the Charities ensured a greater buy-in from stakeholders.
- The role of the project co-ordinators was universally praised and vital to the success of the programme.

- Through its ability to bring together all three sectors: voluntary, public and private, Making a Difference is adding a great deal of value to investments and projects that, without the coordinating role of The Prince's Charities, would have been conducted by one sector alone.
- Very significant progress has been made regarding improvements to education and opportunities for young people.
- Inter-connections between all the stakeholders are now far more robust than before the project began.
- Projects themselves have always been needs rather than funding led.

### New findings/impressions

At this stage the continuing work in Burnley together with that in the other three places is confirming these findings.

There have also been further points noted since 2011:

1. The impact of the Charities work noted in the Burnley Report is clearly now taking effect in the other three places and in Burnley significant new outcomes are being achieved most clearly visible in the health and environmental fields.
2. Work in, especially, Burslem and Redcar/ Middlesbrough has got going more quickly than it did in Burnley because:
  - a. Lessons have been able to be drawn from the Burnley work and mistakes avoided. By taking a more strategic approach precious resources are being focussed on key outcome areas.
  - b. Key connections at the highest levels in, especially, the public sector have been able to be made more quickly. This has meant that the local authorities have had more 'buy in' at an early stage. This has been a lesson drawn from Burnley and both Business Connectors and Place Co-ordinators (introduced since 2011) have ensured they spend a relevant proportion of their time on building these links.
3. Though there are still many social problems in Burnley the Charities should celebrate what has been achieved. There had been three previous attempts at co-ordinated regeneration in relatively strong market conditions. Now the CEO of Burnley Borough Council believes "we are succeeding in an economic downturn". It is unlikely

that this would have been achievable without the input of the Charities.

4. To date the people appointed as both Business Connectors (especially) and Place Co-ordinators have had the experience and communication skills required. In future it is important to ensure that the right people are appointed rather than to appoint people quickly in order to meet targets and cope with the turnover implicit in short term secondments (one year max).
5. As both Connectors and Place Co-ordinators are only in post for relatively short periods of time they have to concentrate on activities that will work as catalysts in their areas; projects and initiatives that will lead to sustainable change rather than those that will always require their direct input to be maintained.
6. Place Co-ordinators especially need to operate on a wider regional, even national, level with the Charities in order to ensure there is synergy between the individual Charities objectives and those of the places themselves. The current approach of ensuring the seconded Place Co-ordinators are supported by 'Host Charities' should be reinforced and emphasised.
7. However there are also dangers in an 'over-strategic' approach. Each place is different and opportunities need to be seized as long as they are not inconsistent with overall objectives.
8. There exist clear opportunities to engage on a wider basis with the Army to assist in delivering their business objectives (see under Burnley), especially in co-operation with the development of Youth United projects 'on the ground' in the Places.
9. Closely connected with this is the somewhat untapped resource of older people (and programmes aimed at them). It is a positive step that The Prince's Initiative for Mature Enterprise (PRIME) is now becoming more involved in the Place work and can provide specialist knowledge in this area.
10. Communication between sectors has significantly improved in all four places as has communication within the voluntary sector.
11. Opportunities for liaison and mutual working between Business Connectors and Prince's Trust Job Ambassadors need to be made the most of. A new Business Connector in an area can learn things more quickly if they have a Job Ambassador to engage with.
12. There may be more opportunities for the Business



Youth United members and leaders from Girlguiding, St John Ambulance, Police Cadets and Army Cadets

