

Local Action Plan of the CHL Sunderland HSW



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Table of Contents

Table of Contents	3
Executive summary	4
1 Mission, Objectives and Strategies	5
1.1 Mission statement – for the entire project period.....	5
1.2 Objectives and strategies	6
2 Participation and Decision-Making Processes	9
2.1 Leadership	10
2.2 Recruitment strategies.....	11
3 Heritage community.....	12
3.1 Target group and stakeholders.....	12
3.2 Heritage and community	12
3.3 Stakeholders’ contribution to project objectives	13
3.4 Outreach activities	13
3.5 Engagement activities.....	13
3.6 Complementing activities	14
4 Financial model	15
5 Regional integration and territorial integration.....	17
6 Actions	18
7 Monitoring Progress	20

Executive summary

The HSW CHL focuses on bringing three currently highly dilapidated buildings back into use. These are terraced buildings on High Street West (170-175) Sunderland. They were originally built as houses in late 1700's, with their ground floors converted to retail/office very early on. 170/1 (figure 1, on the left) is in best condition and has two front doors. 172/3 has a different layout as it was converted to a department store by removing the first floor and building back into garden (middle building figure 2), which created a large space. This is now considered critical to significance of the ensemble. 174/5 (figure 1 on the right) is not listed, but found to be as old as the other two, which are listed, and also has two front doors (one for shop and one for upper floors).

The three buildings are owned Freehold by the TWBPT. They were gifted (sold for 1 pound) by Sunderland City Council in February 2018. The aim for the buildings (not a legal obligation) is to bring them back into use, and develop them for cultural use. Since, the TWBPT have made the buildings safe / stable, and have received planning permission for its proposed restoration, which includes a music venue with ancillary café and a record shop, and office/workshop space for cultural companies and artists. The Trust were seen as the 'last option' by the council, if this attempt fails then the buildings will probably be lost. Once restored however, the buildings are expected to be a really necessary and positive addition to the street and help the revitalisation of the area, e.g. by increased footfall, floor space brought back into use, and pride.

The main aim for the long term project, post OpenHeritage, is to get the three buildings on High Street West (170-175) in Sunderland (UK) back into long term financially and socially sustainable socio-cultural use. Specifically for the next two years we aim to restore shells, re-open the complete ground floor of all 3 buildings to enable them to be used for a mixture of permanent and temporary cultural uses, while building a case for financially sustainable permanent use in the long run.

The short-term plans are in collaboration with PopRecs, a well known community interest company in the music sector in Sunderland. In collaboration with them we will develop community engagement events, and they have already been organising multiple gigs and other events in the space on a temporary base. The plans for the ensemble comprises several phases, which are overlapping and iterative. This plan provides an overview of the phases, and as much detail as possible on the content of those phases.

1 Mission, Objectives and Strategies

1.1 Mission statement – for the entire project period

The main aim of this CHL is to get the three buildings on High Street West (170-175) in Sunderland (UK) back into long term economically sustainable socio-cultural use.

Specifically for the next two years we aim to re-open the complete ground floor of all 3 buildings to enable them to be used for a mixture of permanent and temporary uses.

The project is seen as a key opportunity to extend the economic regeneration progress of the City Centre Investment Corridor east along the High Street West (PDF here), and link with other developments in the city. The restoration of these historic buildings is also central to the Sunderland Strategy (the City's sustainable community strategy) that identifies within one of its five strategic aims the importance of protecting and nurturing the City's built heritage in helping to create a strong culture of sustainability.

Figure 1 shows the three buildings comprising the CHL (within the dashed line). There are three terraced buildings originally built as houses in late 1700's. Ground floor was converted to retail/office very early on. 170/1 on the left is in best condition and has two front doors. 172/3 has a different layout as it was converted to a department store by removing first floor and building back into garden. The space created is critical to significance. 174/5 on the right is unlisted but found to be as old and also has two front doors (one for shop and one for upper floors).



Figure 1: The Sunderland CHL



Figure 2: Map of the CHL and surroundings

1.2 Objectives and strategies

The initial part (until June 2020) is about getting them back into a state they can be used in the first place (focussed on the shell). This will be under ownership and leadership of the TWBPT, and involves a combination of capital works and some meanwhile use when and where possible.

P0 Pre April 2018: Community consultation (2016) on future use(s) - this proposed the involvement of PopRecs and other cultural organisations to change the character of the area and help foster community development.

