THE 200 TOOLS OF PORTLAND WORKS
A GLOSSARY OF TOOLS

THIS GLOSSARY OF TOOLS TO CREATE AGENCIES OF COMMONING AT PORTLAND WORKS IS DRAWN FROM TEN COMMONERS MAPPING ACCOUNTS OF THE PROJECT. EACH PAGE FEATURES ONE TOOL IN ALPHABETICALLY ORDER. THERE IS A SHORT DESCRIPTION OF EACH TOOL, AND A LIST OF THE AGENCIES AND DROPS IN AGENCY ATTRIBUTED TO THE TOOL BY THE PEOPLE WHO MENTION THAT TOOL IN THEIR ACCOUNT. N.B: IF A PARTICULAR AGENCY IS REPEATED IT IS BECAUSE MORE THAN ONE PERSON CITED IT IN THEIR ACCOUNT.

LEGEND

AGENCIES.

ECONOMIC
The ability to access and use resources

LEARNING & PROPOSITIONAL
The ability to understand, co-learn and propose possible futures

POLITICAL & DEMOCRATIC
The ability to raise concerns & influence public decision making

SOCIAL
The ability to gather social groups & to undergo change together

SPATIAL
The ability to use or make space differently

CATEGORIES.

Meetings or Workshops

Groups or Roles

Showing & Telling Together

Doing Things Together

Structures Processes and Rules

Objects and Spaces

Written and Drawn

Funds, Loans or Finance

DROPS IN AGENCY

Loss of support for other projects
**TOOL:** 40th Birthday Party

The first Live Project mentor held her 40th Birthday at Portland Works. Young children and others who had not visited Portland Works before were invited. She organised the courtyard to have a coffee stall, tables of food and places to gather and sit. Tenants and campaigners were invited to attend, and many did. The Live Project team mapped how the space was being used. Shares were sold at this event.

**AGENCIES:**

Using courtyard differently

**CATEGORIES:**

Economic | Learning and propositional | Political and democratic | Social | Spatial

**RELATED TOOLS:** Live Project I.
A number of academics have been involved with the Portland Works campaign at various points in its development. Some have chosen to present work in relation to their own fields of research. These include looking at governance, urban design, economy, management, architecture, planning and conservation and presenting in the UK, Turkey, Finland and China.

Developing reflections on what we are doing and situating it in wider theoretical and case context

Connecting the project to new social groups

RELATED TOOLS: PhD research, Live Projects, KT Workshop, Re-Imagining Portland Works book.
Symposium
Temporary Urbanism

23rd November 2010_10am- 1:30pm_Open to everyone
Crookesmoor Building_Seminar Room 3

Speakers - Public Session
Irena Bauman
Bauman Lyons Architects _Leeds
Mary Clear / Pam Warhurst
Incredible Edible _Todmorden
Lin Skaufel
Jan Gehl Architects _Copenhagen
Doina Petrescu
atelier d'architecture autogérée _Paris
Andreas Lang
Public Works _London
Julia Udall
Portland Works _Sheffield

For further information
contact: f.kossak@sheffield.ac.uk

University of Sheffield
School of Architecture.
TOOL: Ade in Britain, ITV1

Ade in Britain featured Stuart Mitchell and Andy Cole from Portland Works, “Ade in Britain takes our host, Ade Edmondson, from the Dales right across Britain as he uncovers the traditional British fayre which we all know and love. Episode 10: Yorkshire Duration: 1 hour Series 2. Today, Adrian Edmondson returns to his birthplace - Yorkshire. He goes to a tea tasting in Harrogate, and attempts to make some cutlery with a group of metal workers.” (ITV Player, 2013)

AGENCIES:
Share sales
Keeping project profile high
Gathering interest from new groups of people

Good in terms of reach but doesn’t convey all that can be understood from being there in person- less meaningful relationships developed

CATEGORIES:
Economic
Learning and propositional
Political and democratic
Social
Spatial

RELATED TOOLS: Heritage Heroes, Calendar News.
Annual General Meetings are a legal responsibility of the Industrial and Provident Society. They are the place where Portland Works (BenCom) elect its Directors and presents Shareholders with the financial report for the year. At the first Annual General Meeting we elected 11 Directors through a postal vote prior to the event and votes on the evening. Everyone who stood was elected and this included three tenants, and two people who were new to the campaign. The event attracted 200 Shareholders, and was hosted by the Chair, who gave a speech on the campaign and the aims for the future.

Missed opportunity in terms of having Shareholders in a room and potential point for engagement and enthusing about project. Was very pragmatic.

**Election of Directors**
Shareholders learning about organisation
Annual General Meetings are a legal responsibility of the Industrial and Provident Society. They are the place where Portland Works (BenCom) elects Directors, reports on the year and meets Shareholders. The second Annual General Meeting was redesigned to include a tour of Portland Works for those Shareholders who wished to join it. The event itself was held at a local community centre large enough to hold all 500 Shareholders should they wish to attend and featured a series of presentations from Working Groups about their activities for the year.

Election of Directors
Can see that people from all walks of life participate
Collective ethos is important, all equal, taking turns - this is made public
Women in role as leader
More people directly involved
New Chair has time to invest
New Chair is good at allocating tasks to people and following this up
Men feel the need to ‘explain things’ to a woman Chair but this is useful for all to be clear
Shareholders learning about organisation

RELATED TOOLS: AGM I, IPS & Asset Lock, Director’s, Chair’s Role, Open Days.
The Building Manager worked to investigate the potential of hosting apprenticeships at Portland Works, including meeting MP Paul Blomfield and talking with tenants and Apprenticeship brokers. This is in the context of Sheffield City Deal apprenticeships announcement, which included funding for 4000 new apprenticeships, and will see a Sheffield City Region apprenticeship hub created. A proposal was put forward that apprentices could spend a shorter period of time with a number of Portland Works tenants as part of their course. The conclusion of this research at this point in time was that mentoring more advanced people would be more appropriate for PW.

Agencies:
PW as an organisation taking a role as mediator, facilitator
Lobbying and public support
Proposals/questions developed with tenants and MP
Learn how & why tenants work
Planning for financial stability for tenants, earn more pay more

Categories:
- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

Architectural Heritage Fund provided Portland Works with a 2-year loan for the sum of £200,000. This was a bridging loan that would allow us to prove our financial stability and therefore obtain a Mortgage in Year 2. This loan was negotiated primarily by the current Chair. This replaced an early offer of a loan for £300,000 made upon condition of the agreement of Sheffield City Council to underwrite the loan. They did not agree to.

Legal wrangling about partial ownership, bank wouldn’t accept contract
Loan is very short term (2 years) so we will need to re-mortgage soon, presenting challenges in current climate

Related tools: Cold Spots, Purchase, Key Fund Loan and Share Purchase, Chairs Role.
**TOOL:** Artist’s Parties

Artist tenants at Portland Works held parties in their studios in order to gather people together around the campaign. Drawing on their netWorks the invitations would include a broad group of people.

**AGENCIES:**
- Developing public profile
- Publicised concern
- Responsibility to do what we say we will because people are friends
- Care for one another

**RELATED TOOLS:** Share Issue, Open Up Sheffield.
Presentations and roundtable discussion by Charlotte Morgan and Julia Udall, featuring Andy Abbott, Precarious Workers, Kim Trogal, Myfanwy Taylor, AGENCY. This was the first in a series exploring ways in which we engage with the city with a focus on working together and the economy: co-production, labours of care, volunteering, social enterprise, gifts, bartering, salvaging and cooperatives. It included a tour of Portland Works, a series of presentations, opportunities for discussion, refreshments and an introduction to the new Makers Space. The Makers Space is set up to foster collaboration and innovation and the sharing tools and expertise. The event was part of the Art Sheffield 2013 Parallel Programme.
MAKING DIVERSE ECONOMIES

ANDY ABBOTT
CLAUDIA FIRTH & MARA FERRERI (PRECARIOUS WORKERS BRIGADE)
MYFANWY TAYLOR
KIM TROGAL

SATURDAY, DECEMBER 7, 2013
1PM - 5PM

PORTLAND WORKS
RANDALL STREET, SHEFFIELD
S2 4SJ

AN ART SHEFFIELD PARALLEL PROJECT
**TOOL:** Asset Lock and IPS

An Industrial and Provident Society (IPS) is a legal entity for a trading business or voluntary organisation in the United Kingdom, which enables Shares to be issued to raise capital and, under the Co-operatives and Community Benefit Societies Act 2003 and the provision of an Asset Lock. In the case of Portland Works this ensures that the Shareholders cannot profit from the sale of the building, but instead they be transferred to another community benefit society with similar rules.

**CATEGORIES:**

**AGENCIES:**

- Property protected from speculation
- Ability to keep rents low
- Ethos set out
- Important public statement

“Dissolution: The Society may be dissolved by the consent of three-quarters of the members by their signatures to an instrument of dissolution, or by winding up in a manner provided by the Act. If on the winding up or dissolution of the Society any of its assets remain to be disposed of after its liabilities are satisfied, these assets shall not be distributed among the members, but shall be transferred instead to some other non-profit body or bodies subject to at least the same degree of restriction on the distribution of surpluses and assets as is imposed on this Society by virtue of these Rules, as may be decided by the members at the time of or prior to the dissolution.”

**RELATED TOOLS:** Business Plan I, Purchase of the Building, Share Issue, Knowledge Transfer Workshop.
The first Away Day, held at Harland Works brought together supporters and Directors to discuss how we would action our Business Plan aims, where decisions should be made, and who would have the authority to make them. This was organised and facilitated by Studio Polpo and Sharrow Community Forum.

**AGENCIES:**

Determine governance structure- around Steering Group/Director group merge

Feel I have to take a lot of responsibility for developing strategic approach and participants are quite negative/ hard work rather than supportive. Lots of time to be put in.

**RELATED TOOLS:** Governance Structure.
Pre-Purchase Visioning Workshop
Space Works, Sheffield 12th April 2017

PORTLAND WORKS

Original IPS Aims

Retaining a mix of tenants involved in metalworking, craft and creative industries.

Providing affordable workshops and studios for craftpeople and the creative industries and for small business start-ups.

Ensuring that the building is amenable, safe and secure.

Developing the Works as a cultural, educational and heritage resource.

Promoting the Works’ role in industrial innovation through developing partnerships between tenants and external organisations, support for workplace training and apprenticeships.

Ensuring tenant and community involvement in the management and development of the building.

Ensuring the financial sustainability of the Works

Developing the building in an environmentally, socially and historically sensitive way. (Italics is my addition)

To inspire others and to be a positive catalyst for change.

Governance

Structure

Information

Management

Structure

Information

Building

Structure

Information

Policy to determine how we control rents, and what this will be monitored.

Policy to determine priorities for the organisation, in terms of affordability and profitability over cultural and heritage needs.

Development of strategies to enable tenants to adapt and extend premises, raise revenues, reduce risk, and add value.

Strategic approach to attracting new tenants, ensuring that the building is suitable for a greater variety of uses.

Policy to determine what services are provided and the level of involvement in events.

Management of events, arts, culture and social enterprise.

Development of strategy to utilise and develop the building.

Strategic approach to attracting new tenants, ensuring that the building is suitable for a greater variety of uses.

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Development of strategy to utilise and develop the building.

Strategic approach to attracting new tenants, ensuring that the building is suitable for a greater variety of uses.
**TOOL:** Away Day II

Developed to co-create a strategy for the organisation, the second Away Day was primarily for the Directors and Steering Group members. The concern was that we had lost track of our Business Plan aims and Working Groups were disjointed and confusion about responsibilities. In addition, decisions could be quite arbitrary, or activities pursued that did not fit with our core objectives. A Director and the Building Manager developed Workshop activities. A professional facilitator led the day to enable an outsider perspective and to ask difficult questions that may not have been considered by the Steering Group.

**AGENCIES:**

- Strategy developed for organisation
- Approaches to developing structure discussed together
- New people become part of group
- Space for in depth conversation, strategic
- Learnt who is fulfilling which role
- Operationalising & critiquing Business Plan collectively
- Understanding of knowledge gaps
- Ideas for new tools Shared (archive, photographs, history)
- Consolidation and development

**CATEGORIES:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**RELATED TOOLS:** Timelines, Working Group Summaries, Business Plan I & II,
**TOOL:** Bank Street Arts Exhibition

An exhibition was held at Bank Street Arts, bringing together the work of the visual artists and craftsmen including metalworkers, knife makers and tool makers. A film maker and artist Nic Bate and Matt Risby collaborated to make additional pieces responding to the Portland Works campaign.

**CATEGORIES:**

**AGENCIES:**

Knife was stolen. The gallery did very little to help set up the exhibition and this was left to tenants.