- Class programme to work in unison with Teach First placements. One problem encountered by Teach First teachers are obstructions at middle management level in their schools (either to their own progression or others) and this could be helped to be overcome where the Business Class objective of improving leadership in schools is making progress. The two Charities should have some discussion on this point and Teach First possibly needs to be brought more into the picture both with regard to the Place agenda and the other Charities objectives.
13. In three places at least (the exception being Tottenham) senior business leaders expressed a major concern over the development of engineering skills among young people. This is a key skill that is currently underprovided through the education system and therefore should be a priority focus for relevant Charities.
  14. The Place Regeneration Summit held in Burnley in May 2012 was highly successful at introducing people to each other and, most importantly, swapping and generating new ideas. A similar event is planned for May 2013 to be held at Middleport and it is recommended that such an event be held on an annual basis.
  15. With regard to the engagement of business in the Place agenda there has to be some care taken not to over-stretch those businesses that are still struggling financially. As one CEO said "the willing horses get flogged a lot".
  16. The Charities centrally (the Place team) could have some discussion at high level both with the armed forces and the Forces in Mind Trust about how those transitioning out of the forces in future years might engage with the work of the Charities (both in the four places and elsewhere) as there is clear



synergy between their high level business plans and objectives.

17. Several of the Charities are now becoming more involved in the Place work. For example In Kind Direct are now working with 63 recipient charities in the four places. The largest number being 26 in Tottenham. This has already brought £665,000 of benefit to those organisations.
18. Youth United have now made Development Grants now in all the Places and 'joined up' activity is commencing with other partners.
19. There may be a possibility of staging 'Place' boxing and cricket tournaments to act as a publicity boost for the programme (sponsored) and a 'thank you' to young people involved. I understand the boxing concept is currently under discussion.
20. The regular written reports from the Place Co-ordinators and Business Connectors do not seem to follow any structured format and would benefit from doing so. In some cases they are perhaps too detailed and a summary of 'headlines' might be circulated to key stakeholders on a regular basis. This may require some additional communications support at the centre.

## Activity summaries from each place

These are only summaries of some headline progress. There is more detail in the individual evaluation framework. However it should be stressed that much of the coordinated Place work (especially in Redcar/ Middlesbrough and Tottenham) is only at an early stage and so minimal output data is available at this stage.

### Burnley

#### Comments

Burnley Prince's Trust: "Community spirit has really improved, people are noticing change".

Burnley senior local authority official: "The Prince's Charities were doing good work before but the Places Co-ordinator has just made things so much easier... There are so many voluntary sector providers it was difficult to know where to start... We're now operating on a far more strategic level with them with lots of scope for the future".

Burnley GP: "The Charities and especially the Places Co-ordinator provides encouragement when enthusiasm flags".

Burnley Education Trust Chair: "The Charities have such fantastic connections and networks... They are inspirational and provide a strong guiding light for our work".

Strategic Lead Burnley Borough Council: "The Place Co-ordinator's role requires excellent influencing skills. Her proactive approach means that she has successfully engaged with a wide range of local partners. In this way she has helped to energise partnership working in Burnley. This has not only had practical benefits, such as the support the Charities have given to our parks and green space staff, but has also served to drive home the importance of working alongside the VCFS on shared objectives at the highest strategic level".

#### Activities



Life-Maps Course with The Prince's Trust in Burnley

- Connections with the Army have developed yet further and working with The Prince's Charities has led the Army to further develop initiatives both in Burnley and throughout the North West which now encompass:
  - TED – Tactical Engineering Design: The original programme but with broader partnerships, but also still using the racing buggy / basic engineering model; the Army uses the regional electrical and mechanical engineers. The support for the LifeMaps programme has also continued.
  - CED – Combat Engineering Design: Using the TED multi-agency model but delivering either a Habitat4Humanity programme or individual engineering programmes. They use the brigade engineering regiment.
  - Lake District Adventures: A walking and adventurous three days in the local hills with two Asian women's groups as an element of a wider partnership.



- o Logistics4Girls: Operating in Liverpool again using the brigade logistics regiment.
- o Bridge Replacement project in Brun Valley Forest Park in Burnley. Royal Engineers are working with local voluntary sector and NEETS to rebuild a pedestrian bridge to accommodate runners. The Burnley Place Co-ordinator has played an integral role in brokering this activity for Burnley.
- o The four business reasons the Army do Outreach, with Youth Outreach being the most effective engagement mechanism are:
  - Improving the conditions for modern recruiting.
  - Creating a reciprocal environment with local authorities and others in order to better the likely outcomes for service provision.
  - Making a broader and more sophisticated contribution to local resilience.
  - Improving communication.