The set of three buildings has for over a decade been on the list of key sites that Sunderland City Council wanted to see restored. The location is central to the city of Sunderland and their state of disrepair was having a detrimental impact on the area. The Council managed to buy the building off the previous owner and transfer them to the TWBPT. The formal start of the project occurred after the buildings had been transferred from the Local Authority to the TWBPT (February 2018) and the Urgent Works (funded by Historic England's Repair Grant Scheme) had been undertaken (March-April 2018).

P1 Feb 2018 – Oct 2019: Building is in the ownership of TWBPT, the ground floor of one of the three buildings is now safe to use (including e.g. emergency lighting, smoke alarms) and has also been connected to water, electricity, and gas networks. A lease of the first building is signed to Pop Recs (a Community Interest Company) to use the building for meanwhile use / event space.

The building is currently open on an events base. e.g. Pop Recs have been then been awarded funding from the Arts Council to test the building and run a series of events with the young people of Sunderland. TWBPT (in partnership with Council, Pop Recs and Historic England) opened the building for Heritage Open Days in September 2018 and also welcomed the Historic England Commissioners in October 2018.

Main objectives for this phase are obtaining funding for capital works, developing plans for the buildings and obtaining planning consent, PopRecs are organising some engagement events to build a community base in the area. TWBPT will commission a community audit, to better understand possible collaborations / who is in the area, and possibly explore future users.

Presently the involvement of PopRecs is helping to raise profile and attract project development funding and they are being commissioned to deliver segments of the community engagement / activity programme and develop the meanwhile use of the buildings. This also develops a community base for their organisation, as their current base is in another part of Sunderland.

Current meanwhile use is made possible by some additional works to HSW 170/171 (left hand building), undertaken by Sunderland College apprentices: joiners, plumbers and electricians are doing a basic fit out of the building to bring meanwhile use to the building, and thus to test the business model of PopRecs. Students from Sunderland College (and their teachers) are undertaking the required fit out. They are currently on site with Living Classroom funded £45,000 from central government (Coastal Revival Fund).

P2 Oct 2019 – June 2020: Capital works, getting the shells of the buildings in good state (some meanwhile use might be possible, depending on where scaffolding will be, and the impact of building works / noise).

The total capital works are calculated at circa £2,000,000 for the 3 buildings, this plan includes elements of repair, renovate and new build. At the moment foreseen financing is based on grant funding. Loan financing might come in later, when there is a more definite long term plan, as currently it is not possible to plan whilst there are many unknowns in terms of future use, surrounding area value and developments, European links, etc. The TWBPT are aiming to start on site (capital works) in October 2019 to restore the roofs of the 3 buildings. Currently this is a £460,000 project, for which grant funding it obtained (mix of grant funding including Architectural Fund, Sunderland City Council, and Historic England). Thus TWBPT have been able to secure the majority of the funds (circa £500,000) to secure the shells of the 3 buildings 170-175 High St West.

P3 July 2020 – June 2022: A phased development of: some internal works, floors, adding an elevator / fire escape staircase in the back, as well as more permanent cultural use. This might require a different legal structure (e.g. a HSW trust) where the TWBPT is involved, but not the main responsible party for the cultural use. This period will be seeing more permanent activities happening and getting the full group of users in place. This group of users would include PopRecs, but there is an objective of wider (commercial) cultural use, and the need for (a mix of) use to make the project viable and sustainable long term. TWBPT aim to develop a viable scheme that secures the long term involvement

of PopRecs in the development of a culture/arts complex, which would not only meet the original wishes of the community, but also make for a great re-use of the space.

P4 post June 2022: Post open heritage development phase, where the TWBPT together with users continue to build a case for permanent and financially sustainable use, as a culture & community centre for the neighbourhood.