**RELATED TOOLS:** Features in political campaign press, Calendar News, Look North, Sheffield Star, Sheffield Telegraph.
The BBC Website featured articles on Portland Works on a number of occasions, including Friday, 23 April 2010, 25 December 2011, 7 March 2013. The first of these consisted of a written article and an ‘in pictures’ feature and was of particular importance and led to it being picked up by other news organisations, including Radio 4 for their You and Yours Feature.
A Director brokered a deal with Thornbridge Brewery for the production of Steelmaker: Portland Works Ale. A percentage of the profits went to the campaign. 10,000 beer mats were made and distributed in Thornbridge Pubs throughout the country, which raised the profile of the campaign and the Share Issue.
In 2009 a blog was developed for the project and linked to the Distinctive Sharrow and Sharrow Community Forum websites. It was place to Share stories, links and ideas, inform people of meetings and Share advice on what is a legitimate objection to encourage people to object to the Planning Application for Change of Use. Posts included former workers, local activists, campaigners and tenants.
A Bond Issue was made to raise funding for Portland Works purchase and refurbishment. A call out was made to Shareholders and to the general public through the Portland Works website. The first Bond Issue offered rates of interest at 2, 3 and 5%- and those purchasing the bonds could choose their rate of interest. £42,000 was raised, with most choosing 3% interest.
The budget review process was led by the FLaG Working Group to consider finances for the following year. It became a key component in updating the Business Plan.

More strategic view of investments
Keep income stable/ growing
Working out how to Share this with Steering Group helps us understand what we need to know and why

Discussions about budgets, HLF event not being well organised, and money being spent on things without group agreement, whether we need a 'Shared' message all very negative & people personally upset
The Building Working Group was established in 2011 to plan for and oversee developments and repairs to the building. The group comprised of tenants, architects, civic engineers, retired English Heritage workers, builders, surveyors and others who were not working in building or conservation. Key activities undertaken by the group include overseeing the development of the Cold Spots work to develop a phased outline plan for work and a detailed plan for the redevelopment of one under used accommodation block. The group has changed over time, but always has two Directors involved, who report back to the Steering Group for important decisions.

Develop plan for building work
Research required on topic carried out by skilled members
Influence from ‘below’ - BG has less authority than FLaG
Better relations/ understandings with FLaG developed through joint meeting

Pressure from FLaG to Building Group to prove figures and plan very rapidly
Pressure from FLaG to get AHF ‘cold spots’ funding and phased plan for the redevelopment of PW very quickly. Tender process not ideal- done in two days from start to finish (including writing brief etc) to get application in for grant. Later accusations that architects approached for quotes have conflict of interest because they are also volunteers on the project and connected to Director.

In 2012 a summary of all the building related research and work produced to date was comprised as a document for consultants to look at when tendering for work at Portland Works. This including everything from the environmental survey to plans that were drawn up during the student Live Project and sustainable studies course. In addition to the summary document a DVD was produced that had each of the documents in full.
Prior to the purchase of the building went though the role of Building Manager was created. This was the first paid role in the organisation and included the day-to-day management of the building. The role was given to a candidate who had extensive community and business development experience, rather than a candidate with a property management background. The Building Manager set up Officer in the Knife Maker’s Workshop.

Being proactive about the Works
Opportunities for informal conversations
Being on site and around makes BM aware of issues
Tenants being listened to and feeling that it will be actioned
Regulation of Shared spaces
Role with advocates/partners
Role with tenants
Action on repairs and maintenance
Development of community space
Reorganising building to bring new people in
Back & forth w/treasurer ensures good financial plan
Developing financial plan with tenants
Co-ordinating role

- Manager has no commercial building expertise
- Not decision making role
- Loose job description for manager who is very experienced raises issue of who leads
- FlaG want Building Group to develop cost plan in order to determine financial plan for the following year, and ensure purchase is viable, but BG feel that they cannot accurately/meaningfully do so without more information. Leads to deadlock and arguments.
TOOL: Building Preservation Trust

The Chair worked with the Building Preservation Trust to investigate ways of purchasing and managing the building under the BPT model. Meetings were held and ideas developed. It is unusual for such a model to be used in a building with tenants.

AGENCIES:
Learning about mechanisms to own, manage, restore

Concern that we needed to understand the implications of different approaches on our key aims, [such as affordable rents, and the working practices of makers] and that decisions are being made unilaterally without this understanding because of pressure from landlord.

CATEGORIES:
- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

RELATED TOOLS: Chairs role.
Since the purchase of Portland Works volunteers and some employed contractors have worked to repair the building. The key contracted work has been repairs to the portico, roof, and lantern window and to a column that was collapsing. Volunteer work, which happens once a week on a Tuesday, includes repairing downpipes and gutters, painting, pointing, repairs to handrails and steps and other small-scale work, which is coordinated by the Building Manager. As this is a Grade II* listed building, the volunteers involved are experienced in building work, and the majority of the work carried out is reversible. This approach had been agreed with the Conservation Officer at Sheffield City Council.

**AGENCIES:**
- Bringing new tenants in and intensifying use of space
- New spaces for artists
- Enables spaces to change/be dynamic
- People begin to understand the building
- Makes the building safer
- Goodwill of tenants

Change in skills required to volunteer on the project means that some people feel less involved

**RELATED TOOLS:** Volunteer Days, Building Work, Clean Up Days, Building Manager, Cold Spots, Business Education and Culture Group.
**TOOL:** Business Education and Culture

The focus of this group was supporting the businesses within the Works and developing netWorks and relationships outside, along with educational partnerships and cultural partnerships. The group does not meet regularly and instead meets as and when activities and aims require it to. It consists of tenants, academics with experience of business development, the Building Manager and a Gallery Manager. The group has changed over time, but always has two Directors involved, who report back to the Steering Group for key decisions.

**AGENCIES:**

Refocuses activity with the tenants

**RELATED TOOLS:** Makers Lab, Apprenticeships Research
TOOL: Business Advice

Hugh Facey, owner and Director of Gripple attended the launch of the Portland Works Share Issue. At this event he met with the Chair and offered support for the campaign. Subsequently he was involved in the purchase negotiations and gave business advice.

AGENCIES:
First sale price, £430k, with phased purchase of four payments
Agreeing viable purchase deal
Support for Chair

Not taken care of our ‘expert’ supporters or kept in touch, little ‘resource’ allocated to this

CATEGORIES:
Economic Learning and propositional Political and democratic Social Spatial

The first Business Plan was developed for the constitution of the IPS and the launch of the Share sale. It was written collaboratively between a number of Directors, tenants and an advisor from Sharrow Community Forum who met over a number of evenings and weekends in spring 2010. Advice and support was given by Co-Ops UK, and Dave Thornett, who had given advice on models of management and ownership at the KT Workshop. It was distributed as a paper version at the Share launch and subsequently online through the PW website.

**Categories:**

**Agencies:**

- Ability to issue Shares
- Setting out approach
- Developing viable plan
- Development of structure of organisation
- Organic model enables possibility for change

Big hole in Business Plan in terms of ‘how’ we do it.

**Related Tools:** Share Issue I, IPS and Asset Lock, Budget Review, Task and Finish Groups.
**TOOL:** Business Plan II

The second Business Plan was written by Directors, the Building Manager with advice from architects Studio Polpo. The authors met over a number of evenings and weekends in spring in 2014 to produce it. It was distributed primarily online through the PW website. The Business Plan was prepared with the aim of applying for significant funding from Heritage Lottery Fund.

**CATEGORIES:**

**AGENCIES:**

Financial stability of organisation

**Vision**

Our vision is that Portland Works will be a physically sound, fully occupied building, owned and managed in a democratic way by residents and stakeholders. It will provide affordable workspaces and co-ops for co-ops, artists and the creative industries, and for small business start-ups. We see the building of the Works as more than just a collection of businesses. It represents the kind of space that is disappearing from our cities, but is vital to securing creativity and a good quality of working life.

As a social enterprise, profits made from running the Works will be re-invested in the building and activities that will bring wider social benefit. The spaces will be better opportunities for education and promotion of the heritage values of the Works, along with support for workplace training and small business development. As well as supporting existing businesses, we also hope to attract others and to be a positive catalyst for change.

**Finance**

Financially, the 15-year-long process to run the business plan comes a 25-year period. The first phase started in 2014 with the purchase of the Works; the second phase makes the longer-term management and renovation of the building, using revenue from rental income and shop profit. Currently, ongoing improvements are being met from a combination of community share
Portland Works
Business Plan 2014
Making, enterprise & cooperation
A future for Sheffield’s creative heritage
TOOL: Calendar News ITV1

The first Calendar News feature was in February 2010 and had a big impact on raising the profile of the campaign—many people who subsequently bought Shares or got involved in the project cited this as how they first heard about the project. The Chair and tenants Stuart Mitchell and Andrew Cole featured in this short piece. Subsequent features supported the Share launch, the defeat of the Planning Application and the purchase of the building. All the features were filmed on site, in the Workshops and courtyard, often featuring people making things.

CATEGORIES:

AGENCIES:

Getting people to buy in to Share issue
Raising concern

The Cash Flow for the business was modelled and presented at Steering Group meetings in order to keep the Directors informed of the financial position of the organisation, and for which they are legally responsible. How this was presented, and how frequently was discussed with the Steering Group and the approach to presenting the finance reports agreed to ensure that everyone fully understood it and felt they were getting enough regular information to fulfil their legal obligations as Directors of the company.

This document made and developed by Chair on his own - how can it become 'owned' by new manager and Treasurer?
In 2009 Pictures of Sheffield Old and New, most notably Hedley Bishop, and Brian and Lillian Hatch rented a stall at Castle Market and put together an exhibition of photographs of Portland Works. They invited others to add to the exhibition, layering their own views of the building and bringing their own stories. In addition they printed T-shirts, business cards for the businesses and put together a petition against the Change of Use Planning Application. The event attracted considerable attention and support from people who had been involved in the metalwork industries and also the mayor, and local politicians. This also drew in a number of photographers to the campaign who documented our events and activities—many giving PW free access to their images for campaign use.

**CATEGORIES:**

**AGENCIES:**
- Promote PW businesses
- Very visible, attracts local politicians’ attention
- Reaching people who worked in metalwork industry

**RELATED TOOLS:**
- Bank Street Arts Exhibition
- Photographs of PW
- Objections to Planning Application
- Features in Political Press
100 knives were produced to commemorate the Centenary of Stainless Steel. The knife was designed and manufactured by tenant and Director Stuart Mitchell, at Portland Works. One was auctioned as part of the Master Cutler's celebrations, one auctioned at the Portland Works AGM and another exhibited at the Millennium Galleries in the centre of Sheffield. The rest were sold.

**AGENCIES:**

NetWorks of cutlers/ metalwork
‘Making’ and skills as public face
Keeping profile high
Keeping profile high
Keeping profile high

A lot of pressure on single individual

**CATEGORIES:**

Economic
Learning and propositional
Political and democratic
Social
Spatial

**RELATED TOOLS:** Open Days, Millennium Galleries Exhibition.
**TOOL:** Chair’s Role

The role of the Chair has been to act as coordinator between volunteers, Directors and Working Group members, to Chair Steering Group meetings and be the face of the organisation for television appearances and events. This role demands a considerable amount of time, as well as emotional labour, taking an estimated 14-40 hours a week.

**AGENCIES:**

Making use of structures and communicating well
Emphasis on democracy and getting things done
Being spokesperson
Change in structure to have team around Chairs role enables fewer hours to be contributed
Exploring possibilities

Too many demands on key people
Chair makes unilateral decision to leave Co-ops UK.

**CATEGORIES:**

**RELATED TOOLS:** Steering Group, all media related tools, Working Groups.
**TOOL:** City of Culture Bid

Sheffield Developed a City of Culture Bid in 2010, and as part of this held a series of events to invite people to talk about why the city is so great. PW Tenants Stuart Mitchell, and Andy Cole attended with a representative from Sharrow Community Forum. Andy Cole was featured on a film talking about his tool making and the Portland Works campaign. This contributed to the publicity for the campaign amongst people involved in culture and arts in the city. Andy Cole was very engaging in his film, and attracted a crowd around him whilst filming.

**AGENCIES:**

Publicity for project with cultural producers

**CATEGORIES:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**RELATED TOOLS:** Bank Street Arts Exhibition, Open Days, Heritage Heroes.
**TOOL:** Civic Economist Role

Cadence Works, a research organisation and owners of Portland Works’ neighbour Harland Works developed a Civic Economist role for the John Street Triangle. Their interest was as a landlord with space for rent, and to develop netWorks in the area to meet socially motivated goals. It was unpaid.

**CATEGORIES:**

**AGENCIES:**

- Broadening out concerns from PW to wider area
- Research into developing
- CE enables better business understanding of area

**RELATED TOOLS:** John Street Triangle Live Project, Sharrow Community Forum, Little Sheffield Development Trust, Makers Lab.
A series of Clean-Up Days were scheduled once the purchase of Portland Works was completed. This included cleaning out sumps, removing buddleia, cleaning out gutters and down pipes, removing rubbish, and carrying out minor repairs. Many people took part and were interested in helping in this way in the future, but there was limited non-specialist work on a Grade II* listed building.

Developing ethos/ agenda
Ability to repair the building
Keeping people feeling involved
Yard became social space

Not the best use of our ‘resources’
Lack of volunteer policy
**TOOL:** Committee Meetings

When the campaign became established as a regular group of people Committee Meetings were held at Sharrow Community Forum. They initially had a loose structure and regularly attracted between 20 and 30 people every fortnight. This group established the concerns and interest of the group and was the place where tactics to oppose the Planning Application were developed.

