



**Cass Business School**  
CITY UNIVERSITY LONDON

# Making a Difference

Final Evaluation of the collaborative work  
of The Prince's Charities 2008 - 2014

Executive Summary

**Dr Peter Grant,**

Sir John Cass Business School, City University

November 2014





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



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



Attending a BITC masterclass for Burnley Anchor Businesses with Allan Leighton.



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

## Voices from the Places

‘Burnley is key to the thrust of a thriving Lancashire. It has produced some tremendous businesses in advanced engineering and manufacturing. It has a tremendous reputation for getting things done through the quality relationship between the public and private sector.’

Edwin Booth, Chair of Lancashire's Local Enterprise Partnership

‘What the Prince's Charities have done has given new life to a community that was struggling to find its future and know where it fitted... They have given the town an opportunity to say we can be reborn, we can have a future and we can, with other people's help, look forward rather than just look backward... We can look at bigger projects and dream bigger dreams.’

Rev Ashley Cooper, Swan Bank Methodist Church, Burslem.

‘The Charities are playing a really important role in social regeneration... The Charities are not precious about their work, very few partners ask openly what they might be doing wrong and that's the basis for a very mature partnership. I've experienced that with very few partners.’

Councillor Alan Strickland, Regeneration Cabinet Member, Haringey Borough Council.

‘We would not be here if Prince Charles hadn't had the vision [to initiate this programme]... There's no question that it was the Prince and his Charities that kick started this thing’.

Brigadier Greville Bibby, Commander 15 Brigade North East

‘I couldn't envisage working in Burslem without the Prince's Charities; it's the glue that keeps things going.’

Carl Ward, Head Haywood Academy, Stoke-on-Trent.

‘Without the Prince's Charities it would have been impossible to get [the Green Dreams project] to this stage... The Charities have opened up opportunities I could never even have imagined.’

Dr James Fleming, voted GP of the Year by the Royal College of General Practitioners.



# Background



*Making sustainable places is one of the greatest challenges of the 21st century and our success or failure to do this will impact on millions if not billions of people's lives.*

The Prince's Charities Place initiative is an innovative approach to the regeneration of significantly deprived geographic areas that has empowered communities to revitalise social capital. The Place initiative is not a conventional funding programme. Instead it was intended to harness the convening and coordinating skills of the Prince's Charities as a catalyst for change.

Following successful work in Burnley the Prince of Wales tasked his network of charities to work together with the voluntary, private and public sectors in three additional areas of England – Burslem (Stoke-on-Trent), Redcar/Middlesbrough and Tottenham - to bring about sustainable physical and social regeneration over a three-year period.

Making sustainable places is one of the greatest challenges of the 21st century and our success or failure to do this will impact on millions if not billions of people's lives. The work undertaken by The Prince's Charities is based on HRH's belief that entrenched social problems need an integrated response. The Prince's Charities are uniquely placed to bring together core expertise, skills and ability to work across the public, private and voluntary sectors.

The Place initiative itself was very much the Prince's own vision. It aims to deliver positive benefits to some of the most disadvantaged communities in the UK through the joint, co-ordinated collaboration of relevant Prince's Charities and local partners – 'transforming lives and building sustainable communities'.

The Place work aims to leave a legacy and genuine partnerships in each area both by forming new relationships but also by ensuring relevant links with wider strategies and government initiatives to achieve impact at national level.

Each Place has had, at some point, the benefit of both a 'Place Coordinator' (a senior level secondment bringing skillsets from the civil service) with awareness of the potential 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.



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

Cass Business School was asked by The Prince of Wales's Charitable Foundation to work alongside the Charities 'Place' project to develop 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 Place Project to be delivered. The framework drew on the experience of Burnley which prioritised:



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

- Supporting the regeneration of the built environment, especially the heritage buildings.
- Raising educational performance, achievement and aspiration in schools.
- Developing enterprise in the town and supporting local businesses.
- Supporting opportunities for young people to give them the skills to move into the labour market.
- Promoting community cohesion and developing the appreciation of a multi-faith, mixed heritage community.
- Instilling local pride and creating a positive image in the region and nationally for the town to become attractive for investors and big employers.
- Promoting the value of a healthy lifestyle and helping the town to be more sustainable.

Though these objectives were amended to fit local needs and priorities they are, broadly, similar in each Place.

**'The Prince's Charities Place initiative is an innovative approach to the regeneration of significantly deprived geographic areas that has empowered communities to revitalise social capital.'**



## Impact In The Places

In **Burnley** significant progress has been made against nearly all of the original objectives. A number of individual programmes that originated here, for example work with the Army and Green Dreams, have great potential to become national in extent. That Burnley is now recognised as an exemplar for entrepreneurship is an outcome few would have predicted when the Place initiative was begun. Whilst it is impossible to state that the Place initiative itself brought about this transformation there is no doubt that all concerned: the local authority as well as private and voluntary sector partners concur that it was an important catalyst for change in the town.