Within P1 objectives are:

A Building 170 back into use

- The first phase of the 'Living Classroom' project ran from January - April 2019 (funded through Coastal Revival Fund). The students will begin a second phase in May 2019 that will continue to bring the building back to life and install the kit purchased during Phase 1
- April 2019 Gas connected and heating installed
- The Futureheads concert on 18th April 2019

B Develop Plans for the getting all three buildings back into use / capital works / understand community

- Community audit > overview of community groups. To better understand who is there & what they already do.
- Architects design (1st phase done)
- Obtaining funding for capital works

C Develop a community base for PopRecs

- 12 Coffee mornings (target audience – social / heritage) running between May and August, ran and hosted by PopRecs
- aim to host a coffee morning every Wednesday as a base from which other events / initiatives can feed from (e.g. Living Classroom will continue on Wednesday's)
- stimulate / develop community interest to get other 'spin-off' events

D Develop Heritage interest

- During the coffee mornings, there will be possibilities for participants / visitors to also contribute to and talk about the history and memories of the area and buildings. E.g. Display of / exposition of history of the area; Memory wall / booth > collecting memories people have of the buildings
- We will develop an event for the Heritage Open days September

More detailed plans for P2 and P3 will be come at a later stage.

2 Participation and Decision-Making Processes

At least until June 2020 the key formal decision making structure sits within the TWBPT, which is a registered charity and membership organisation. The Trustees meet on a quarterly basis in the form of the Council of Management and then more regular in a sub-committee called the Operations Group. Members can become Trustees, ask for issues to be considered and attend the Annual General Meeting.

On a local area level the Trust Manager sits on the Heritage Action Zone Committee, which is organised by the City Council and has a civil servant funded by Historic England. Other groups represented on this board include the Churches Conservation Trust, Sunderland Civic Trust, Sunderland Antiquarians, local business.

PopRecs is leasing the building from the TWBPT and is a Community Interest Company (CIC) that currently has 2 Directors and is examining the formation of a Board, as one of the options to sustain their aims and support their future development. PopRecs provide an opportunity for the TWBPT to engage with local people. The hope is that they take on the buildings long term but their value in the short-term profile is significant for this project. It is clear that the project would not have got this far, this quick without them.

We all believe that the long term solution for the buildings require a new organisation (e.g. a Trust, Charity, cooperative, Social Enterprise, tobd) to provide an overarching organization, but this is a delivery model, and thus will need to be decided upon based on the longer term use / lease. (for illustration: If the buildings became a commercial restaurant then TWBPT would meet majority of our outcomes and would certainly rescue the buildings, it would not need a trust / separate legal structure.)

In time, we will be deciding among the main stakeholders what would be the best legal structure, e.g. a cooperative, a social enterprise, or a charity to both secure democratic governance in the long run, and have access to / the ability to use funding structures such as crowd funding and community shares. <https://mycommunity.org.uk/resources/types-of-organisational-structure>

This means we would have to follow structures accordingly. We will then also develop a governing document for this and decide about scope, aims, who will have a vote and voting structures.

This is an ongoing conversation between the owner of the properties (TWBPT) and the current leaseholder (PopRecs), as well as potential other organisations / future users, which needs time and serious consideration of all the options.

Potential collaborators in this structure will be consulted on this as well e.g. Sunderland Culture, Local Authority, and Newcastle University.

2.1 Leadership

The Trust Manager and Deputy Manager of TWBPT are employed by the Trustees to undertake the work of the Trust.

The HAZ Committee has appointed an independent chair to oversee the delivery of that associated project. The Committee is serviced by a member of staff who is employed by Sunderland City Council.

During these early stages of the project PopRecs's are being commissioned to deliver certain elements. For the community engagement they will be funded to support the events and provide coffee and activity to the themed meetings.

The TWBPT structure is following the legal structure of a Trust. There will be no changes in the leadership / organisation until the format of the next delivery stage is concluded.

Some ideas for this next stage are being looked at e.g. a cooperative <https://www.uk.coop/about/what-co-operative>; or a community shares (1 member 1 vote, no matter how many shares a member has) more via <https://communityshares.org.uk> and <https://mycommunity.org.uk/funding-options/raising-finance-options/community-shares>.