**CATEGORIES:**

**AGENCIES:**

Development of briefs for tasks and research
Sharing info with tenants
Developing approach
Confidence that it can be proactive—not just about opposing planning
Tenants sharing their knowledge with others
Can see what needs doing
Skills brought in
Medical & climbing netWorks
Particular skills harnessed
Harness skills and resources
Building core group
Getting to know each other
Developing social relationships
Open to all
Music, heritage, art, university netWorks
Bringing together disparate groups of people
Tenant spokespeople emerging
Confidence that it would keep momentum
Sharing risks and responsibilities
Tenants being heard/ hearing
Place to take on role as tenant rep
Not hierarchical, no preconceptions about who is ‘qualified’ to speak/act
Legitimacy to act as organisation
Organises resources

Pragmatic rather than strategic
Some tenants mildly destructive about project
Few people attending Steering Group meetings, all capacity taken by selling Shares, and concern about sale price and Share sales leads to general gloom
Co-ops UK gave us for days of business advice bought with funding from Little Sheffield Development Trust. This assisted with the development of Business Plan I, and enabled us to set up the Industrial and Provident Society. Extended through Co-ops Forum. National Conference held by Co-Ops UK including sessions about setting up a Co-Op and Community Shares. Attended by the Building Manager.

Realise their proposals for approach are not right so motivated to develop own approach
Learn how to write a Business Plan
Understanding community Share issue more fully
Better understanding of how to establish company

Co-op forecasting tool was difficult to use and not fit for purpose

A grant of £10,000 was obtained from the Architectural Heritage Fund for proposals for the phased refurbishment of Portland Works. It enabled work up to an including Planning, Listed Buildings and Building Regulations Applications for the redevelopment of an underused block. The Design Team consisted of Studio Polpo Architects, a Structural Engineer, who was also part of the Building Group (both did extensive work Pro-Bono) and a Quantity Surveyor. The report produced was used to set priorities, plan building work and to apply for grants.

Questioning by some members of the Building Group as to whether this was a conflict of interest- but Polpo have given many hundreds of hours of work pro bono. Pressure from FLaG to get AHF ‘cold spots’ funding and phased plan for the redevelopment of PW very quickly. Tender process not ideal- done in two days from start to finish (including writing brief etc) to get application in for grant. Later accusations that architects approached for quotes have conflict of interest because they are also volunteers on the project and connected to Director.

**TOOL:** Cold Spots Architectural Work

**AGENCIES:**

Understanding options & priorities
Developing viable plan
For the future
Understanding costs and options for refurb
Ability to make HLF £2 Million bid
Ability to make funding bids
Access to make large funding bids
Rethinking heritage at the Works
Develop plan for physical aspects of the project

**RELATED TOOLS:** Building Group, Building Group Executive Summary.
Portland Works

Significant Elements

In addition to overall room significance, architectural elements of high historic heritage value have been flagged up using the following symbols:

These should be cross-referenced with the Valaisan Archaeology room data gazetteer.
The Manager of Sharrow Community Forum attended the annual national Community Land Trusts conference.

Possible ownership model understood

TOOL: Conditional Survey

PW conditional survey of building and structure carried out by Bond Bryan Architects, funded through donations and small grants achieved prior to purchase from Sheffield Town Trust. Asbestos Survey carried out at the same time. Survey showed little asbestos and no serious structural problems, although building not wind and water tight, and over £800,000 of ‘urgent’ Health and Safety work found.

CATEGORIES:

AGENCIES:

Understanding risk
Understanding costs, and risk

Debate over who is commissioned to carry out survey, accusations of conflict of interest

RELATED TOOLS: PW Valuation, Cold Spots Work, Building Group, Building Group Executive Summary.
New Directors were elected in the first AGM, and at the same time a number of new volunteers joined the campaign. An induction was developed to welcome them and inform them about how the organisation is structured and how decisions are made, and tasks carried out. Our neighbours at Harland Works in the John Street Triangle hosted the event as we had no meeting place on site at the time.
The second Directors Induction enabled Directors and volunteers to have information on their legal responsibilities, the running of the company, our finances, and structures. It was also an opportunity to ask questions and meet people involved in the project. It was held on site at Portland Works.

Sharing research & project development to date with new people
Rules and responsibilities made clear to new (and old) Directors
Getting to know new people

RELATED TOOLS:  AGM II, Photographic Workshop, Diagram of Governance Structure.
**TOOL:** Display Boards

A series of display boards telling the history of Portland Works, sharing photographs and profiles of makers, and information about the campaign and Share issue. These were designed and made by a range of people throughout the campaign, including Julia Udall, Studio Polpo and placement students from Sheffield Hallam.

**CATEGORIES:**

**AGENCIES:**

- Developing public profile
- Boards to publicise campaign and sell Shares

**RELATED TOOLS:** Open Days, Netheredge Neighbourhood Market Stall, Green Fair Stall, University Stall.
The Portland Works Makers
Craftsmen, Makers, Artists, Musicians

PNL Plating
Pete Ledger is one of very few silver platers in the city, converting boxes of old silver and converted cutlery into gleaming, new objects to admire. He’s one of the newer tenants and set up home because he was dismayed to see so many similar businesses in the city close down.

M. Shaw Engraving
Mick Shaw has an array of engraving machines in his tiny workshop, producing stunningly high quality results. The old way (no beer engraving here) for individual customers and for manufacturers throughout the country.

Wigfull Tools
Oldest worker could be Ray Turner at Wigfull Tools; forget for 50 years since he began work; he’s now 75. Wigfull Tools is also the longest running business at the Works. Established in 1958, Andrew Cole has been there since 1970. His state of craft must be the best in the business and seeing him forge one on a century-old spring hammer is a formidable sight.

Iron Anchor
Jimmy and Martin will restore anything to do with vintage motor bikes, scooters and cars, and much else. There’s very little they can’t do with metal and they specialise in high quality renovation work.

Quality Cabinetry
Paul Hopprich makes bespoke kitchens and furniture in natural wood – no melf or chipboard for Paul, a united woodworker who’s been at the Works for over 20 years.

The Gentlemen
The Gentlemen rehearse in the Works, an up and coming Sheffield band, they are also becoming well known on the Continent. They’re usually heard in the evenings, taking over when the forge shuts down.

Walmor Joinery
Walmor produce kitchen and bedroom furniture, made to measure, and lots more.

The Artists
Clare Hughes, printmaker and potter
Shelley Hughes, painter
Clive Bate, sculptor, performance artist
Nuala Price, fine artist, multimedia
Mary Samms, visual artist, painter/photographer
Leslie Wilson, printmaker, mixed media

The studio spaces in Portland Works were formerly a printing shop for knitted products; since then, it has had many other uses including the production of fencing rails. Now it houses six women artists producing and exhibiting work in a range of media including painting, print making, mixed media, photography (including digital, sculpture, performance and installation). The studio is set in the heart of the industrial complex which is Portland Works. The artists engage with a number of issues they work with fragments of personal history and issues of identity in the artist’s lives and movements in the history of the history of the working community and building are absorbed into the artist’s work.

Portland Electrical
Richard Whiskey of Portland Electrical rescues the Halifaxshire Hospital would fall apart without his maintenance work on the motors in their air conditioning. He and Paul service and rewind electric motors across South Yorkshire.

Sequoia Sound Studio
City and Daren run Sequoia Sound Studios, hosting many new, small or struggling bands, and being DJ’s for events.

Stuart Mitchell Kieves
Stuart Mitchell took the business over from his Dad, also called Stuart, in 1981. His Dad was here since 1960, and previously he was In stag works just behind us. He’s an internationally recognised craftsman, making bespoke knives for individuals and the world’s leading gumshakers.
**TOOL:** Distinctive Sharrow

Distinctive Sharrow was a project initiated by Sharrow Community Forum to engage people with their neighbourhood environment. It was the host of the John Street Live Project in 2005, through which Julia Udall became involved in the Forum and got to know makers in the John Street area. A Distinctive Sharrow Toolkit was created that sort to show different ways of acting within a neighbourhood. The aim was for groups of people living in the area to come together to achieve their goals for the neighbourhood.

**CATEGORIES:**

**AGENCIES:**

- Talking to many
- Inviting key stakeholders
- Advice on how to write press release
- Developing campaign group
- Drawing people in to the project
- Connecting people to campaign group
- Introduction to local area for new group members
- Connect to campaign group
- Connect to campaign group
- Understanding and advising on planning issues & community development approaches
- Understanding and sharing issues / points of leverage
- Practically explore ideas from Distinctive Sharrow project
- Connecting to local councillors
- Developing public meeting with tenants & others
- Organising public meeting
- Legitimacy to object
- Taking PW tenants seriously
- Meetings with Sheffield City Council
- Access planning aid
- Skills and commitment defined
- Workers time & skills
- Drawing on skills of the university
- Use of room and facilities

**RELATED TOOLS:** Loss of support for other project activities.
TOOL: Dropbox

Dropbox is a file sharing system, where a number of people can have access to files and folders. A Portland Works dropbox was set up at the beginning of the campaign and anyone who wanted it was given access. A free account provided 2GB of space.

CATEGORIES:

AGENCIES:

Capacity to Share files
Sharing information, photos, ideas

Some people find Dropbox difficult to use/ can’t access it
Steering Group member doesn’t understand Dropbox and deletes majority of Shared files which at the time are not retrievable. This includes marketing work, and photographs and planning work.
Some members of committee use photos given for our use, but without crediting photographer as instructed, as I am ‘owner’ of the Dropbox I am expected to monitor/ control this, but quite difficult with big open group

RELATED TOOLS: Open Access photography library.
A series of Portland Works e-mail addresses were created linked to the Portland Works website, and these were assigned to those who were involved in the Steering Group or had a specific role, such as Director, Manager, Volunteer Coordinator or Company Secretary.

Unnecessary information being given/too many emails. Role as Director means you get all info and this isn’t filtered or structured. Lots of emails, and commitment to meetings required to maintain good relationships. This is difficult to juggle.

Related Tools: Portland Works Website.
TOOL: E-mail to Friends

Prior to the first Share Issue the Chair emailed a dozen friends who he thought might be interested in purchasing Shares in the organisation to gauge how successful it might be.

Categories: Economic, Learning and propositional, Political and democratic, Social, Spatial

Agencies: Learnt Share issue was viable

Related tools: Share Issue I, Chair’s Role.
56 Students from Sheffield University School of English took their ‘Sense of Place’ module in partnership with Portland Works. Four project briefs were written in consultation with course tutors that asked students to investigate the social history of Portland Works’ and the metal trades, and the area more widely, particularly focusing on arts and music in the John Street Triangle. The students had a series of seminars that helped them to develop skills relevant to the project and presented their final work at the University.

Tenants feeling like they are contributing a lot of time and energy to student projects— including some who are less than polite, or aware of time given for free.
Committed to this project and did a poor job of managing it as there were 50 students. Briefs were too ambitious and they needed more support.
An Environmental Consultant was commissioned by Portland Works Committee to produce a report detailing repairs and alterations that could be made to the building to conserve heat and power, and improve the environmental performance of the building.

Environmental concerns brought into Business Plan

Contents:
1. Executive summary
2. Defining the ‘energy issues’
3. Assumptions
4. Consider existing performance
5. Potential measures
6. Possible programming of works
7. Other potential environmental works and considerations
8. Potential standards and materials for insulation and other works
9. Lighting
10. Heating possibilities
11. Funding opportunities
Tool: FC Manchester Share Issue article

FC Manchester United is one of the UK's largest community Share issues. In 2011 they were featured in the Guardian Magazine.

Categories:

Agencies:

Seeing others doing it shows possibilities

In the run up to the election of 2010 the Green Party, The Liberal Democrats, Labour featured the Portland Works campaign in their press. This included television appearances and flyers distributed door to door.

**Categories:**
- Participation in Steering Group from MP
- People in Sheffield inspired to take part
- Tens of thousands of doors reached
- Concern about loss of small businesses visible

**Related Tools:** Door to door petition.
The Finance Legal and Governance Working Group consists of Directors, Steering Group members and supporters with particular experience in business and finance. The group carries out research and development producing reports and proposals for financial and legal and governance aspects of the organisation to the Steering Group. The Steering Group make the final decisions on anything major.

**AGENCIES:**

- Drawing in people with business experience
- Develop viable financial plan
- Learning how to deal with governance
- Review & development process
- Allocation of money is random and not based on strategic view
- Problems built in to structure, not yet addressed

**CATEGORIES:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**RELATED TOOLS:** Steering Group, Governance Structure, Budget Review, Cash Flow Analysis, Procurement Policy.
Architecture student Neus Vilalta produced AutoCAD electronic vectorised plans of Portland Works linked to an excel spreadsheet. This enabled it to be updated to show changes in tenancies, rental income, and other information for the day-to-day management of the building. This has been used as part of the rent review process and in discussions with tenants about their accommodation requirements.
**TOOL:** Flyers & Marketing Materials

Designed by Jordan Jay Lloyd there were 1000 copies of the first series of flyers produced, of four different designs, in order to publicise the ‘arts education’, ‘music making’, ‘heritage crafts’ and ‘community action’ at Portland Works. The aim was to ensure that the diversity of the tenants and aims were made public. Campaigners distributed the flyers in venues throughout Sheffield including cinemas, shops, community centres, takeaways, galleries and cafes. The designs were funded through the Knowledge Transfer.

**CATEGORIES:** 
- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**AGENCIES:**
- Making PW concerns visible
- Raising profile in the city
- Professional public face
- Diversity of PW made central & public
- Support for Share issue
- Share sales

Portland Works is a historically significant metalworks factory where stainless steel cutlery was manufactured in the world for the first time. It is still home to metalworkers, heritage crafts workers, artists and musicians. This unique place is threatened with closure and conversion into luxury flats.