The Charities have acted as a catalyst for the Army to identify specific projects and programmes that directly reflect their key business objectives. There is a major opportunity to expand activities with the Army in other parts of the country – evidenced by the current partnerships being developed in Redcar and Burslem.

- The Green Dreams Project is for health service patients where existing organisations are struggling to help. A local GP has created a social enterprise which exists to support those who are unemployed, those who are isolated and those whose quality of life is so poor it has impacted on their health. The project also helps to develop the community as a whole, whilst integrating this work with primary care. The Project is accessible only via GP referral.

A comprehensive evaluation structure has been established to:

- o Demonstrate how the project works (what are the organisational systems, how joined up are they and what does it offer different people in different circumstances).
- o Demonstrate the benefits of the project.

Results showed that The Green Dreams project was perceived by stakeholders to confer substantial benefits to service users, to stakeholders and to the

wider community and society. It was felt that service users’ experience of the Green Dreams project has been overwhelmingly positive, and has enabled the development of many new and useful skills. Some of these are generic skills that are transferable to many areas of life, such as problem-solving, solution generation and time-keeping. The Green Dreams project can reduce feelings of social isolation for service users and provides them with an opportunity for social engagement with a range of different people. The evaluation suggests that early intervention through the Green Dreams project can prevent further deterioration for some individuals.

The Charities have supported Green Dreams through a PWCF Innovation Fund grant (to encourage working with Burnley Community Farm) and worked closely to build a funding bid to the Department of Health SEIF (Social Enterprise Investment Fund).

The Place Co-ordinator has also worked to encourage cross sector working with the Burnley Health Improvement Team and across the NHS organisations.

- The Charities are now beginning to liaise with the ‘Working Together With Families Unit’ in East Lancs which is targeting multi-agency support for key families. This will be an important link for the future to ensure those who need the most help get it. Burnley hosted a visit from the National ‘Troubled Families Unit’ team to discuss good practice and areas of common interest – see also other Place reports.
- The Prince’s Charities Place Co-ordinator played a significant part in a highly successful Burnley Canal Festival (the first of its kind) took place in September 2012 emphasising the progress of regeneration in the Weavers’ Triangle. The main aims of the Festival were to:
  - o Help people learn about the heritage of their canal, its role in the growth of Burnley and its relevance to people today.



Burnley Canal Festival – September 2012

- Increase ownership and pride in the canal and the Weavers' Triangle.
- Involve a wider range and greater number of people in the care and promotion of the canal.

A full evaluation was undertaken and among its main findings were:

- The festival brought new people to the canal and to Sandygate Square, creating new memories of and connection with the place.
- Volunteers played an important part in the delivery of the festival and now have a good understanding of their role and the festival, which can be built on with training and learning opportunities.
- The partnerships developed with local businesses, community groups and others during the planning and delivery of the festival are strong. There is now a pool of experience that can be built on for next year.

In his 2011 Place visit to Burnley, HRH The Prince of Wales, who is also patron of the Canals and River Trust, had suggested the idea of the festival and wrote to the successful organisers to encourage the idea of an annual event.

- The University Technical College will open in the refurbished Victoria Mill in September 2013 and the Todmorden Curve will be in place by 2014.
- 'Pop up Farms' has gained significant momentum working in every primary school in Burnley and is even being copied internationally.
- A Harvest Festival in the town centre is to become an annual event supported by all three sectors. This has evolved from the 'Green Burnley' work brokered by BITC (Start) with ASDA and local partners.
- Prince's Trust 'Get Started' in music and sport have been run and further programmes are planned in music and photography.
- The PSTA project, Handmade in Burnley, continues to develop into Phase 2. The participants continue to be supported on training workshops run by PSTA, but they are also now being offered support on Business Planning and Business set up on programmes run by BITC and PRIME. This is an excellent example of joined-up working by the Charities. For Christmas 2012 some 'Handmade in Burnley' items were stocked and sold in the Highgrove Shop.