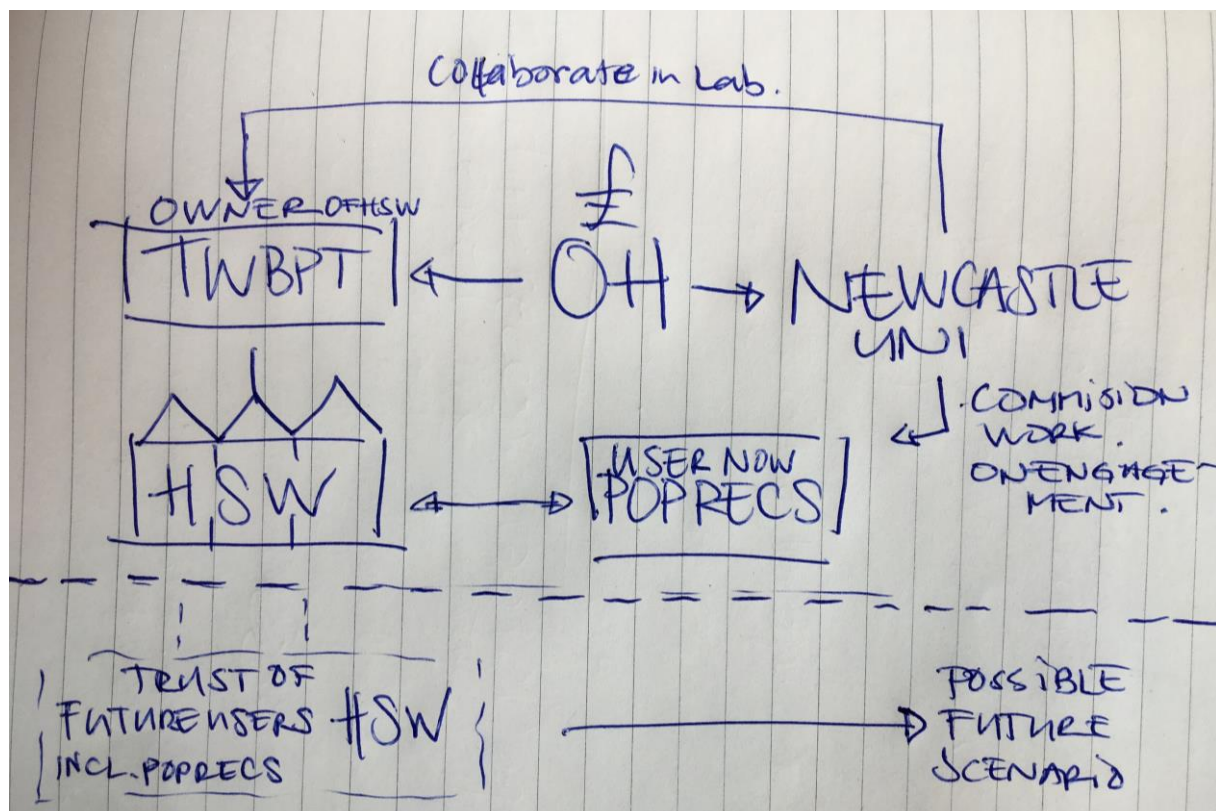


Figure 3: Diagram of collaborators HSW CHL

There is not yet a need for a formality to the decision making process of the CHL as it is controlled by the TWBPT Trustees and guidance is provided by the HAZ

Committee. Once the decision is made to work with a certain delivery model then the project will move into a different phase of delivery.

TWBPT Board visited High Street West recently (on the 14th March 2019) and then held a workshop at the Eagle building (nearby building) about future of the trust. Moreover, TWBPT is a community/membership group. The Trustees form the decision making board. The Board meet quarterly and then there is an Operations Group that meets between these larger meetings. Chances require a vote at AGM, members can make a difference by doing so, and attending events.

Other organisations involved are PopRecs (user), Sunderland Culture, and Sunderland City Council as funders and facilitators of process. Various community engagement events that benefit the development of HSW will be organised with and by them. We co-fund these activities through OpenHeritage, both in terms of time and resources, and financial support.

PopRecs is a private company limited by guarantee without share capital and a Community Interest Company (CIC). A CIC is a special type of limited company which exists to benefit the community rather than private shareholders. For more info see <https://www.communitycompanies.co.uk/community-interest-companies>

Pop Recs Ltd is a record shop, a coffee shop, an art space and live music venue ran by [Frankie & the Heartstrings](#).

Sunderland Culture is fairly new. They are a private company limited by guarantee without share capital, set up to support activities to performing arts in Sunderland and improve life for everyone in Sunderland through culture. They operate Sunderland's most important cultural assets (National Glass Centre and Northern Gallery for Contemporary Art, Sunderland Museum & Winter Gardens, Sunderland Stages, Sunderland Cultural Partnership, Arts Centre Washington and The Fire Station) and they run cross-city programmes such as the recent UK City of Culture bid and the [Great Place Scheme](#). Since 2018 they are a Arts Council England National Portfolio Organisation.