An alternative is possible.

You can take part in this exciting project to keep Portland Works a thriving workplace by:
- Buying shares in the Works as a long term investment;
- Making a donation;
- Joining the campaign as a volunteer.

See more at www.portlandworks.co.uk

**RELATED TOOLS:** Knowledge Transfer Funding, Share Issue I.
Forge News is the University of Sheffield Student newspaper. Journalism Masters students wrote a series of articles on the Portland Works campaign for Forge News. Some chose to create video interviews with tenants in their Workshops and Share them on YouTube. These were linked to the Portland Works website.  

**Categories:**

Economic Learning and propositional Political and democratic Social Spatial

**Agencies:**

Linking students to planning portal to object to application for Change of Use

**Related Tools:** Portland Works Website.
Galvanise Festival celebrates ‘the past, present and future of all things metal’, in Sheffield. Each year it organises and promotes a series of Workshops and events with metalworkers throughout the city. In the first year of the campaign Andrew Cole of Wigfull Tools and Stuart Mitchell of Stuart Mitchell Knives opened their Workshops to the public as part of the Festival. Along with Artist Linda Brothwell they took part in subsequent years.
In establishing the Industrial and Provident Society there is a legal requirement to formulate a governance structure for the company. The Governance Structure was also important in meeting the wider needs of the organisation. All members had one vote, whether they had invested £100 or £20,000. Steering Groups would be the key decision making forum and they would be open to Directors and non-directors alike.

**ACTIONS:**
- Legitimising what we are doing through structure development
- Legitimacy to say we have consulted options, models, approaches
- Embedding principle that everyone is involved in both decision making and doing the work
- More strategic approach to activities
- Democratic structure
- Not being reactive, working in new ways
- Understanding where and by whom decisions get made
- Ability to make more detailed research & development
- Structure evolving
- Enables us to be more strategic in the use of our resources

Work needed on trust
Communication is hit and miss
Tensions between formalising approach in order to be more productive and focused and being open as an organisation, and enabling people to bring their own projects and concerns.
Portland Works IPS Shareholders (500+)

OWNERS

- Vision development
- Agreeing budgets
- Agreeing Working Group aims, responsibilities, & proposals
- Ensuring Working Group activities are meeting Business Plan aims.

• Final decision making (if voting tied, Chair has casting vote)
• Ensuring good communication between Working Groups & Steering Group
• Legal responsibility for the ‘good management’ of the Society

STEERING GROUP
OPEN TO ALL, CONSENSUS FORMING

Remit and responsibilities
• Vision development
• Agreeing budgets
• Agreeing Working Group aims, responsibilities, & proposals
• Ensuring Working Group activities are meeting Business Plan aims.

Directors
• Final decision making (if voting tied, Chair has casting vote)
• Ensuring good communication between Working Groups & Steering Group
• Legal responsibility for the ‘good management’ of the Society

WORKING GROUPS
MINIMUM ONE DIRECTOR (CO-ORDINATES), & ONE TENANT, OPEN TO ALL

- Business, Education, Culture (BEC)
  - Develop links with industry in the region
  - Develop education programmes & partnerships within the city
  - Promote our role in the city & advocating for small/micro businesses & social enterprise
  - Working with tenants to understand opportunities & their needs

- Finance Legal & Governance (FLaG)
  - Management of Share issue and Leases
  - Setting budgets for working groups
  - Setting out targets for income
  - Monitoring income, outgoings & cashflow
  - Setting out guidelines for financial sustainability of the organisation
  - Guidance on our legal obligations
  - Development of policies as instructed by Steering Group

- Marketing, Events & Fundraising (MEF)
  - Develop events programme & publicity
  - Develop budget for events & marketing
  - Develop Marketing Strategy
  - Marketing for Bond and Share issues
  - Research into grants available
  - Support Working Group led development
  - Networking to support marketing & events

- Management & Tenants
  - Budget development & monitoring
  - Development & maintenance of H&S procedures
  - Production of management documents, including handbooks, leases etc
  - Communication with tenants to ensure ‘good management’ of the Society

- Building
  - Liaison with tenants
  - Implementing H&S and other policies
  - Authorising payments
  - Managing site visits
  - Project manage maintenance & renovation
  - Book-keeping
  - Reporting to the Steering Group on day-to-day issues

- Building Manager (Employed by PW IPS)
  - Day-to-day management of the building
  - Liaison with tenants
  - Implementing H&S and other policies
  - Authorising payments
  - Managing site visits
  - Project manage maintenance & renovation
  - Book-keeping
  - Reporting to the Steering Group on day-to-day issues

- Asset Lock
  - To prevent demutualisation

- Portland Works IPS Shareholders
  - OWNERS one member one vote
  - Elect up to 12 Directors
  - By & from member shareholders at AGM
  - (minimum three ‘community’, two ‘tenants’, tenants not to be majority)

VOLUNTEERS, CONSULTANTS & EXTENDED NETWORKS

Portland Works Little Sheffield

Governance Structure

Directors Induction
November 2013
Julia Udall
**TOOL:** Governance Structure Diagram

A Director produced a diagram showing the governance structure of the organisation to share online and to use at the Directors Induction.

**CATEGORIES:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**AGENCIES:**

- Making structures clear to Directors
- Better understanding of our structure allows people to act
- Understanding how decisions are made
- Publicly Share structure

**RELATED TOOLS:** Steering Group, Governance Structure, Directors Induction.
**TOOL:** Green Fair Market Stall

The Green Fair is organised by the Green part in Sheffield and is held annually at St. Marys, an important community centre in the city. Portland Works hosted a stall at the Fair in 2012 and 2013, where Shares were sold along with some items produced by tenants.

**AGENCIES:**

- Share sales
- Selling some Shares
- New volunteers recruited
- Draw together supporters
- Learning why people care about the project
- Relaxed ‘off agenda’ chats enable better understanding
- Keeping profile high in the city

Few volunteers to ‘man’ stalls and much debate over whether they are worth doing, because we don’t get many ‘sales’

**CATEGORIES:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**RELATED TOOLS:** Netheredge neighbourhood stall, Share Issue I & II.
**TOOL:** Grinding Shop

Wigfull Tools owner Andrew Cole had to make a number of people redundant in 2011, and so no longer required the grinding shop for day-to-day use. Portland Works committee took the decision to rent it from him until he might need it again both to create a base for the organisation and to ensure that a new tenant was not put into this space prior to the purchase of the building.

**AGENCIES:**
- Temporary archive & meeting place
- Hang out together
- Foothold in the Works

Cumulative wobbles, few people attending meetings

**CATEGORIES:**
- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**RELATED TOOLS:** Steering Group Meetings, Live Project I, Rent Review, Cash Flow Analysis.
**TOOL:** Headcharge Free Parties

Headcharge are a collective that organise free parties in the city and surrounding area. Based in Stag Works and with overlapping members to the Portland Works committee, including a Portland Works Director. The organisation had good musical netWorks within the city and experience with organisation of events.

**CATEGORIES:**

**AGENCIES:**

- Learning how to get heard
- Advocating for bottom up cultural activity
- Strong netWorks
- Know-how for doing things collaboratively

**RELATED TOOLS:** Governance Structure, Away Day I, photo of 500 Shareholders.
**TOOL:** Health & Safety Induction

Run by a Steering Group member who has extensive experience of Health and Safety in a factory setting, this induction set out the legal responsibilities of Directors. A H&S Policy was developed which all Directors had to be aware of and subscribe to.

**AGENCIES:**
- Good advice, learning our legal responsibilities
- Risk management
- Clear induction

**RELATED TOOLS:** Directors Induction, AGM.
John Craven and Jules Hudson host a programme looking at people working to save Britain’s heritage. Filmed in 2011 and shown in early 2012, the show featured Andy Cole and Stuart Mitchell demonstrating their crafts in their Workshops.

**AGENCIES:**

- 15k of Share sales
- Share sales
- Buying Shares
- 15k Share sales in 6 weeks
- Magical moment, boost to collective egos
- Bringing new volunteers into the project

**RELATED TOOLS:** Website II, Open Days, Town Trust Funding, Ade in Britain.
**TOOL:** High-Vis Jackets

A number of Portland Works hi-visibility jackets were purchased for the use of volunteers on Open Days.

**CATEGORIES:**

**AGENCIES:**

- New volunteers
- Gather volunteers to take part
- Draw in support in new ways

**RELATED TOOLS:** Open Days, Town Trust Funding.
**TOOL:** Historical Research

A tenant carried out historical research using her own knowledge of the Works (where she had worked for many years) and Sheffield Archives. Much of this was shared with Sharrow Community Forum in the initial moments of the campaign. It was incorporated in the newly designed website. Later a campaigner put together work on Robert Mosley and produced a short booklet detailing his life and work that was sold at Portland Works events and in the Famous Sheffield Shop.

**AGENCIES:**

Stag & PW friendships developed through this
Care shown in putting this together for project is powerful to bring others in
Drawing people in
Cultural understanding developed
Historical research gives context to our activities
Developing understanding of project
Became aware of issues
Setting agenda that it is about peoples lives

**RELATED TOOLS:** Building Group Executive Summary, Building Group, Cold Spots.
**TOOL:** History MA research

An MA History Student worked with the campaign group to develop a historic guide for tour guides to share on the Open Days as part of a 100 hours placement with the group. She also contributed to the Live Project, writing a short introduction contextualising the site. This was organised and facilitated by the Director and the Building Manager.

**AGENCIES:**

Disagreements over MA history placement focus and approach (is this something we should be doing, what should she be doing) leads to placement student feeling unwanted and criticised and she makes formal complaint to her HoD. Frustrating as have put considerable time into developing her project and she was a talented and enthusiastic volunteer.

**CATEGORIES:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**RELATED TOOLS:** Live Project I.
A Director and the Building Manager developed an HLF bid for the Heritage Enterprise Strand of funding. The proposals for the refurbishment of the building were based on the Cold Spots work carried out by Studio Polpo. The initial aim to apply for £2 million was revised down and a smaller bid for the refurbishment of one block of accommodation and the employment of an educational officer was submitted.

Disagreement about way forward occupancy rate is currently high- and HLF thought the building was emptier- however some people feel that we could increase the density of the building. No one wants to take the development of the bid on. Heritage Lottery Team suggest that as our occupancy rates are so high we may not be a good candidate for the £2 Million funding as they are aiming to see increase in occupancy and job creation. Also would have to have 10% match funding in place and unspent. Have to revise down funding bid.
Indymedia is a high profile and well-regarded independent website for news and comment. It sets out its remit thus: “Triggered by discontent with the mainstream media and supported by the widespread availability of media technologies, groups all over the world are creating their own channels of information and distribution in order to bypass the (mainstream) corporate media.” (Indymedia 2010) A campaigner wrote an article raising the concern of the Change of Use Planning Application for Portland Works.
**TOOL:** Informal Conversations

Many informal conversations have happened throughout the campaign, particularly in the Workshops and yard of Portland Works, or in cars when sharing lifts to and from meetings, or during the running of events on site.

**CATEGORIES:**

**AGENCIES:**

- Develop values
- Get admitted to ‘the core’
- Gather tenants together
- Stag & PW friendships
- Way of getting to know others at PW
- Became aware of personal issues
- Proposing the ‘how’
- Understanding and clarifying issues
- Drawing out concerns
- Learning about impact on other’s businesses
- Understanding issues
- Way of getting to know others at PW
- Formulate response
- Encouraged to speak out
- Keeping tenants informed and sharing their concerns at meetings

Conversations in PW courtyard, but this space was dangerous and not a good place to talk

**RELATED TOOLS:** Pecha Kucha, Sensoria, Open Days, Green Fair Stall, Netheredge Stall.
**TOOL:** Inhabited Plans

As part of the first Live Project students were asked to edit and develop the floor plans of the building, including showing machinery, fixtures and fittings and ensuring measurements were accurate. In addition they developed a plan of the courtyard that showed use during an average day, including sites where jet washing occurred, parking, painting and other business related uses.

**CATEGORIES:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**AGENCIES:**

- Putting use & people at the centre
- Making argument for skills
- Understanding what people do

**RELATED TOOLS:** Building manager role, rent review, Planning Application, objections to Planning Application.
Inside the Triangle Festival

The Inside the Triangle Festival brought together makers from all around the John Street Triangle Conservation area to show their work and Open Up their Workshops and studios to the public. Portland Works hosted performances from bands that rehearsed or recorded within the building and a ten track CD of their music was sold at the event. Stag Works and Harland Works held drumming Workshops, photographic shoots, and activities and games for children. Architecture students created signage and a programme and map of the area was produced including advertising for local independent businesses. The Steelmaker Portland Works Thornbridge beer was launched at the event.

Categories:

- Local businesses gets to know each other better
- Development of Shared ethos
- Outward facing/ local relationships developed
- PW taking role as mediator, facilitator
- Festival development

Taken on too much and let people down in terms of developing Festival. We do not have graphics support

Related Tools:
- Stage, marquee and lighting: Steelmaker beer; John Street Audit.
Jerwood Prize winning artist Linda Brothwell carried out a residency at Portland Works as part of her project ‘Acts of Care’. During this time she worked with Portland Works tenants Andy Cole and Stuart Mitchell to make a series of tools that she would then use to make 'repairs' to Portland Works in the form of shims inserted into cracks in the building. Linda also produced a newspaper which she distributed both at the launch of her work at the Inside the Triangle Festival and at the Jerwood Prize Gallery Launch in London.