**‘What has happened in Burnley is an enormous achievement. The growth in private sector jobs is an impressive statistic and a real achievement to be up there in the top ten based on national data.’**

**Alexandra Jones, Chief Executive of the Centre for Cities**

In **Burslem** the key objectives have been achieved. The purchase and regeneration of Middleport Pottery as a physical ‘hub’ for the Place work in Burslem has been an important ingredient in the success of the Place initiative in the town. Burslem is small in comparison to the other ‘Places’ and this too has been a factor. It now also looks as if the sustainable future of the Wedgwood Institute and Town Hall are being secured and the reinvigoration of the Burslem Regeneration Trust is well advanced. The Charities can claim a clear and direct influence on the regeneration of this historic area.

Progress in **Middlesbrough and Redcar** has suffered from some significant external issues notably the severe cuts in local authority spending. This has meant that progress towards some objectives has been limited. However in relation to other significant objectives: greater coordination of businesses in providing opportunities for young people, reducing the numbers of NEETs and raising educational standards there has been significant achievement. The work of the business partnership High Tide, as with Burnley Bondholders, is one that should be



Breakfast Clubs in Burnley primaries - a healthy banana from Sainsburys.

In many ways **Tottenham** was the most ‘problematic’ of the four places. It is far less easily defined, both geographically and, with its exceptional cultural mix, socially. The riots in 2011 meant that initial work was, in many ways, a reaction to a negative event rather than a positive response to wider issues. There are fewer ‘iconic’ heritage landmarks in the area and, despite its proximity to the centre of London, linking large business partners to the programme is also difficult. Despite this, significant advances have been made. Work with small businesses and social entrepreneurs has been positive and the work of Teach First, Business in the Community, the Prince’s Trust the Prince’s Teaching Institute and the Prince’s Foundation for Children and the Arts in key schools is highly regarded. Wider impact is likely for the future especially as work is now strongly linked to Haringey Council’s own regeneration team.

**‘The Prince’s Charities have demonstrated stunning collaborative work and [their work] with other organisations is also stunning. Their ability to influence and bring together the most amazing group of people, at local authority level we wouldn’t have a hope of being able to get hold of’ In sum the Charities have had a massive amount of influence and added a massive amount of value.’**

**John van de Laarschot, CEO Stoke City Council.**

## Wider Impact

### Social Capital

Overall the Place initiative has:

- Enabled the building of trust relationships between individuals, organisations and sectors (so contributing to all three elements of social capital: bonding, bridging and linking).
- Strengthened networks (for example those of the voluntary sector and between businesses and social entrepreneurs).
- Provided examples of linking social capital between local and national organisations, for example with the Army, that could act as exemplars elsewhere.
- Provided support for voluntary associations at a crucial time of economic hardship and for small businesses and social entrepreneurs (critical in the post-riot Tottenham for example).
- Established regeneration partnerships that demonstrate an equality of power. Burnley Bondholders, High Tide (Middlesbrough) and the Burslem Regeneration Trust are helping drive forward business development, employment skills and integration with schools and the voluntary sector.
- Benefitted from the great personal commitment and leadership of the Prince of Wales himself which has been a significant unifying element.
- Championed an integrated approach to regeneration.
- Leveraged sufficient funding and in kind support from all sectors to create and engage projects that add value to a community.
- Proved the value and reality of the Prince of Wales's concept of a 'community of place', expressed as 'Place, Pride, People', needing to exist to underpin significant social regeneration.

### Physical Regeneration

Following on the model first put into practice in the regeneration of Dumfries House, the Place initiative has been especially successful in assisting the partial redevelopment of the Weaver's Triangle in Burnley and the saving and development of Middleport Pottery in Burslem. Both these projects have retained some of their most

important heritage elements and having a core heritage regeneration project has acted as an incentive and hub for other developments.



Starting work on Sandygate Square on the Weaver's Triangle, Burnley

### Education

Each of the places has strongly benefitted from the presence of Teach First teachers bringing outstanding academic skills to areas where few 'high flying' graduates were in teaching jobs. The Prince's Teaching Institute has been particularly involved in Tottenham helping to raise the skills and perspectives of existing teachers and, in all areas, BITC's 'Business Class' programme has brokered new partnerships between businesses and schools. The influence of Breakfast Clubs has, most notably in Burnley, been a significant element in primary school's assistance for disadvantaged children both academically and socially. The Burnley Pupil Parliament is strengthening children's associational links and aspirations in ways that are highly likely to have a positive impact on children's academic achievement and the recent initiative to develop the STEM curriculum in primary schools in Burnley and Burslem has a sustainable future with the Burnley Bondholders and The Royal Society of Engineering respectively.