See <https://sunderlandculture.org.uk>

2.2 Recruitment strategies

The community audit will give a better insight in who is already in the area, and how to engage with them. It might help build a future use /audience group. Same for the coffee mornings / workshops around community engagement work PopRecs is being commissioned to do.

PopRecs is particularly interested in working with local groups, including vulnerable communities, by offering a platform for developing and exchanging skills. The coffee shop and music are two different vehicles to do so. Their focus is on mental health, homelessness, youth, etc.

3 Heritage community

3.1 Target group and stakeholders

As described above, there is a need to develop engagement for several reasons. E.g. Information exchange; promotion of what the TWBPT do, what PopRecs does, what the future of the buildings might be (which is as much about informing and consulting as it is about managing expectations) ; improving visibility.

We are now making sure the community are being shown that the buildings are usable, to reawaken interest, test events, as well as to provide an opportunity to build better connections in the area.

The target groups are varied, but mostly based in/ focussed on Sunderland and surroundings, including:

- Young people
- Vulnerable neighbours (e.g. hostel / homeless; refugees)
- Locals / residents of the surrounding neighbourhood
- General public
- Music lovers / interested; Music / creative industries

There is a wider programme, set up through the Heritage Action Zone, with walks and events, as well as research & design around the area see e.g.

<https://historicengland.org.uk/services-skills/heritage-action-zones/sunderland/>

<https://historicengland.org.uk/services-skills/heritage-action-zones/sunderland/get-involved/>

https://www.sunderland.gov.uk/media/19355/Hendon-East-End-Circular/pdf/Hendon_East_End_Circular.pdf?m=636410807611400000

<http://altogethercreative.co.uk/2018/04/25/sunderland-heritage-action-zone/>

<https://www.sunderland.gov.uk/article/16329/Heritage-Open-Days-information>

<https://www.facebook.com/Sunderland-History-Heritage-Festival-418079148689628/>

3.2 Heritage and community

Heritage in this project is a means to an end. It's a building that serves the purpose and needs of PopRecs / wider cultural use that is wanted in the area. We currently think that, the heritage as it is formally listed doesn't necessarily mean a lot to most in the community. This belief will be tested during the community engagement and the activity linked to the HAZ.

Some of the interest in heritage and meaning can be found in the relation to the location and the ruinous aesthetics, which provides a unique space / feel that fits the character of the initiative. On the other hand it seems related (but we will explore this further) to memories (in living memory), mostly of the building as departments store (Binns). Other histories/stories/memories that specific groups could attach to, or might already feel attachment with have yet to be identified.

This will be part of the Community Engagement / Heritage Engagement objectives.

3.3 Stakeholders' contribution to project objectives

PopRecs are a valuable contributor to the project as they provide future use to & community attachment for the building. This means plans can be more specific, and there is a wider reach for funding (which can through them be aimed at future use as well as capital works)

The identified groups can contribute in multiple ways e.g. Share stories & memories; Support the business; Volunteer for TWBPT and / or PopRecs

3.4 Outreach activities

- Coffee mornings
- Sharing experiences workshop: talks & tips of similar projects in the region (autumn workshop around business plan development & long term economic sustainability)
- Looking into other ideas, such as develop a walk or exposition in collaboration with local history groups. This programme will be developed based on the community audit, and the outcomes of the coffee mornings

3.5 Engagement activities

Off-line activities:

- The first phase of the 'Living Classroom' project ran from January - April 2019 (funded through Coastal Revival Fund). The students will begin a second phase in May 2019 that will continue to bring the building back to life and install the kit purchased during Phase 1. Their engagement with the building / heritage is very direct working with the material. Follow up / come back moments will be organised in a later stage, to discuss their experiences and talk about what it means to them to work on a local (heritage) building.
- Develop a community base for PopRecs is not directly about heritage community. But at the 12 Coffee mornings (target audience – social / heritage) ran between May and August, ran and hosted by PopRecs, newcastel university researcher will be present, and develop ways for people to engage with and share memories of the buildings / area. So during the coffee mornings, there will be possibilities for participants / visitors to also contribute to and talk about the history and memories of the area and buildings. E.g. Display of / exposition of history of the area; Memory wall / booth > collecting memories people have of the buildings
- We will also stimulate / develop community interest to get other 'spin-off' events
- We will develop a programme of events for the Heritage Open days in September 2019, together with other organisations, and in the whole area (HAZ).