**RELATED TOOLS:** Open Days, Inside the Triangle, Repairs to the Steps.
**TOOL:** John Street Triangle Business Audit

Aa Architecture and Engineering Dual Student developed an audit of all of the businesses in the John Street Triangle (that she could access). She carried out detailed interviews with each finding out what they did, how many people they employed, whom they traded with and what their needs were. She classified them by trade and mapped the buildings. This voluntary work was hosted by Sharrow Community Forum. The report was shared on the Portland Works website.

**CATEGORIES:**

**AGENCIES:**

Develop understanding of wider business and physical context
Context of businesses helped make planning argument for refusal of application and change of designation for the area from housing and office to mixed use

**RELATED TOOLS:** Planning Application, Objections to Planning Application, Metalwork Audit, Makers Lab, Sharrow Community Forum, Portland Works Website.
**TOOL:** Key Fund Share purchase & loan

Key Fund invests in Social Enterprises in the North of England, it is part funded through ERDF. They purchased £20,000 worth of Shares and offered us a loan for £20,000 at a rate of 7% APR.

**AGENCIES:**

20k Share, 20k loan gives credibility to plans
Financial track-record developed

**CATEGORIES:**

**RELATED TOOLS:** Architectural Heritage Loan.
**TOOL:** Knowledge Transfer Funding

The Fast Track Knowledge Transfer funding paid for the redevelopment of the Portland Works website, the making of the Quicksand Films short documentary about the KT and the campaign, the development of ten Case Studies of similar projects. It also funded the KT Workshop and the production of the Re-imagining Portland Works book. This involved a considerable amount of volunteer work to match the funding.

**CATEGORIES:**

**AGENCIES:**

- Becoming publicly propositional, not just oppositional
- Development of briefs enabled negotiation of priorities
- Development and negotiation of priorities
- Funding to carry out Case Studies, Workshop, website, film
- Funding for co-ops
- Funding for website
- Harnessing money
- Harnessing money
- Skills

**RELATED TOOLS:** KT Workshop, Re-Imagining Portland Works book.
The Workshop brought together tenants, campaigners, and other stakeholders and advisors to understand more about the project, bring their ideas and to see how they might offer help in the future to the campaign. The Workshop was structured around four sessions. The first was a tour of Portland Works, the second looked at the different priorities held by our various stakeholders. The third looked at Case Studies. The final session of the day explored the potential management and ownership structures the project could adopt, and we began to develop a Business Plan, which would enable us to achieve our goals.
Project workshop

Held on the 11th of June 2010 at Portland Works, this workshop brought together key people with vested interests in the project.
TOOL: KT Case Studies

A series of Case Studies were developed into similar projects in Sheffield and further afield that could provide lessons for us at Portland Works. Primarily Charlotte Morgan developed these through a series of interviews with actors in the various case study projects. Simon Parris and Sarah Hollingsworth also developed Case Studies. Julia Udall assisted with their development and steered their content. Graphics work was carried out by Jordan J Lloyd to ensure that the cases could be compared and contrasted and were easily accessible. They were Shared at the KT Workshop through a series of short presentations and online through the Portland Works website.

AGENCIES:

Connect to people doing similar things
Grouping with other projects suggests ethos
Giving people confidence that we can do it
Seeing how others have done it
Not taken advantage of potential network from Case Studies
Time scales are tight and therefore not looking after case study contacts well.

CATEGORIES:

Economic, Learning and propositional, Political and democratic, Social, Spatial

Case Study 1
Bank Street Arts

Introduction

Bank Street Arts is a privately funded arts centre providing spaces for multidisciplinary exhibitions and live events and studios for a range of creative practitioners, including artists, poets, jewellers and designers.

Location

Sheffield, South West

Accommodation

Types of accommodation

- Studios
- Workshops
- Exhibitions

Gaining criteria

- Safety
- Accessibility
- Sustainability

Case Study 2
The Woodmill

Introduction

The Woodmill is a large-scale artist-led studio and gallery complex based in a converted ex-council office building and adjoining Victorian warehouses, focused on providing opportunities for emerging artists.

Location

Birmingham, West Midlands

Accommodation

- Studios
- Workshops
- Exhibitions

Gaining criteria

- Safety
- Accessibility
- Sustainability

Case Study 3
Butcher Works

Introduction

Butcher Works is a historic Grade II listed former cutlery and edge tool courtyard factory - also known as an "Integrated Works" - which now houses commercial spaces. The upper floors of the works are high quality residential conversions.

Location

Bristol, South West

Accommodation

- Studios
- Workshops
- Exhibitions

Gaining criteria

- Safety
- Accessibility
- Sustainability

Case Study 4
Coexist at Hamilton House

Introduction

Hamilton House is a converted warehouse and home of a multidisciplinary arts space. It offers a range of accommodation options for artists and creatives, including studios, workshops, and exhibition spaces.

Location

Edinburgh, Scotland

Accommodation

- Studios
- Workshops
- Exhibitions

Gaining criteria

- Safety
- Accessibility
- Sustainability

Funding and Finance

Timeline

- 2017
- 2018
- 2019
- 2020
- 2021

Budget and Expenses

- Development
- Operation
- Maintenance

Financial Statements

- Income
- Expenditure
- Profit and Loss

Audited Accounts

- Balance Sheet
- Statement of Financial Position
- Cash Flow Statement

Annexes

- Case Studies
- Research
- Literature Review
**TOOL:** KT evidence report to funders

Cristina Cerulli was required to submit an evidence report to Sheffield University to report on the Knowledge Transfer outcomes and impact.

**CATEGORIES:**

**AGENCIES:**

Recording impact

**RELATED TOOLS:** KT Workshop, KT Funding, Re-Imagining Portland Works book, Portland Works website.
**TOOL:** KT Workshop Write-Up

Julia Udall wrote a write up of the event, documenting intentions, aims and outcomes of the event, and feedback from the guests. Rohan Francis produced a photo essay of the event. The write up was Shared on the Portland Works website.

**CATEGORIES:**

**AGENCIES:**

- Framework for organisation
- Publicise values
- Document support & democratic processes

**RELATED TOOLS:** KT Workshop, Portland Works website.
TOOL: Lecture on Activist Uni Partnerships

The Portland Works Building Manager attended a lecture on the potential for civic and activist partnerships between cities and universities that drew on the experience of lecturers at Portland Oregon across a number of departments and faculties.

CATEGORIES:

AGENCIES:

Understanding possibilities

RELATED TOOLS: Sharrow Community Forum.
**TOOL:** Legal Negotiations

Legal negotiations during the purchase process were carried out by a local firm and ran for a number of months.

**CATEGORIES:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**AGENCIES:**

Sound purchase plan set out

**RELATED TOOLS:** Purchase Negotiations, Purchase, Share Issue I&II, Bond Issue.
**TOOL:**  Letter boxes

Tenant engraver Mick Shaw produced a hand engraved letter box for the Portland Works committee. This enabled us to receive mail at a Portland Works address.

**CATEGORIES:**

- [ ] Economic
- [ ] Learning and propositional
- [ ] Political and democratic
- [ ] Social
- [ ] Spatial

**AGENCIES:**

- ‘PW IPS’ postal address
- Makers skills made visible
- Care for project shown

**RELATED TOOLS:** Repairs to Steps, Jerwood Artists Residency.
Little Sheffield Development Trust was formed to support the music and arts, particularly around Stag Works, Portland Works and the John Street Triangle. Its Directors were involved in cultural production in the city and had a history of activism. The trust had strong links to Sharrow Community Forum.

**AGENCIES:**

- Directors to see fruits of their labours partner organisation that gives us track record and enables us to form IPS
- Finance to form IPS
- Funding for development of constitution
- Developing ethos/horizontal learning relationships
- Stag & PW friendships

**CATEGORIES:**

**TOOL:** Little Sheffield Development Trust

**RELATED TOOLS:** Sharrow Community Forum.
**TOOL:** Live Project I

The Live Projects are a six-week design project carried out by 5th and 6th Year Architectural Masters Students and Architectural design Students. During this period they carry out a ‘real project’ for a ‘real client’ and they evolve their brief with the client. During the first Portland Works Live Project, mentored by Cristina Cerulli, students had an office on site in the grinding shop at Portland Works. This gave them opportunities to spend a lot of time with the tenants at Portland Works. The Building Group was the client for the project.

**AGENCIES:**

Keeping people involved
Students time & skills
Showed the value of the students to the project

Many people were sceptical about student projects, and although the Live Project was generally welcomed and their work impressed, few trying to take this wealth of information forward.

**CATEGORIES:**

Economic Learning and propositional Political and democratic Social Spatial

**RELATED TOOLS:** Live Project II, Scale Model of Portland Works, Inhabited Plans, Skills Audit, History MA placement, Building Working Group.
The second Live Project, mentored by Leo Care, focused on the entrance of Portland Works, the development of a Makers Lab, and signage within the Works. The students cleared out a basement space and refurbished it as part of the project. They also worked with makers to develop a workbench for the Lab and held a light night, where they lit up the façade of Portland Works. Colin Havard, the Building Manager became the primary client contact on behalf of the Portland Works Committee.

Basement space available for events /activities
Making basement space available
Develop ideas for makers lab
Feed in to proposals for building
Refurbished space

CC not allowed by TUoS to lead with this Live Project/ develop brief etc.

RELATED TOOLS: Makers Lab, Live Project I, Building Manager Role, PW Skills Audit.
As part of the Knowledge Transfer Funding, Jordan Jay Lloyd developed a Portland Works logo and branding for the organisation, which has been used consistently since its production including on the website.

LOGO & BRANDING

Recognisable image

RELATED TOOLS: Knowledge Transfer Funding, Marketing Materials, Portland Works Website.
Portland Works has featured on Look North numerous times, and on each occasion with the Chair of the organisation and a number of makers in their Workshops. They have covered the story when the Planning Application for Change of Use was first submitted, when we launched the community Share Issue, when the Planning Application was withdrawn and upon the purchase of the Works.

AGENCIES:

Raising concern

RELATED TOOLS: Calendar News, Chairs Role.
TOOL: MA Urban Design Exhibition

Master of Urban Design students carried out a design project focusing on the John Street Triangle area, and Portland Works. Led by Sheffield School of Architecture Tutors, an exhibition was held at the end of the term for a week at Sharrow Community Forum. On the first evening of the show guests were invited both form the local neighbourhood and from the Council and Sheffield Hallam University and students discussed their work with them. Some of this work was recorded in the Re-Imagining Portland Works book.

CATEGORIES:

AGENCIES:
Activists, planners & architects invited to exhibition
Understanding area

RELATED TOOLS: Re-Imagining Portland Works, Live Project I, Sharrow Community Forum.
TOOL: Maker’s Lab

The Portland Works Building Manager submitted a successful bid to UnLTD to develop a Makers Lab at Portland Works. The aim was to bring makers and high tech and traditional tools from Portland Works and further afield together in one space to foster collaboration and experimentation. The second Live Project cleared out a basement space for the Lab. It was suitable for start up as no rent needed to be paid on this workshop. They also developed a plan for relocation to a more publicly accessible workshop once it was financial self-sufficient. The Makers Lab project was independently developed by the PW Building Manager. The Steering Group agreed that Portland Works would adopt this project, but as yet have not allocated time or resources to it. This may be more likely if the HLF bid is successful.

CATEGORIES:

AGENCIES:

Connecting us with creative netWorks in the city

Building Manager is also driving force behind Makers Lab and he has very little capacity to drive the makers lab forward.

RELATED TOOLS: HLF Bid, Live Project II.
The Management Working Group oversees the day-to-day management of the Works, including Health and Safety and the supervision of the Building Manager. The group meets monthly in the Knife Makers Workshop. It is the point of contact, along with the Building Manager for tenants to discuss their concerns and needs. The group has changed over time, but always has two Directors involved, who report back to the Steering Group for key decisions.

‘Club’ atmosphere makes it hard for new people to join Focus on risk and Health and Safety seems to be very strong from some Directors, and be the diving force behind all decisions and planning. This seems to be ‘the tail wagging the dog’ and be stopping proposing ways forward for the wider project.

Related tools: Steering Group, Building Manager Role, Health and Safety Induction, Health and Safety Policy.
**TOOL:** Marketing Events and Fundraising

The Marketing Events and Fund-raising Working Group sets out the marketing strategy for the organisation, and plans events and fund-raising. It is the point of contact for groups and organisations that wish to hold events in partnership with Portland Works. The group has changed over time, but always has two Directors involved, who report back to the Steering Group for key decisions.

**CATEGORIES:**

**AGENCIES:**

Not a very productive group; marketing, publicity and events not being generated - seems to lack direction and activity. (TV coverage is coming through the website and direct contact with Stuart)

MEF was seen by the wider group as taking sole responsibility for Share Sales - instead of strategic campaign wide approach

**RELATED TOOLS:** Steering Group, Volunteer Policy, Volunteer Coordinator, Newsletters.
**TOOL:** Marquee, Stage and Lighting

Campaigners and tenants helped to organise a stage, lighting, and a marquee for events held at Portland Works for free.