HRH The Prince of Wales admiring Asian Fashion Course at UCLAN with the support of The Prince's School of Traditional Arts

- Despite some issues over physical regeneration (see below) Burnley Borough Council now believe there is far more alignment of objectives between themselves and the Charities.

#### Issues and opportunities

- Still significant employability issues, especially those in danger of becoming NEETS.
- TED programme needs to be fully integrated with the local authority (Lancashire County Council) if it is to be sustainable.
- Tensions between Burnley Council and Charities over some heritage elements in Weavers' Triangle. The Council see Charities as over-concerned with detail (aiming to preserve everything) over wider strategic objectives (which may require compromise). Whatever the rights and wrongs of this it needs to be addressed through dialogue. The Council recognise that they still need help on the really hard stuff. Burnley Borough Council would like to make progress on the Finsley Wharf site with assistance from the Charities.
- The issues of 'legacy' and sustainability for the Place approach are being addressed in Burnley. The successful engagement of the B4B project to be an integral part of the Council's Burnley Bondholders initiative is a significant success. On the other hand the financial difficulties experienced by The Fraser Street community centre in the current economic climate without the consistent engagement of the Charities

(BITC) shows the challenges of handing over to community 'ownership'.

## Burslem



The Prince's Seeing is Believing Programme in Burslem organised by BITC and The Prince's Trust

## Comments

Burslem Business Leader: "We [in business] had become very insular as the major industries deserted the town and didn't know what was going on in the community despite our commitment. The Prince's Charities have helped to very quickly rebuild that connection even though we are still in very difficult times".

Burslem Local Authority Director: "We wouldn't have got a solution to Middleport without the PRT and no other organisation other than The Prince's Charities could have brought this off. We also wouldn't have secured a third round of Town Centre HLF funding without them".

A key factor mentioned in relation to the Burslem programme is that The Prince's Charities gave a real boost to the area by the PRT taking the risk of directly investing in Burslem through the purchase of Middleport Pottery.

Burslem Business Leader: "BITC has always helped us as a business and pushes us forward".

Local Authority Chief Executive: "The contacts we have made, the networks we have established, and the support we have gained by being part of The Princes Charities Place Regeneration Community has been invaluable".

## Activities

- The original 6-12 month objectives from the community planning workshop have been largely achieved. Vacant properties in the town centre have fallen from 40% to

19%. The support of the Charities to the work of the Burslem Regeneration Company in this context has encouraged Stoke-on-Trent Council to maintain their engagement in Burslem Heritage.

- There has been a remarkable flourishing of small creative businesses in the town centre supported by the Charities in particular raising their marketing awareness and skills. The role of the Business Connector has been significant here.
- The Prince's Trust have delivered an increased number of programmes for Burslem. In conjunction with Stoke College, PT ran three Team Programmes from Burslem in 2012 for 30 young people, the next course is due to run in March. The new Prince's Trust Centre will also open in 2013 at The Old Post Office in Hanley and bring significantly increased delivery opportunities for young people in Stoke.
- XL Clubs have been signed up in four new schools in Stoke which will support 65 young people during this academic year.
- Funding for a new BITC Business Class Cluster has just been agreed for Stoke-on-Trent. This will mean the establishment of new Business Class partnerships.
- Teach First is now present in three Stoke schools including the two main secondary schools in Burslem. There are plans to expand Teach First network in 2013-14. Teach First Teachers are already present in the Co-Op Academy (Brownhills) in Burslem following the involvement of the head at the Burnley Regeneration Summit (see below).
- Three recent 'Get Into' programmes have been run with Stoke College (Get Into Construction, Logistics and Security) attracted 50 young people. 40 have subsequently gone into employment.
- Last year 76 people from Stoke went on The Prince's Trusts Enterprise Programme and they continue to run a four-day Explore Enterprise Course in Stoke every month.
- Partnership with Burslem Regeneration Company (BRC) – much work has been done by the Charities Place Director with BRC and with Joan Whalley (local MP) to develop a new community focused Burslem Regeneration Trust. Recent discussions involving the new owners of Port Vale FC are intended to develop a community focused Trust for Burslem encompassing social and economic issues as well as heritage regeneration.