Our target group is very much the local community, people who have seen the building decay, and are interested to now see it brought back to life. Moreover, PopRecs target groups are more generally, the community that would benefit from their music and community projects. These two communities overlap, but can and should also exist separate from each other. Some events are targeted for general interest / and towards everyone, some events will be more specific in their focus / audience. This is done to make everyone feel welcome, and be inclusive.

The various events will help develop a socially sustainable case for use of the building in the future, as well as increasing the chances for the future use to be financially sustainable whilst being very explicitly focussed on community interest.

Online activities:

An important part of the plan for the CHL HSW as well as the TWBPT, we want to take sufficient time to design a professional and elaborate marketing and communication plan. This is where we will develop a more in-depth strategy for online communication. The off line community engagement projects will take place over summer 2019 (e.g. coffee mornings, heritage open days) are will be promoted through existing online channels. We will take advantage of these moments to develop a better understanding of how the online engagement platform can support and develop the participatory intentions of the project, and learn how best to build an online community that can be sustained beyond the project. This will be developed during those months (June-September 2019). With the capital works for HSW starting in October, we will then have an online presence to continue developing the project even if physical use is not possible.

Some already identified issues of our digital strategy (a more elaborate strategy will be developed soon):

- We need to build a platform that is valuable in the long term (post H2020) for the community around and the direct users of HSW
- Sunderland is relatively low on digital / online access (85% regular use)
- A community audit is needed in developing insights in how best to cater for the various groups within the communities / target groups

TWBPT as a membership organisation have their own following, through website <http://www.twbpt.org.uk/> and newsletters, as well as

- <https://www.youtube.com/watch?v=aWY6SgjRwlq>
- <https://twitter.com/twbpt>
- <https://en-gb.facebook.com/TWBPT/>
- <https://www.instagram.com/twbpt.org.uk/>

3.6 Complementing activities

At the moment the progression of the project is mostly disseminated via twitter and Instagram, and the website of the trust. The events PopRecs organises are also promoted and disseminated over social media. The communication and

marketing plan should focus on improving the interaction between online and offline actions.

Social media is one of the main means to reach some of the target groups (e.g. music / fans, young people), but will always be used as complementary to off line and personal communications and more traditional media formats for above mentioned reasons, and the aim to reach groups that do not have regular access to internet such as homeless people.

4 Financial model

To run a site such as High St West will require circa £50,000+VAT per annum expenditure to include: insurance; utilities (water, electricity and gas); management contracts on alarm, fire alarm and emergency lighting; basic repairs; cleaning; management costs and security. Comparable data can be provided by the Trust's operations at Alderman Fenwick's House in Newcastle.

The revenues from the complex will come from: annual room hire; short term room hire (conference, meeting room); ticket sales for events; food and beverage; and merchandise.

Income (in the long run) from projects is part of the financial sustainability of the TWBPT, projects such as HSW are thus inherently part of the business plan of the TWBPT and cant bee seen separately when it comes to financial models. The TWBPT is a membership organisation. Growth of members will need to be coordinated (e.g. a member / volunteers coordinator plan) and this requires further investment in staff time and development, and the possibility for this to happen is therefore directly linked to the success of projects undertaken. One of the outcomes of OpenHeritage for TWBPT will be to use the expertise in the consortium to think through different future scenarios for the Trust itself, the possible options, and weighing the benefits and costs, feeding into long term plans of the TWBPT, both in terms of organisation and financial considerations.

In order to provide financial sustainability the building must have a mixture of medium term and short lets to ensure the right balance is struck in terms of occupancy and risk management. A room that is let on a daily basis will generate more revenue than one let of an annual basis if high occupancy levels can be achieved.

We are confident that the project will attract large amounts of grant funding. That may fund 50-75% of the requirements to restore the 3 buildings. This will come from National Government, Local Government, National Lottery and Trusts & Foundations.

There is an expectation that debt finance will be required to fill the funding requirements of the project. The options for this include:

- mortgage from commercial bank.
- prudential borrowing from Sunderland City Council
- community Share or Bond Issue

The key consideration must be the level of interest payments required to service the debt and the term offered. Our understanding is that the commercial mortgage would be at least 3% above Bank of England base rate. If obtainable Prudential Borrowing may be as low as 2.5%.