**CATEGORIES:**

**AGENCIES:**

- Space for events

**RELATED TOOLS:** Share Launch, Inside the Triangle Festival.
**TOOL:** Media Consultant

A media consultant was employed by Portland Works during the second Share sale in the hope that national coverage would bring investors in from further afield. We did not achieve any national media coverage.

**AGENCIES:**

We employ 'media consultant' for £1,500 but he is the wrong person for this job, and makes little impact on campaign/ fails to get national coverage.

**CATEGORIES:**

**RELATED TOOLS:** Small Funding Bids, Share Launch.
**TOOL:** Metal Trades Audit

Following a stakeholder meeting at Portland Works between Campaigners, tenants and Ed Highfield (Director of Economy Enterprise and Skills at Sheffield City Council), Sheffield City Council commissioned a citywide audit of metal trades business in Sheffield. Sara Unwin Director of Galvanize Festival carried out this work, but unfortunately although a lot of data was collected due to cuts to the Council budget, it was never written up as a report, or taken forward. In 2013 Sara Unwin provided Portland Works with the data for their use.

**AGENCIES:**

Grouping PW with other metalwork businesses

Funding cut for council post making this survey, so although survey is carried out, and data collected it is not written up into a report and made public.

**CATEGORY:**

Economic Learning and propositional Political and democratic Social Spatial

**RELATED TOOLS:** John Street Triangle Business Audit, Stakeholder Meetings, Makers Lab, Galvanize Festival
Millennium Galleries Exhibition

Nikky Wilson arranged with Museums Sheffield to exhibit a Centenary Knife, designed, made and gifted by Stuart Mitchell to the gallery. This will be part of their permanent metalwork collection.

AGENCIES:

Connect to artists etc
Important to try to reach these audiences

RELATED TOOLS:

Centenary Knife.
Tool: Netheredge Market Stall

Netheredge Market is held four times a year in a residential area neighbouring Sharrow and Portland Works. Portland Works has a stall there regularly, particularly to sell Shares, or promote a particular event or activity.

Categories:
- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

Agencies:
- Inviting people to volunteer

Related Tools:
- Green Fair Stall, Share Issue I.
**TOOL:** Newsletters

Portland Works creates a quarterly newsletter for Shareholders, which is Shared via email, on the website and for those who request it, via post. It reports on events and activities of the campaign and offers opportunities to join in.

**CATEGORIES:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**AGENCIES:**

Keeping people interested

Newsletter lacks direction

**RELATED TOOLS:** Portland Works Website.
After a rather long recess, here is the third Portland Works Newsletter, catching up on news for 2012. There is a lot to report on because despite the long, complex and still on-going process of acquiring the building, we have made significant, tangible progress this year.

This Newsletter reports on:-

- First AGM and progress during 2012
- How the Works Committees work
- Building Management and Tenant Liaison
- Tenant News
  - Feature: Pete Ledger
- Press Officer and Volunteers Co-ordinator
- Requests for Volunteers
- Events January 2013
TOOL: New Leases

It was established during the purchase process that many of the tenants at Portland Works did not have Leases. As owners we would require our tenants to have Leases in order to obtain a mortgage. During the Knowledge Transfer Workshop it was established that we required flexibility to allow tenants who wished to stay at Portland Works for the long term and also support arts and music tenants who may require much shorter tenancies to fit with their businesses. The artists required the option to sublet, in order to form a studio. In discussion with the Ethical Property Company and Dave Thornett, Finance Legal and Governance the Portland Works Building Manager produced a set of leases. These have now been adopted by all tenants.
**TOOL:** Noticeboard

A noticeboard was designed and made by a cabinetmaker tenant and put up in the archway of Portland Works. The campaign and the Steering Group use this as a point of contact with tenants. Tenants use it to share information amongst themselves and with clients and visitors.

**CATEGORIES:**

**AGENCIES:**

- Sharing info to tenants

**RELATED TOOLS:** Steering Group meetings, Open Days, repairs to steps, letter box.
Now Then Magazine is an independent local magazine with a circulation of 15,000. They have followed the campaign and developed a number of features about the project. Recently they have moved into Portland Works.
TOOL: Open Access Photograph Library

Over 20 photographers have given their photos open access for the use of the Portland Works campaign. Shared through Dropbox, they have been used in documents, publications, presentations, funding applications, on the website and in promotional materials and in educational projects.

CATEGORIES:

AGENCIES:

A photographer Works for EH
Getting people involved/ inspired
Develop presentations

**TOOL:** Open Days

Portland Works has held a number of Open Days, which have attracted thousands of guests to the Works over the last four years. As Portland Works is a working building it is not possible to grant public access at all times, however the Open Days provide an opportunity for visitors to attend Workshops and see demonstrations provided by the tenants at the Works.

**CATEGORIES:**

**AGENCIES:**

Public face
Chance to assert importance,
Tenants who experienced eviction
can say would be lost
Comfortable place for tenants to talk
Enabling connections with 'the public'
Raised profile in the city
Platform to raise concerns
Makers skills and methods Shared
Understanding possibilities for PW to connect people
Deeper understanding of what you are trying to protect /develop
Giving the campaign a human face
Gathering people who will be committed to the project
Feeling responsible for one another
Different people attending different events
Development of community feeling
New volunteers
Conversations about values & aims
Getting people to buy in to Share Issue
Funder visited
PW as venue for public events

**RELATED TOOLS:** Galvanise Festival, Small Funding Bids, High Vis Jackets, Share Issue I & II.
TOOL: Open-Up Festival

Open Up Festival is an annual Festival throughout Sheffield where artists pen their studios and Workshops to the general public. Portland Works has participated in this and is featured in their catalogue. One of the tenants, Nuala Price is also currently Chair of the Festival and has sat on the board for a number of years.

CATEGORIES:

AGENCIES:

Involving artist community

RELATED TOOLS: Open Days.
TOOL: Opus Marketing Campaign

At a lull in Share sales Opus Independents (who produce Now Then Magazine) were employed by Portland Works to promote the Share Issue. They carried out a successful campaign throughout the city, designing new marketing materials and distributing them in cultural venues.

CATEGORIES:

AGENCIES:

Sell Shares
Share sales

RELATED TOOLS: Share Issue I & II, Now Then Magazine.
Pecha Kucha: Sheffield Firsts

Pecha Kucha is an event where speakers have twenty sides and 20 seconds per slide to talk about them. Portland Works hosted an event called Sheffield Firsts that featured people involved in parkour and others. Portland tenant Stuart Mitchell gave a talk about his knife making business. There are strong publicity networks associated with the event and there was a very large audience, including people who had not attended Portland Works before.

Getting people to buy in to Share issue
Different people attending different events
Development of community feeling
Developing public profile
Enabling connections with ‘the public’

Feeling over stretched with commitments to the project and cannot attend social events, which separates me from group

Related tools: Sensoria, Inside the Triangle.
PORTLAND WORKS

Pecha Kucha
‘First’

Sheffield #07

The nomadic 20x20, global-viral phenomenon that Entertains, Educates & Inspires

An evening celebrating ‘Firsts’ - those who’ve done what no one else dared to, the ones who lead the way forward, things never before seen or dreamt of by the few who have pioneered the future we have today & are creating the one we will experience tomorrow

This special event is raising money to save this iconic piece of World history...the ‘First’ place Stainless Steel was ever produced

The money generated from ticket sales, the bar & food on the night will go to saving Portland Works

Tickets Eventbrite pknsheff07
Even if you can’t make it down!

Wednesday 28th September
Doors 19:00
Portland Works
Randall Street
off Bramall Lane
Sheffield
S2 4SJ

chilotchat@pechakuchasheffield.com
PKNSheff #07 - by Jonny Douglas, Pennis Raven, Sara Hill & tcl

07581 425 182
Tool: Petition (door to door)

Green Councillor Jillian Creasy initiated a door-to-door petition against the Change of Use Planning Application for Portland Works in the local area. Her experience as a councillor meant that she could inform people about legitimate reason to object. She also used it as an opportunity to invite them to initial Public Meetings.

Categories: 

Agencies:

Local people attend public meeting
Political understanding of planning process

Related tools: Public Meetings
A number of online petitions linking to the Planning Portal were created by a campaign against the Planning Application for Change of Use. Locations included metalwork and heritage crafts blogs, artists and musicians websites, organisations, such as Sharrow Community Forum, and also from individuals interested in the project in their personal blogs. Information about how to object and news about the project was shared along these networks, often referring back to the Portland Works website.
In September 2010 Julia Udall started her full time PhD. As both the research and the Portland Works campaign developed this increasingly became the main topic for the thesis. Professor Doina Petrescu and Dr Renata Tyszczuk are supervisors for the research and have given advice on the development of the work.
Photograph of Shareholders

A Director arranged for as many Shareholders as possible to have their photo taken outside of Portland Works to announce and celebrate the purchase of the building. Taken by Karl Mc Auley, this photograph was used extensively in media coverage of the purchase and is part of the open access library.
**TOOL:** Photographic Workshop

Industrial photographer tenant Carl Whitham has refurbished his Workshop as a photography studio. His use of it is intermittent; often going on site for shoots for long periods of time. He therefore allows the Steering Group to use his space for meetings and events. He also rents out his space for events and exhibitions, and with experience of curating helps with this.

**CATEGORIES:**

**AGENCIES:**

Public facing space for events/exhibitions
Hot desking & other possibilities visible
Can hold events inside on site
Exhibition skills of tenant makes out public face more professional

**RELATED TOOLS:** Diverse Economies Event, Steering Group Meetings, Open Days.
TOOL: Planning Aid

A representative of Sharrow Community Forum attended a Planning Aid Event in Leeds. After presenting details of the Portland Works project, volunteers in the Planning Aid network helped to develop advice for objecting to the Planning Application and this was Shared via blogs, websites and online petitions. Later, Alan Mitchell from Planning Aid filmed a Calendar News article about cuts in funding to planning aid at Portland Works.

CATEGORIES:

AGENCIES:

Connect to network of planners
Understanding how to object

A Planning Application for Change of Use was submitted in 2008, with a revised application submitted in Autumn 2009. The Application was withdrawn following recommendations from the Planning Officers for its refusal at the upcoming Planning Board.

Some tenants very worried they may lose their businesses, puts considerable stress on them.
**TOOL:** Planning Guidance

Representatives from Sharrow Community Forum, Sheffield University School of Architecture and The University of Sheffield Town and Regional Planning Department developed and shared guidance for objecting to the Planning Application for Change of Use. This was shared in various online locations.

**CATEGORIES:**

**AGENCIES:**

Understanding how to object

**RELATED TOOLS:**

Over 1000 objections were made to the Change of Use Planning Application for Portland Works through the Planning Portal. These included very detailed objections drawing on Planning Policy and detailing the impact of the application on businesses. We prepared for making representations at the Planning Board, where the final decision would have been made (however the landlord withdrew his application prior to this). The John Street Triangle Audit was submitted as part of this process.
**TOOL:** Portland Patrons

The Portland Patrons scheme was developed by a Portland Works Steering group member to attract funding from businesses in the city. A former tenant of the Works contacted many companies and societies involved in metal trades and other related industries. Henry Boot became a Patron donating £1000. The scheme was abandoned due to lack of uptake.

**CATEGORIES:**

**AGENCIES:**

Concern that corporates can buy status/recognition in the projects, whilst volunteers are invisible

**RELATED TOOLS:** Bond Issue, Share Issue.
**TOOL:** Post-Steering Group Meals

After every Steering Group there is a Shared meal for Directors and Steering Group members at a restaurant five minutes walk from Portland Works. This regularly attracts between six and fifteen people each month.

**CATEGORIES:**

**AGENCIES:**

- Informal forum for concerns
- Learning about difficult issues
- Informal forum for concerns
- Caring more for each other
- Strengthening social group

**RELATED TOOLS:** Steering Group, Informal Conversations.
Posters of Tenants

Photographer Eric Winnert and Architect Mark Parsons of Studio Polpo designed a series of posters featuring tenants at Portland Works. Tenant Mark Jackson made a series of boards so the posters could be put on the outside of the building. A representative from Sharrow Community Forum worked with Eric Winnert to print 1000 black and white copies on yellow paper and post them up on sites through the District Centre in the Sharrow neighbourhood.

Linking people, place and use
Making activities inside visible outside
200 posters in district centre publicises campaign
Tenants as representatives
Developing public profile

A representative of Sharrow Community Forum developed a Press Release about the Planning Application for Change of Use and sent it to Yorkshire Post, Sheffield Telegraph, Sheffield Star, and the Guardian. The format of the press release included a headline, an introductory paragraph, key facts and photographs, interviewees and contact details for the campaign.
**TOOL:** Private Tours

A number of tours of Portland Works were organised for those who wished to invest over £1000 in the Share Issue. Tenants opened up their Workshops and talked about the campaign and the future vision.

**CATEGORIES:**

**AGENCIES:**

Investment in Share Issue of over 15k

**RELATED TOOLS:** Share Issue I & II.
**TOOL:** Procurement Policies

The Finance Legal and Governance Working Group developed policies for the procurement of work by Portland Works, particularly in relation to building work. There was a decision to show preference for local businesses.