The Prince's Foundation for Building Community - Burslem Enquiry by Design – January 2012

- In Kind Direct has so far helped 10 of the charities in Burslem and Stoke which have joined their network.
  - Following HRH's initiative in 2010 on Teesside with Tata Steel, the Industrial Cadets programme was showcased at the May 2012 Regeneration Summit. The Burslem Business Connector has now initiated two local programmes.
  - The first TED programme ran in Burslem in February 2013. The Charities brokered a partnership between The Army, Stoke-on-Trent Young People Services, Stoke College and the private sector on the model of Burnley. Plans are now in train for a partnership between The Army and Staffordshire Police to run a Lifemaps style project – starting with local young people in Burslem.
  - The Burslem Business Community (BBC) Group – following the community workshop, the group re-formed with membership from the Creative Business sector. It now includes some local businesses, Staffordshire University and local residents. The main focus has been on driving footfall to the town through creative ways of marketing.
  - A wayfinding project, creating a logical visitors trail and new landscaping is in progress and will extend to and past Middleport Pottery. BRC won a third tranche of HLF Townscape Heritage Initiative Funding. PRT is working with the Council to identify a sustainable solution for the Wedgwood Institute and building refurbishment works have started on site at Middleport Pottery with over 20 new jobs being created to date.
  - The 'Beauty in Burslem' photographic project (projecting images onto town centre buildings and creating a website) was strongly assisted by the Charities and is part of the artistic renaissance of the town.
- The Prince's Charities have sponsored the Community Engagement Award at this year's Sentinel Stoke-on-Trent Business Awards. The close relationship now built with *The Sentinel* (the daily local newspaper) has meant ongoing positive coverage of the Charities work for Middleport, Burslem and across Stoke-on-Trent.
  - Seddon's (major local property company) have, with assistance from the Charities, increased the number of apprentices they take on annually from 30 to 75.
  - The Chief Executive of Stoke City Council praised the work of the Charities and the considerable progress that has been made. He especially noted the work of the Charities in (among other things):
    - Supporting the creation of a Burslem Events Group
    - Supporting the Burslem Regeneration Company
    - Sponsoring the Burslem Creative Industries Group
- ### Issues and opportunities
- Though Burslem is somewhat polarised into districts it retains a community coherence greater than the other three places. This is a major advantage in driving forward initiatives as 'everyone knows everyone' among the key stakeholders.
  - For the creative industries it is a good site geographically in the country and has always generated a high number of creative individuals. This is showing remarkable progress in a short time and leads to optimism for the creative future of the town providing initial momentum can be maintained. Current discussions with the organisers of the British Ceramics Biennial in late 2013 could provide a significant opportunity to profile Burslem as 'the mother town' and support local creative endeavour.
  - Some key elements in regeneration in Burslem (currently being addressed by the Burslem Regeneration Company) are:
    - Improving the marketing skills of SMEs (being addressed).
    - Finding a new sustainable use for the Wedgwood Institute (a key priority for the next phase).
    - General business support (being provided through the Charities).
    - Re-use of brownfield sites (housing etc). This final issue is the most intractable and costly and cannot be solved locally by the Charities themselves.