The share and bond issue comes with a range of options to reward investors. Currently offering a 2% return to investors can provide an attractive rate as compared to a saving rate at the bank¹.

The full budget estimated for restoring HSW is 2 million pounds. Securing this money has been the main aim of the TWBPT for the last year. Currently funding from various sources, including Historic England, Sunderland City Council, and the Architectural Heritage Fund is being secured, for about 1/3rd of full amount needed, and therefore capital works are planned for a start in October. In addition funding has been secured to run the Sunderland College apprenticeships projects.

In addition, PopRecs aims to secure further funding for activities they will organise at the venue (including for e.g. Temporary events licences for music / alcohol), and Sunderland Culture has already committed co-funding for the Heritage Open Days events in September 2019.

The 60,000 euros (about £51,000) provided by the OpenHeritage will be spent on:

Table 1. Sunderland Lab expenditures

Community Audit	£4,000.00
Coffee Mornings PopRecs	£5,000.00
Further spin off events	£10,000.00
Volunteer subsistence 1500 per year	£4,500.00
Press/PR 1500 per year /	£4,500.00
Printing	£1,500.00
Evaluation / monitoring	£2,000.00
Heritage open Days / specific heritage activities	£2,000.00
Extension of 'Living Classroom' activities	£5,000.00
Open Heritage 2020 visit	£4,000.00
Visit OpenHeritage Financial team	£500.00
Community shares / legal & PR work	£5,000.00
Legal and other fees for trust / coop	£3,000.00
	£51,000.00

¹ Note: The Trust cannot offer a share issue because of its legal structure, being a company limited by guarantee. Also an issue requires a high level of management and works well when there is a large level of support from community.

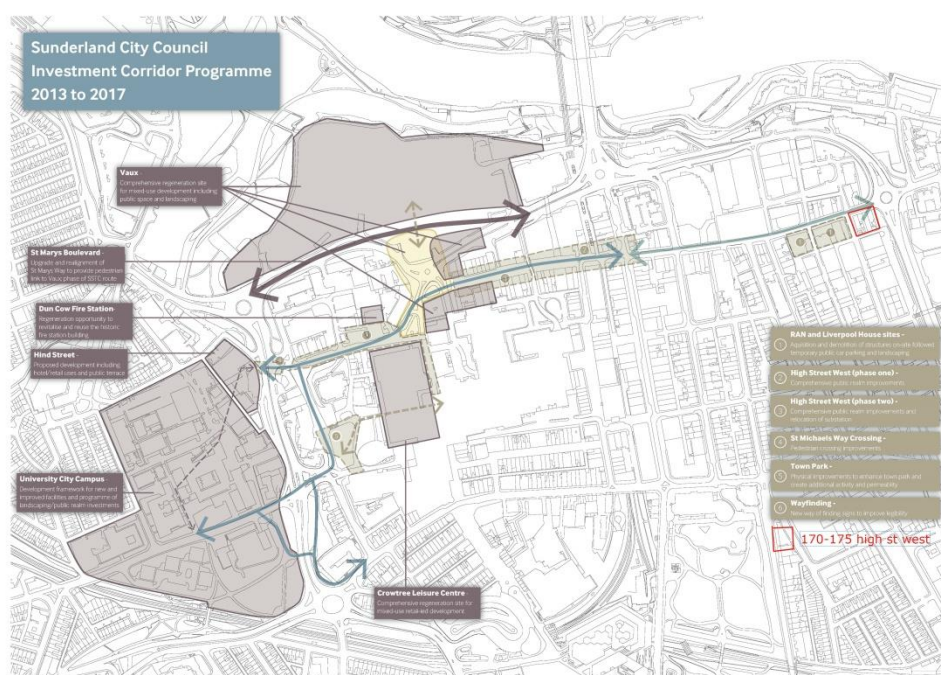
5 Regional integration and territorial integration

High Street East, Church Street East, High Street West and Fawcett Street have all functioned as the City's main commercial streets in past centuries but have all since declined as the City's commercial core has gradually moved west. This has left a legacy of economic deprivation in the Heritage Action Zone (HAZ) with high levels of vacancy, key historic buildings in derelict or poor condition with urgent and often vast repair/restoration needs.