**AGENCIES:**

Clear about who we are and what we do
prioritising local firms
Repairs done quickly & cheaply

**CATEGORIES:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**RELATED TOOLS:** Finance Legal and Governance Working Group, building repairs, building Working Group.
**TOOL:** Project Timeline

The project timelines were developed to show the activities of the organisation, past, present and future against the five Business Plan aims. During the Away Day attendees added to each of these timelines in order to plan for the future of the organisation, and ensure that the proposed activities tied back to each of the Working Groups and the Business Plan aims. If they did not fit we needed to alter the remit of the groups or the aims of the organisation. The timelines also have the function of sharing the history of the organisation with new Directors and volunteers.

**CATEGORIES:**

**AGENCIES:**

- Sharing history with new Directors and reminding old ones
- Operationalising & critiquing Business Plan collectively

**RELATED TOOLS:** Away Day II, Business Plan II, Steering Group Meetings.
Business Plan Aim

Ensuring tenant and community involvement in the management and development of the building (and organisation).

Public meetings held throughout the year.

Portland Works notice board created for sharing information with tenants.

June 2011

Decision to create member shareholders with elected board of directors.

Existing tenants invited to be shareholders, new tenants must become shareholders.

Share Issue Launch Event; publically discuss business plan.

Regular meals organised to enable conversation about how we proceed/chance to get to know one another better.

Working Group and Steering Group Structure formed to enable efficient use of time and decent level of research/specialist project development.

First Portland Works AGM—directors elected. Manager appointed, and site office established as point of contact.

Induction for new volunteers.

Conversations with tenants—held by manager, chair and director about the future.

Review of governance structures

Organise AGM

Stabilizing Building Management Role

Development of medium-long term strategy for improvement to the building

Make the most of our volunteer time, and skills and recruit in ways we can manage, train, and look after as required.

Heritage Partnership Agreement to enable work to be carried out without planning applications each time.

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Key to Working Groups:

Finance, Legal & Governance
Marketing & Fundraising
Building Management

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Date

2010  2011  2012  2013   2014   2015

Project workshop
Held on the 11th of June 2010 at Portland Works, this workshop brought together key people with vested interests in the project.

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Getting Involved
Directors and Volunteers Induction
27th October 2012

www.portlandworks.co.uk

How you can get involved

Short term / long term
Manageable chunks…
Committee work - working groups
Professional support
Less skilled support - book-keeping
Working parties - bashing the buddliea
Raising capital
Guides / stewards at events
Roadshow at other events….

Don't overstretch!!!!
**TOOL:** Public Meetings

At the beginning of the campaign a series of Public Meetings were held at sites throughout the John Street Triangle. Organised by a representative of Sharow Community Forum and Green Councillor Jillian Creasy they brought together tenants and others interested in the campaign. The current landlord attended the second public meeting.

**CATEGORIES:**

**AGENCIES:**

Public face
Link to object
Business tenants attract council attention
Tenant sets agenda
Publicised concern
Positive response to issues
Volunteer support
Drawing people in
Draw together supporters
Drawing people in to the project
Develop campaign group
Feeling people care gives motivation to push forward
Understanding tenants better
Better understand issues

**RELATED TOOLS:** Door to door petitions, Committee Meetings.
**AGENCIES:**

**Support for Chair**
Negotiations about price & contract type to enable sale negotiated
First sale price, £430k, phased purchase

Not raising enough money, not very good deal with landlord
Purchase dragged on and was carried out by small group of people- not very well communicated and frustrating
Purchase dragged on and was carried out by small group of people- not very well communicated and frustrating.
My limited knowledge of property makes it difficult to judge if we are getting a good deal and the negotiators are getting us the best price- although there are two reps from the project team, large amounts of this process are being handed over to people who are not involved with the project more widely. Concern their values and understandings are very different and so their judgments of what is just are different.
Deal changes from 3 year purchase to outright purchase at lower price- need to raise new funds in v.short timespan, & get good deal for Shareholders. Steering Group pressured Chair to get cheap purchase- but ultimately Chair had to take this on and this was a hard and stressful thing to pull off.
Nearly 500 Shareholders purchased Portland Works on Friday 1st March 2013.

**AGENCIES:**

- Ability to bid for building funds
- Access to funding for capital work development
- Access to funding for capital work development
- Investing in built fabric
- Reputation creates demand for space
- Ownership enables capital works
- Repairs
- Become landlord
- Enables capital Works
- Spurred on to get things done, renewed vigour
- Successful community action
- Obligations to Shareholders met
- Empowering
- Able to get on with things
- Building has a future
- Portland Works as the mothership, opens possibilities for us all
- Space is transformed
- Space where activities can happen
- Ability to change and repair start ups
- Makers lab
- Can plan changes to building
- NetWorks of musicians developed
- Mutual/ friendly relations between tenants
- Boost to morale
- Message in the city that ‘its done’ and so drop off in involvement
- Feeling that we did not have a structured plan for ‘how we do it’ post purchase and there is a lot of repetition, and a lack of focus.

**RELATED TOOLS:** AHF Loan, Share Issue I & II, Purchase negotiation, Legal Negotiations.

**CATEGORIES:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**TOOL:** Purchase

Dissolution

69. The Society may be dissolved by the consent of three-quarters of the members by their signatures to an instrument of dissolution, or by winding up in a manner provided by the Act. If on the winding up or dissolution of the Society any of its assets remain to be disposed of after its liabilities are satisfied, these assets shall not be distributed among the members, but shall be transferred instead to some other non-profit body or bodies subject to at least the same degree of restriction on the distribution of surpluses and assets as is imposed on this Society by virtue of these Rules, as may be decided by the members at the time of or prior to the dissolution.
**TOOL:** Quicksand Films

Matt Risby and Nic Bate of Quicksand Films produced a ten-minute film narrated by Julia Udall documenting the Knowledge Transfer and setting it in the context of the campaign. The film featured conversations from the KT Workshop and gave a good overview of the day both in terms of the atmosphere and the nature of the discussions.

**CATEGORIES:**

**AGENCIES:**

Explaining the project on the website

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**Related Tools:** KT Workshop, KT Workshop Write Up, KT report to funders.
Radio Sheffield and DJ Roney Robinson broadcast a show from Portland Works, to celebrate the community purchase interviewing tenants, Directors and others involved in the project.

**CATEGORIES:**

**AGENCIES:**

- **Keeping profile high**
- **Building friendships**

**RELATED TOOLS:** Purchase, Sheffield Live Radio Show.
Re-Imagining Portland Works book

The publication, produced by Cristina Cerulli and Julia Udall drew together the work, including the Knowledge Transfer, university teaching, and other campaign work that sought to develop alternative futures for Portland Works. “This book is a deliberately eclectic collection of fragments, traces and snapshots of a civic action and a research process that worked together to envision and implement equitable and sustainable community economic development for one Sheffield’s most significant pieces of heritage: Portland Works as spatial conduit and locus of manufacturing and craft, cultural production and civic engagement.” (Udall and Cerulli, 2011)

Opportunity to reflect on impact/gather all strands together
To oppose planning
Reflecting, recording and consolidating

People in the Steering Group not reading book, or considering it useful to the day to day of the project

Related tools: Knowledge Transfer Funding, Studio Polpo, MA Urban Design.
**TOOL:** Rent Review

As the organisation researched the financial situation of Portland Works, it became clear that rents varied massively and were quite arbitrary. In 2013 they ranged from 90p per sq foot, to £5.50 per square foot. The rent review, which was planned for three months by Directors in 2013, and implemented with tenants in April 2014, worked to achieve greater parity between tenants, whilst keeping rents affordable. Any increases would be phased over a number of years. This was done in the context of the repairs to the building.

**AGENCIES:**
- Financial stability
- Financial stability of organisation
- Chance to talk

**CATEGORIES:**
- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**RELATED TOOLS:** New Leases, Building Manager Role.
**TOOL:** Repairs to steps

In anticipation of the Open Days and the Open Up events that would be held in the artists' studios in the first floor, toolmaker Andrew Cole repaired the steps so that the public could safely access their studios.

**CATEGORIES:**
- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**AGENCIES:**
- Safe access to artists space

**RELATED TOOLS:** Jerwood Artists Residency, Letter box, Notice board, Open Days, Open Up Art Festival.
**TOOL:** Robert Mosley Book

A booklet produced by Steering Group member Anna De Lange tells the story of RF Mosley who built Portland Works, the role of Portland Works in Harry Brearley’s struggle to gain recognition for his rustless steel, which was later to become Stainless Steel.

**CATEGORIES:**

**AGENCIES:**

Item to sell at events and in the Famous Sheffield Shop
Connect to people interested in Heritage

Permission given by Chair for publication of book funded by PWC without committee, first okaying budget, then being able to have input into aspects of publication, such as quality of graphic design, style, pricing, sales etc. CC offered ISBN numbers for free, plus graphic design work- but this was rejected. Concerns that publication of Mosley Book was personal /self-interested project being carried out under the auspices of Portland Works, and wasn’t done in a way that was for the best of the group project.

**RELATED TOOLS:** Historical Research, Open Days.
Chair Derek Morton presented the Portland Works project at a number of Rotary Club Meetings with a view to selling Shares.
**TOOL:** Scale Model of Portland Works

As part of Live Project I, the team made a 1:200 scale model of Portland Works that comes apart and can be adapted and changed. It is portable so can be taken to events and exhibitions.

**CATEGORIES:**

**AGENCIES:**

Showing value of student involvement
Can see & talk about the building together
Ability to explain the place to people outside
Portable, can discuss building
Engaging model useful for events

**RELATED TOOLS:** Live Project I, Green Fair.
The Finance Legal and Governance Group produced a Schedule of Authorities that set out how much money the Working Groups could spend, and who and how many Directors or others that had to authorise the expenditure. The aim, in the context of the purchase going through was to enable Working Groups to get on with work on a day-to-day basis.

Schedule of Approval, Authorisation, Tendering Signatories and limits (31st October 2013: APPROVED)

<table>
<thead>
<tr>
<th>DOCUMENTATION</th>
<th>AMOUNT</th>
<th>EXPRESS IT/DISCUSSED AND MINUTES/ APPROVAL BY</th>
<th>AUTHORISATION BY</th>
<th>NUMBER OF SIGNATURES</th>
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<tr>
<td>Memorandum and Notes of association</td>
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<td>Finance Director</td>
<td>Finance Director</td>
<td>1</td>
</tr>
<tr>
<td>Contracts with suppliers</td>
<td>Less than £500</td>
<td>Director of the Group</td>
<td>Director of the Group</td>
<td>1</td>
</tr>
<tr>
<td>Orders for non-Budgeted Expenditure (purchases, leasing equipment, etc., NOT contracts)</td>
<td>Up to £5000</td>
<td>Director of the Group</td>
<td>Director of the Group</td>
<td>1</td>
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<tr>
<td>Over £5000</td>
<td>Steering Group</td>
<td>Steering Group</td>
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<tr>
<td>Loans &amp; Credit Agreements</td>
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<td>Finance Director</td>
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<tr>
<td>Charge &amp; Guarantees</td>
<td>£0</td>
<td>Finance Director</td>
<td>Finance Director</td>
<td>1</td>
</tr>
</tbody>
</table>

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**TOOL:** Security Keypad

A keypad was fitted to the front door of Portland Works that enabled secure entry out of hours. The main gates are open 8am-5pm, and tenants had reported feeling unsafe if they were left open outside of these hours as people would wander into the courtyard and in at least one case a man had been badly assaulted there.

**CATEGORIES:**

**AGENCIES:**

Can use studios at night

**RELATED TOOLS:** Building Manager Role.
Sensoria Festival

Sensoria is a Sheffield based national Festival of film and music, that fosters risk taking and innovation. As part of the Festival in 2012 a massive drumming performance took place in the courtyard and on the roof of Portland Works. Drummers brought a range of drums to the Works of all different sizes and styles and also drummed on the building and found objects and machinery. The event was kicked off by Tenant toolmaker Andy Cole ‘drumming’ using his drop-hammer. Many people attended the event.

Raised profile in the city
Different people attending different events
Development of community feeling drawn into creative family network
Reach new people
Courtyard different, unifies space
Enabling connections with ‘the public’
Developing public profile
Publicise concerns
Getting people to buy in to Share issue
**TOOL:** Shareholder Communication

Shareholder communication is carried out informally by our Chair via email, or in person at events.

**CATEGORIES:**

**AGENCIES:**

Keeping people involved

**RELATED TOOLS:** Chairs role, PW emails.
TOOL: Share Issue I

The first Share Issue ran for a year from June 2011 to June 2012. Shareholders could invest up to £20,000 and the smallest investment was £100 for 100 Shares. New tenants were expected to purchase Shares, and existing tenants were encouraged to do so. They could purchase a minimum of 50 Shares for £50. Shareholders can stand for election as a Director of the society at the AGM. There is a one-member one-vote policy, so whether somebody has invested £100 or £20,000 they still have the same voting rights in the organisation.

CATEGORIES:

AGENCIES:

Finance for purchase
Finance for purchase
Finance for purchase
15k Share sales in 6 weeks
Harnessing key skills
Purchase funds
Setting out radical approach

Share launch was very long- led to decline by end of issue.

The second Share issue ran from April 2013 to present, and was initiated because we had not raised enough through the first Share issue to finance the purchase and refurbishment of the building.
**TOOL:** Share Launch

The Share Launch was held in the courtyard of Portland Works and featured a performance from Portland Works tenants The Gentlemen and speeches from Chair Derek Morton and tenant Stuart Mitchell. Actors in period dress attended and helped promote the Share issue. Copies of the Business Plan and Share offer documents were available. The event attracted a large number of people.