- Stoke-on-Trent established a Heritage Commission in 2013 and there is a danger that the Charities will be drawn into wider political agendas in this context. It is important that the Burslem project remains clearly focused on its objectives. This must include non-infrastructure objectives in the areas of education, enterprise and opportunities for young people.
- For the Charities, the PRT heritage-led project of regenerating the site and the business in Middleport Pottery has to be a priority. This has rightly dominated the time of the Place Co-ordinator and it is important, as the wider HLF funded community initiatives develop from Middleport, that the 'Place' project overall remains 'joined-up'.

### Redcar/Middlesbrough



Frankie Wales (Redcar Development Trust) – pioneer of Get Into Boxing with The Prince's Trust

### Comments

Director of Business development at Oakfield School: "This has been a step change for us with lots of 'lightbulb moments'". He described the visit to the school and talk from the HR Director of Greggs as "one of the greatest presentations I've heard in 20 years of teaching".

There has been a huge amount of dialogue between teachers and Greggs staff which is really showing results for both parties. Such has been the progress in the school regarding their business partnership and development of entrepreneurial business skills that this was commented on in a recent OFSTED interim report even though this was not an area that the report was due to cover.

### Activities

- BITC via their Business Connector have established

Business Class Partnerships as follows:

- o Greggs and Oakfields
- o Fabrick and Freebrough Academy
- o Esh Group and Ormesby School
- o PD Ports and Gilbrook Academy
- o Sabic Europe and Bydles School
- o Lucite International and McMilan Academy
- o Lotte Chemicals and Sacred Heart School (This is being set up at present)
- The Charities and the Business Connector have significantly assisted Middlesbrough Council in the development of an enterprise centre in the middle of the town for developing businesses. This has ten units usually let for six months and so far thirty new sustained business have been brought into being. Eight have taken other vacant space in the town and eight more are expected to do so. This was modelled on work done with Frankie Wales in Redcar.
- Discussions are underway to develop employment opportunities for young people with disabilities utilising the business skills of Civil Service Local.
- Civil Service Local are also being brought into discussions about volunteering opportunities at Kirkleatham Hall where the PRT is in the process of formulating a report and the Charities are discussing the potential for a heritage regeneration project. The ideas on the Kirkleatham project were encouraged by the attendance of the Chief Executive of Redcar Council at The Burnley Summit and a subsequent visit to Dumfries House.
- In 2011-12 The Prince's Trust supported over 4,000 young people in the North East which included 200 in Redcar and Cleveland and 600 in Middlesbrough. In 2012 an additional £70,000 donated by Greggs has meant an additional 100 disadvantaged young people in Redcar and Middlesbrough have been supported. The work of The Prince's Trust runs from the Fairbridge Centre (now Princes Trust Centre) based in Middlesbrough.
- Business in the Community have developed Business Class, Right to Read, in Primary schools and brokered the Tata Steel Industrial cadetship programme. The current HRH Ambassador, David Robinson from PD

Ports, is supporting the development of apprenticeship opportunities and establishing The HRH Place initiative via a consortium of local businesses under the banner of The High Tide Foundation – ‘being inspired by a generation’.

- In June 2011 PD Ports committed to lead the process to investigate a ‘foundation’ for the port community. In Summer 2012 The High Tide Foundation was launched and has engaged the business community that is based around the River Tees. Over 40 companies to date have pledged support in some form.
- Teach First now have a number of teachers in Middlesbrough and Redcar schools and Youth United have funded a development officer to establish new projects with the uniformed youth groups in the area.
- A Place Co-ordinator seconded from DfE has recently been focused on Redcar and Middlesbrough to support the Business Connector and Prince’s Trust Young Ambassadors ‘on the ground’.



Delegates on TED programme with buggy – February 2013

- The Place Coordinator has supported the engagement of the Army in replicating the TED programme from Burnley. The first programme has been a close partnership with Redcar Council with whom £25,000 support has been brokered from The Community Covenant. Further programmes including Lifemaps (replicated from Burnley) will support the Charities ‘Place’ focus on young people.
- Frankie Wales (Redcar Development Trust) continues to provide invaluable support to the community within a number of programmes being developed. The ‘Get into Boxing’ programme took place in 2012, supported by The Prince’s Trust. Further ‘Ready for Work’ programmes have taken place in 2012 to support the young unemployed in the area.