There is significant heritage at risk in the HAZ, both area-wide and on an individual building basis. The HAZ contains both Conservation Areas in Sunderland on the Heritage at Risk Register, Old Sunderland Conservation Area and Old Sunderland Riverside Conservation Area. It also includes that part of the adjoining Sunnyside Conservation Area which has the greatest concentration of buildings in dilapidated or poor condition.

Sunderland is a large city on the north east coast that spans the River Wear, which winds its way to the busy Port of Sunderland through working farmland, landscaped parks and thriving urban communities including the Central area of the City. Physically the centre of Sunderland has many strong assets including a City Centre in close proximity to the river, the port and the sandy beaches of the seafront

High St West is a city centre site close to the railway/metro station and a short walk from the civic buildings. The image below shows its relationship to the City Centre Corridor Initiative and starts to explain why the restoration of the site is important to Sunderland City Council.



The Sunderland Economic Masterplan (published 2010) is a statement of intent articulating the City's aspirations and potential for economic development. It was produced by Sunderland City Council in full collaboration with a wide range of cross sector partner organisations.

The Economic Masterplan establishes five strategic aims. Aim 3 'A prosperous and well-connected waterfront city centre' has particular synergy and integration with the aims of this restoration project and the Heritage Action Zone generally. The Masterplan notes that "Sunderland city centre can only be transformed by making it more attractive to private investment.....Public funding and effort will therefore be concentrated on specific investment corridors". The Investment Corridors project seeks to align investment to key routes and destinations within the city centre and facilitate private sector development. The City Centre Investment Corridor is focused along High Street West and thus includes 170-175 High Street West, which are strategically positioned to effectively book-end the eastern end of the Corridor.

The long term future of the building requires the gap site on Villiers Street and Nile Street to be redeveloped. These can then have an impact on the rental values achieved at this site. The economic regeneration of the city centre is partly dependant on the renewal of the rail/metro interchange which currently is a poor quality 1960's station structure.

One transport area that has been identified is the pedestrian crossing of the inner bypass between High St West and High St East. In its current form this acts as a barrier to movement through the old town.

6 Actions

This chapter aims to describe actions for each dimension of the project (stakeholder involvement, financial management, regional integration). The *major* action steps are presented in the following table.

Table 2. List of Actions

ACTION	BY WHOM	BY WHEN	RESOURCES AND SUPPORT NEEDED/AVAILABLE	BARRIERS and CONSTRAINTS	COMMUNICATION
What needs to be done?	Who will take action?	By what date will the action be done:	What financial, human and other resources are needed?	What individuals and organizations might resist? How/why?	What individuals and organizations should be informed about these actions?
Series of themed coffee mornings	TWBPT and PopRecs	First session 22 nd May 2019	Coffee machine, people, theme.	Idea has been positively received	Each theme will relate to different groups/people.
Main Contractor sought to deliver Phase 1 works	TWBPT	To report to Trustees on 22 nd July	Architect, Quantity Surveyor	All approvals have been received.	Public tender process through government portal
Formal Community Audit	UNew	Summer 2019	Consultants to help collate information	Wide number of organisations working in isolation.	Through traditional and modern methods
Develop communication & PR plan	TWBPT / UNew	Summer 2019	ICCLEI / PLatonique to help?	Currently very ad hoc. Coms and PR across events to be streamlined. Design / logo / promo material	...
Develop more detailed business plan	TWBPT / UNew	Summer 2019	Eurodite / Trias to help	Various ideas and options, but need to develop scenarios to talk through / decide with (future users / stakeholders	Plan

7 Monitoring Progress

The purpose of this chapter is to outline a strategy for monitoring attainment of project actions over time and provide feedback on goal attainment to the CHL management team and funding sources.

- For the collaboration between TWBPT and UNES, there are regular, (two-weekly) meetings to monitoring project actions over time. This involves undertaking as well as discussing actions, and reflecting on them.
- TWBPT in obtaining funding for capital works for this project, also has several formal monitoring commitments in the context of obtained grant funding. This includes feedback on the works, evaluation of impacts (e.g. on material, financial, wider social context, cultural, community) this will follow set indicators where possible (and or required).
- Within the online plan we are also working with Plantoniq to develop online tools for monitoring impacts.
- Community engagement is at the core of some of the monitoring, as this will provide a real-time feedback moment to understand the impact of the project on various target groups, which will help us reflect on actions and thus steer / change the ones still ahead.