### Sustainability and replicability

Both the programmes with the British Army (TEDs, Lifemaps and now SPEAR/SPUR) and Green Dreams are entirely new and, along with Industrial Cadets, have significant prospects for both replication and sustainability. The Place initiative has provided huge developmental opportunities for the Place Coordinator secondees. Central Whitehall HR, at the highest level, is committed to supporting further secondments of talented individuals into the programme, including some who are expected to reach the highest levels. They have also extended

the same support offered to High Potential candidates to the secondees on this programme. Six are now in place and there are five alumni with a further five in Business Connector roles. This will provide exceptional opportunities for senior level contact for the programme in the future. The Welsh Government are now using the Place work as a model for a similar programme called Cynefin. They have nine place coordinators in post in areas of significant deprivation with plans to extend the programme further.

During the course of the Place initiative the Prince's Charities have evolved a model for the initiation and development of inter-sectoral partnership. In broad terms this involves:

1. Community consultation in the form of an Enquiry by Design or Community Planning Workshop.
2. Bringing private sector leaders into a dialogue with the public and voluntary sectors through a specific event such as a Seeing is Believing visit.
3. Creation of a new or utilisation of an existing forum for partnership between all stakeholders (Business for Burnley/Burnley Bondholders; High Tide and the Burslem Regeneration Trust are examples).
4. Bringing in a Business Connector and Place Coordinator seconded from the private sector and civil service.

Through this model real community engagement has been possible and ownership of the overall plans for regeneration shared between the sectoral partners, helping overcome the power imbalance issues seen in traditional community regeneration projects.



Delegates on TED programme with buggy – February 2013

## Recommendations and lessons for The Prince's Charities to draw from the place initiative

The recommendations of this evaluation are that for a future place-based regeneration programmes based within the network of Prince's Charities to have the greatest chance of success it should:

1. Extend the key stakeholders of the programme beyond the Prince's Charities to include significant national organisations from all three sectors.
2. Be very clear on the framework of objectives which can be national in scope but must also be capable of adaptation at a local level.
3. Ensure that the senior teams of all of the Prince's Charities are kept well informed about the work; that their own objectives are integral to the programme and thus that it has their support for its objectives.
4. Have the 'buy in' of the host local authorities at the most senior level.
5. Ensure its personnel have similar experience, skillsets and seniority or potential to previous secondees.
6. Give priority to links with Prince's Regeneration Trust social enterprise fund project
7. In some way still be 'badged' as an initiative of the Prince's Charities even though it will no longer be branded as The Prince's Charities 'Place' project. The BITC Business Connectors programme currently does this successfully.
8. Whatever the structure of a future programme it may well benefit from the addition of an 'advisory board' independent of the Princes Charities. Such a Board, meeting perhaps twice a year, should contain senior figures from all three sectors plus an experienced, relevant academic.



## Recommendations and lessons to draw from the place initiative for future urban regeneration projects

The broader lessons for all future urban regeneration projects are that:

1. In the social regeneration of specific geographical areas there is a benefit to communities to have both major, national programmes (such as those run by Prince's Trust and BITC) to provide breadth of coverage and also tailored, geographically specific, interventions (such as those coordinated through the Place initiative) to provide depth of coverage in each area.
1. It is critical to establish a working forum led by business but including public and voluntary sector representation to drive forward employment and other initiatives. Burnley Bondholders has provided the blueprint which is being successfully followed by High Tide in Middlesbrough and the Burslem Regeneration Trust. A charity/CIC governance model is ideal as this emphasises independence from the local authority.
1. Flexibility and innovation is not easy for large organisations (whether a charity, a local authority or government) therefore there needs to be a way to enable 'matrix' working, responsive to community needs, to take place which the Place initiative provided.

**'The Prince's Charities are uniquely placed to bring together core expertise, skills and ability to work across the public, private and voluntary sectors.'**

2. In an area where regeneration is an agreed target the 'timeline' model developed in the Place initiative is instructive. This emphasised the role of community-led planning and consultation ('Enquiries by design') in the early phase of regeneration which set specific, timetabled and achievable goals.