## Issues and opportunities

- Originally the Charities were intending to operate in just Redcar but this has expanded to include Middlesbrough for some activities. There is some danger in this leading to spreading resources too thinly and needs careful attention as, in many ways, Middlesbrough is a well-developed city with significant resources. It is therefore important that resources are concentrated on key objectives.
- The role of The HRH BITC Ambassadors in Middlesbrough and Redcar is interesting and provides a possibly significant route to ‘ownership’ and ‘legacy’ at an early stage. This is deserving of further examination and possible replication in other places.
- There are also significant opportunities with regard to links with the armed forces and local businesses (especially via the High Tide Foundation) that can be built on in the future.

## Tottenham

### Comments

Tottenham Trader: “The Business Connector has been a breath of fresh air at the right time. She really got things happening rather than just promising”.

Tottenham Voluntary Sector: “People trust her [the Business Connector]. She’s opened doors that wouldn’t have opened and brought different sectors together”.

Tottenham entrepreneur and Job Ambassador: “The Business Connector is having a snowball effect... people trust her and she listens, she’s just an ordinary person... She always says what we can do together”.

### Activities

- The BITC Business Connector post was already in the process of being filled when the riots occurred. Though this was a major setback for Tottenham it also provided an immediate objective for the Connector to address, especially with regard to smaller traders. As a result of this the Charities were able to deliver direct assistance to the traders and quickly win both trust and support.
- The Boxing Academy which provides employment and training for young people at imminent danger of exclusion from school has been significantly assisted by the Business Connector both in making contacts (for example with local companies including Fujitsu) and securing additional funding. 94% of their leavers



go on to further education or an apprenticeship. CEO Anna Cain said “I did not know I needed a Business Connector. She has helped me gain business support for our charity which I did not know how to approach before and I did not frankly have the time to focus on. Kay's suggestion of a wish list of needs for the Academy has been very helpful, just this week I had a visit from a philanthropist where I was asked what our needs were and I was able to articulate this straight away, securing much needed financial support”.



Rin from Northumberland Park School in Tottenham working with Jack during a visit to the Saatchi Gallery organised by CATA

- The Prince’s Teaching Institute (PTI) welcomed the Head of Music from Northumberland Park School to the Music & Art Residential in Liverpool in November and The Prince’s Drawing School (PDS) has enrolled two pupils from Park View School in the Haringey Drawing Club.
- The existing work of The Prince’s Trust and Business in the Community has been reinforced with, for example, the running of a recent Tottenham Seeing is Believing programme and the development of a partnership with The College of Haringey and N E London (CANEL) to run PT Team programmes.
- A BITC Business Connector, a Place Co-ordinator, and a PT Young Ambassador are focused on Tottenham. It is vital the Business Connector role is replaced urgently at which point Tottenham can be the role model for joint working.
- Youth United have established a London Co-ordinator and is supporting development work for the uniformed youth services in Tottenham.
- The Business Connector has worked closely with both Sir Stuart Lipton (the Mayor of London’s champion) and Haringey Council to support their Post Riot reviews.
- The Prince’s Foundation for Building Community has engaged with the Council on a Community Consultation regarding the future of Tottenham Green. The Prince’s Regeneration Trust have visited and offered support to any heritage regeneration projects – discussions are continuing.
- The Charities are also looking to develop support for local projects with the Selby Trust, Back to Earth and other community entrepreneurs in Tottenham and Broadwater Farm. There are also continued opportunities to support the regeneration of 639 High Street as an enterprise centre working with London Youth Support Trust (LYST).

### Issues and opportunities

- Of all the four places Tottenham is probably the most difficult. It has few large-scale businesses and a multitude of different cultural and ethnic groups. It lacks the heritage focus of the other places and its more fragmented community means that social cohesion is consequently lacking. The programme here needs to be very focussed on achievable targets – even if they are quite modest – to avoid too many failures and a decline in motivation.

- As a result of timing and the delayed investment of resources in the Place project as well as the considerable personal impact of the Business Connector, the overall Place project in Tottenham is still primarily identified with Kay Horne. The need to raise the profile of the education cluster work and work of the Charities as a group (as the Tottenham Place project) is now being addressed and the arrival of the Place Co-ordinator should speed this along.
- The appointment of a new local authority Chief Executive in Haringey provides an opportunity to learn from the close relationships with local authorities built in Redcar and Stoke and build similar cross sector relationships at a senior level.

The complexities of ‘London’ politics and the high ‘political’ visibility of Tottenham in the aftermath of the riots will demand care and caution in the Charities engagement. The positive groundwork and relationships established by the Business Connector in the past 18 months will hold the Charities in good stead.

### Sharing good practice on Place activity

On the occasion of HM The Queen and The Duke of Edinburgh’s Diamond Jubilee visit to Burnley in May 2012, The Prince’s Charities convened the first Place Regeneration Summit to highlight the issues, the challenges and the successes of the Place Regeneration Strategy that has been in development since 2008.

Built on the learning from the four-year Burnley partnership, the event was attended by 107 delegates convened from the six Place teams across the UK where The Prince’s Charities are currently engaged in collaborative projects on the Burnley model. The event was facilitated by staff from the combined Charities.

To illustrate the impact of Heritage Regeneration, the venue for the event was Victoria Mill and Slater’s Terrace in Burnley - currently in the process of regeneration in the heart of The Weavers’ Triangle. Baroness Andrews, Chair of English Heritage, chaired the Summit at which HRH The Prince of Wales also met the Place teams and spoke. The highlight was the visit and speech by HM The Queen who reinforced the value of the Charities work on Place:

“I have been interested to learn today about the work undertaken by The Prince’s Charities to transform lives and build sustainable communities. By joining forces with local groups here in Burnley they have helped to make a considerable difference to the town and its people... The leadership and interest of The Prince of

Wales has encouraged and enthused communities to come together to improve their neighbourhoods, their towns and cities and their countryside, and ensuring that The Prince's Charities focus on the right areas, such as the quality of the built environment and opportunities for young people... The result of your determination to make changes for the better, in a wide range of areas, across the country and further afield, is an ongoing legacy which is present for all to see and understand today.”

Speech by HM The Queen – Burnley 16 May 2012



The Royal Party arriving at The Weavers’ Triangle for the first Prince’s Charities Place Regeneration Summit in Burnley – May 2012

The summary document from May 2012 conference showing the Place discussions, progress and action plans was prepared by the delegates. In order to share learning and best practice this conference and current Place teams will be reconvened in May 2013.

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**The Prince’s Charities** are a group of seventeen independent charities of which HRH The Prince of Wales is President, sixteen of which have been founded personally by The Prince in the last thirty years.

The Prince’s Charities who are currently working together in partnership on the Place Agenda are:

- Business in the Community (BITC)
- In Kind Direct
- The Prince’s Drawing School
- The Prince’s Foundation for Children & the Arts
- The Prince’s Foundation for Building Community
- The Prince’s Initiative for Mature Enterprise (PRIME)
- The Prince’s Regeneration Trust
- The Prince’s School of Traditional Arts
- The Prince’s Teaching Institute
- The Prince’s Trust
- The Prince of Wales’s Charitable Foundation
- The Start Sustainability initiative (part of BITC)
- Mosaic (part of BITC)
- Teach First (The Prince of Wales is the Patron)

If you would like to learn more, please visit  
[www.princeofwales.gov.uk](http://www.princeofwales.gov.uk)

To find out more about our work in The Places – visit our website at [www.princeofwalescharitablefoundation.org.uk](http://www.princeofwalescharitablefoundation.org.uk) (Home page, Place Strategy page and Beneficiaries page)

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