3. They involve a trusted, non-partisan, non-public sector organisation or group of organisations to inspire and convene cooperation between voluntary, public and private sectors.
4. In order to be sustainable projects must be led by local stakeholders. Even if the initial work is done by the external agency there should be a plan for their disengagement from day one.
5. The indicators of sustainability are critically not financial. Strong governance and networks are even more important factors.
6. It is important to have some 'high level' objectives into which individual projects can 'feed' outcomes. This was provided by the 'Cass Frameworks' for each place but though the objectives were shared at a high level projects, outputs and outcomes were built 'bottom up.'
7. Strong leadership is needed from all three sectors to ensure that innovative partnerships are taken forward.
8. It is important to establish specific mechanisms for sharing ideas and case studies between the three sectors that set specific goals and monitoring and evaluation. Annual 'summit' meetings which bring together the key stakeholders from different geographical places can act as fora for sharing good practice and ideas.
9. Each partnership must adopt a positive attitude towards risk that seeks to identify projects and ideas that have the potential for greatest benefit and not those that simply appear easily achievable. Equally, especially in the early stages of regeneration, a small number of 'quick wins' will help to bind the partnership and provide an example of progress to the local community.



10. Partnerships need to identify and support key 'community champions' and entrepreneurs. However they should be careful that these individuals really are achievers and not simply the ones who shout the loudest. Usually you will have to find them and not the other way around. Those who actually make a difference in their communities are very often too busy doing things to spend time on self-publicity.
11. Each partnership should publish (locally and nationally) examples of projects and ideas they have found that work and, equally, publicise what didn't work and why.
12. Programmes should prioritise the importance of cultural and arts projects that will tap into local talent and project a positive image of the place. Projects such as those run by the PSTA, the Burnley Canal Festival, Beauty of Burslem and the Robbie Williams Festival can also impact the positive wider perception of the place.
13. Funding is actually one of the last considerations to take account of. If communities concentrate on where the money is going to come from this often means nothing happens. With commitment from and engagement of the right people things change.

This report is dedicated to Bernie Hearn without whose dedication and enthusiastic support it would not have been possible to produce

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**Sir John Cass Business School** is among the global elite of business schools that hold the gold standard of 'triple - crown' accreditation from the Association to Advance Collegiate Schools of Business (AACSB), The Association of MBS's (AMBA) and the European Quality Improvement System (EQUIS). Consistently ranked amongst the best business schools and programmes in the world and with an over 40-year reputation for excellence in research and business education, Cass attracts some of the best academics, students and businesses worldwide.

**Dr Peter Grant** is acknowledged as one of the UK's leading practitioners in public and charitable funding. He is academic leader of the Philanthropy, Grantmaking, Social Investment and Governance programmes at Cass and has published widely on these topics. Peter's research and consultancy clients include government departments, NDPBs, major local authorities and charitable foundations.

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

The Prince's Charities working together on the Place Agenda during the period under evaluation were:

- 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 Institute 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)
- Youth United Foundation (The Prince of Wales is the Patron)

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

The Prince's Charities work in the Places has been supported by The Prince of Wales's Charitable Foundation 2011 – 2014





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



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



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



Novus at BITC Give and Gain Day at the Middleport Pottery

## Voices from the Places

It's been an outstanding example of collaboration and they have followed [their objectives] through in an unprecedented way.'

Joan Walley MP Stoke North

'Without the Prince's Charities... triggering some quite "honest" exchanges my intentions would have been at best delayed and been on a much more modest scale than subsequently became possible. I can't think of another organisation which could have brought together and catalysed ( such a) disparate group of people - and it needed the Place Co-ordinator to make it happen without protected boundaries restricting the possibilities.'

Mark Crabtree, AMS Neve Limited and Chair of Burnley Bondholders

'I have found the Business Connector in Tottenham instrumental in establishing links in the community, colleges, DWP and business with the Army.'

Sergeant Major Vernon Stokes – British Army London District

'For me it's a very useful partnership... A common priority is youth employment which very much chimes with local priorities.'

Gill Rollings – recently CEO Middlesbrough Borough Council



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

**Cass Business School**  
**Centre for Charity Effectiveness**  
106 Bunhill Row  
London EC1Y 8TZ  
**T: +44 (0)20 7040 8600**  
**[www.cass.city.ac.uk](http://www.cass.city.ac.uk)**



#### **Cass Business School**

In 2002, City University's Business School was renamed Sir John Cass Business School following a generous donation towards the development of its new building in Bunhill Row. The School's name is usually abbreviated to Cass Business School.

#### **Sir John Cass's Foundation**

Sir John Cass's Foundation has supported education in London since the 18th century and takes its name from its founder, Sir John Cass, who established a school in Aldgate in 1710. Born in the City of London in 1661, Sir John served as an MP for the City and was knighted in 1713.