**AGENCIES:**

Convinced people to invest in Shares
Share sales
Harnessing key skills
Activity to fight Planning Application
Telling stories together publicly, didn’t contradict, but gave chance to listen to one another’s ‘versions’

**CATEGORIES:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**RELATED TOOLS:** Share Issue I, Marquee and Stage.
**TOOL:** Share Offer Document (S.O.D)

The Share Offer Document was a two-sided A4 document which set out the Share offer, the aims of the society and why people should invest. It was developed over a number of meetings, and its production caused much debate and some disagreement. Eleven Design produced the Graphic Design pro bono, negotiated as part of the Knowledge Transfer project, where they were employed to do graphics work including the production of the Re-Imagining Portland Works book. It featured portraits of tenants produced by Eric Winnert for the Portland Works Posters.

**CATEGORIES:**

**AGENCIES:**

Ability to issue Shares
Structure for decisions & accountability
Negotiating what is important
Understanding our aims, aspirations & ethics

**RELATED TOOLS:**

Sharrow Community Forum is a well-established forum in the neighbourhood that Portland Works is situated. At the time when the first Planning Application was submitted future PW Building manager Colin Havard was Director and Julia Udall was employed as a Community Architectural Researcher. Future Portland Works Director Alan Deadman was Chair of the Board of Directors. Tenant Frances Cole approached Julia Udall in her role at the Forum when the first Planning Application was submitted to ask for advice and help.

SCF makes me redundant due to cuts in funding and reducing work. PW project doesn’t fit with essential priorities.
**TOOL:** Sheffield First

Sheffield First develops the City Strategy, in partnership with the Cultural Consortium and the Local Enterprise Partnership. It defines itself thus, “Sheffield First Partnership (SFP) brings together organisations and individuals from across Sheffield to address some of the key issues and opportunities facing the City. The partnership is led by Sheffield Executive Board (SEB), where leaders from across the public, private, voluntary, community and faith sectors in the city meet on a regular basis with a focus on ‘making the right things happen for Sheffield.’” (Sheffield First, 2012)

**AGENCIES:**

Advocating for bottom up cultural activity

**CATEGORIES:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**RELATED TOOLS:** Little Sheffield Development Trust.
Sheffield Live Radio Show

Director Alan Deadman hosts the ‘Green Friendly and Different’ show on Sheffield Live and carried out a series of interviews with tenants and Directors at Portland Works, broadcast over a number of weeks.

Categories:

AGENCIES:

- Raised concern with active constituency
- Connecting to local people

Related tools: Radio Sheffield Residency.
TOOL: Sheffield Star, Sheffield Telegraph

Over the duration of the campaign, particularly during the phase of opposition to the Planning Application and Share issue, a number of letters and articles were featured in the Sheffield Star and Telegraph. The Portland Works Chair developed good relationships with the journalists and an exclusive was given to the editor Peter Kay at the Telegraph on the purchase of the building.

CATEGORIES:

AGENCIES:

Raising it as Sheffield community concern

As part of the Centenary of Stainless Steel Celebrations in 2013 Sheffield University hosted the Harry Brearley Stainless Steel Centenary Conference & Exhibition. Portland Works were invited to host a stall at the event, which was done in collaboration with Galvanise Festival.

**Categories:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**Agencies:**

- Keeping project visible

**Related tools:**

- Display Boards
**TOOL:**  Shelly’s Workshop

Artist Shelley Hughes lent her Workshop to the Portland Works committee for media interviews at the time of the purchase of the Works. At this point in time the organisation did not have any space for events and meetings at the Works.

**CATEGORIES:**

**AGENCIES:**

Space for on site media interviews

**RELATED TOOLS:**  The Guardian, Look North, Calendar News, Sheffield Star, Sheffield Telegraph.
**TOOL:** Skills Audit (LP)

As part of the first Live Project students worked closely with tenants to document skills, production processes, use of tools and machinery and flows of materials. They produced a series of drawings, and photographs showing the tenants in their Workshops, and mapping relationships with clients and suppliers. These became posters that were used on Open Days and were part of the Live Project document.

**CATEGORIES:**

**AGENCIES:**

*Used for posters at Open Days*

*Putting use & people at the centre*

**RELATED TOOLS:** Live Project I.
Sky News reported the Campaign to oppose the Planning Application and filmed at Portland Works for their news coverage. Tenants and campaigners were interviewed.
Small Bid Development Tuition

Director of Galvanise Festival and former Portland Works Director Sara Unwin held a Workshop on how to develop small funding bids. The aim was to empower a larger number of people in the organisation to apply for funding for projects developed in the Working Groups in which they take part.

Learning new skills
Potentially able to make more bids
More people able to develop their ideas
**TOOL:** Small Funding Bids

A Portland Works Director submitted a number of successful small funding bids for Works. They included bids to South Yorkshire Community Fund, The Sheffield Town Trust, Freshgate foundation and JP Getty. The money was spent on an Environmental Report, repairs to the archway, equipment and insurance for Open Days and other miscellaneous items.

**AGENCIES:**
- Equipment for events
- Open Day funding
- Track record
- Finance for tasks
- Funds for publicity
- Financial track record
- ‘String-free’ money
- Building financial track record
- Money for marketing materials
- Funds for printing & distribution
- Clarify what we are trying to achieve

Not very creative on our approach - funding made us rely on others for Share issue promotion.

**CATEGORIES:**
- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**RELATED TOOLS:** Open Days, High Vis Jackets, Repairs to the building.
**TOOL:** Sound of Portland Works CD

For the Inside the Triangle Festival a 10 track CD of artists and producers based at Portland Works was created, with the artwork produce by printmaker tenant James Green who is also a member of the Big Eyes Family Players who feature on the album. All bands that feature on the album played the Festival in the Courtyard of Portland Works.

**CATEGORIES:**

**AGENCIES:**

Musicians brought to the centre
What people are making (music) is public face

**RELATED TOOLS:** Inside the Triangle Festival.
**TOOL:** Stakeholder Meetings

A series of stakeholder meetings with representatives from funders and Sheffield City Council have been held through the project. Where possible these would be held on site. They have included Museums Sheffield, Sheffield University, The Architectural Heritage Fund, Creative Sheffield, various departments of Sheffield City Council including representatives from Urban Design, Planning and Economic Policy, Sheffield Industrial Museums Trust, Heritage Lottery Fund, ERDF, Key Fund and others.

**CATEGORIES:**

**AGENCIES:**

- Commission metalwork audit
- Publicly stated support from Creative Sheffield

**RELATED TOOLS:** Business Plan I, & II Metal Trades Audit, Heritage Lottery Funding Bid.
Thornbridge Brewery developed a beer for Portland Works. They donated beer to
the campaign and gave a percentage of the profits to the campaign. In addition they
printed 10,000 beer mats featuring the Portland Works logo and distributed them
in Thornbridge pubs throughout the UK. The beer was launched at the Inside the
Triangle Festival and also provided refreshments for the second AGM. They promote
it thus;“A quality malt bill of German pilsner and the noble Tettnanger hop is required
to produce this classic beer and these provide enough depth for a beer of simplicity.
Although this style leans towards the malt, it is a well-balanced beer. The noble hops
express themselves as spicy and citrusy on the nose, the bitterness is somewhat
restrained but there is enough in the finish to dry the palate.” (Thornbridge, 2013)

Partnership with Thornbridge Brewery
was very controversial with some
prospective partners as they are
also A4E who handle controversial
government workfare contracts and
have been aggressive in taking over pubs
in Sheffield.
TOOL: Steering Group Meetings

The Steering Group meetings became the primary decision-making place for the Industrial and Provident Society. They comprise of Directors, who have legal responsibility for the company and people who had previously been part of the Committee Meetings, some of whom were Shareholders and others who were not. The Steering Group meets once a month, held either at Sharrow Community Forum or the grinding Room, then later the Photographic Workshop at Portland Works.

Structure is in place, but the skills aren’t there to stop Steering Group focussing on minutiae. Involvement either needs to be all or nothing [6 hours+/ week]. Need structure that permits other ways to get involved.

Some people find it quite a patronising environment/ difficult to speak out/ be listened to.
What are we going to do to make it happen?

Not smooth running yet in terms of our relationships and organisation, and needs renegotiation. Its hard work.
Looseness of meetings means we don’t always make decisions that we need to, or use volunteers to get jobs done.
Very stressful to have to ask Steering Group about each decision in the purchase process when just wanted trust and to get on with it.

Steering Group meetings have not been quorate due to lack of attendance from Directors and this adds pressure to an already stretched Chair and treasurer.
Disagreements about how this should be solved and lead to JU’s resignation as Director.

Committee Meetings, Governance Structure, Chairs Role.
Minutes have been taken for each Steering Group, Working Group and Committee meeting and they are circulated amongst the Steering Group attendees via email and shared in Dropbox.

1. Welcome and Apologies
Apologies from Stuart Mitchell, Dennis Tester and Janet Woodward.

2. Matters arising from December meeting
None apart from discussed elsewhere.

3. Report - Getty visit today
Elizabeth Ranson’s visit went very well. She saw lots of the volunteers and met many of the tenants. JP Getty has closed to new applications but Elizabeth was encouraging about the Works’ chances of securing funding. She suggested that the Works re-apply for no more than £50K and gave some helpful pointers on preparing the application. The process will be quick with the application deadline in February and a decision by April. It was decided that the roofing project would be the one for which funding is requested, and the Group thanks all who helped make the visit such a success.

4. Charitable Incorporated Organisation decision
The idea of setting up a charitable arm has been discussed previously but the technicalities have been off-putting. There are many bodies that only award funding to registered charities and a number of these have funds available to apply for before April. So the advantages of setting up a Charitable Incorporated Organisation (CIO) now seem to outweigh the disadvantages.

The Group discussed the proposition that had been presented in the documentation circulated by Phil prior to the meeting and asked for some clarifications.

One downside of setting up a CIO is that if it is unsuccessful in raising funds it will not be able to cover its own costs. These are likely to be around £1K per annum. It should be possible to have “members” of the CIO who pay a small subscription of £15 per annum which would cover these administrative costs.

The Group reached an agreement that setting up a CIO would be beneficial and should go ahead but the specifics of the structure and governance needed further discussion.

There was a great deal of discussion around the governance structure of the CIO and whether making it more independent with as many non-PWLS directors as CIO trustees as possible or a reverse situation where all the CIO trustees are PWLS directors would be best. It was agreed that there are disadvantages to both options and the most significant deciding factor would be which model would most appeal to funders.

The majority of the Steering Group favour having the majority of trustees as PWLS directors and support the charitable objectives proposed by Phil.

The Group decided to seek advice from Entrust about what structure they would most be comfortable with as they have been identified as a key potential funder for the CIO. Derek will contact them and let Phil know the outcome.

The Group agreed that the name should be Friends of Portland Works and the first trustees should be Geoff, Tim, Andy and Phil as this represents a mixture of directors and non-directors.

5. Financial report
Knife Maker Stuart Mitchell allows part of his space to be used free of charge by the Building Manager Colin Havard. His office is located in the central block of accommodation in the middle of the Portland Works courtyard.
TOOL: Studio Polpo

Studio Polpo are a social enterprise architecture practice based in Sheffield. Throughout the project their involvement has been both employed by the organisation, and offering pro bono support, formally and informally.

CATEGORIES:
- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

AGENCIES:
- Develop ideas to help
- Skills

RELATED TOOLS: Building Group, Cold Spots, Live Project I, Poster of Tenants, Wild Histories.
TOOL: Survey Day

The plans submitted as part of the Change of Use Planning Application were inaccurate and showed no machinery or fixtures or fittings, which would have been part of the Listing. In addition we had little understanding of the extent of the degradation to the building. In order to start to record this information a campaign member organised committee members and tenants to come together to carry out a survey of the building. Some information was recorded and tenants shared stories of how the building would have worked historically, including pointing out where drive shafts would have been the location of engine rooms and the different uses for each workshop.

CATEGORIES:

AGENCIES:

Make the use of the building visible
Sense of Shared purpose
Start to record listed features, such as fixtures
Start to record tenants knowledge of building
Begin to see extent of building work required
Better understanding of building & tenants

RELATED TOOLS: Live Project I, Open Days.
**TOOL:** Table of management & ownership

This table was produced by Julia Udall in 2009 due to a concern that the organisation was making decisions about funders or potential buyers of the building without fully understanding the impact this might have on the tenants and the nature of the space.

**CATEGORIES:**

**AGENCIES:**

- Developing brief/ asking questions
- Tenants at centre of project
- Politicising solutions

**RELATED TOOLS:** Knowledge Transfer Funding, Knowledge Transfer Workshop.
**TOOL:** Task and Finish Groups

In the early stages of the campaign against the Planning Application a number of task and finish groups were created to take on particular briefs. The groups were gathered together from those at the committee meeting who were interested in that particular aspect of the project. Often this was a small group of people who took on responsibility for many different tasks. The two Business Plans were written in this way.

**CATEGORIES:**

**AGENCIES:**

**RELATED TOOLS:** Committee Meetings, Business Plan I & II.
Tenant’s Websites

A number of tenants publicised the opposition to the Change of Use Planning Application through their business websites, and work related blogs to which they contributed. Two tenants that were very active in this respect were artist Mary Sewell and knife maker Stuart Mitchell.
Guardian blogger Tamsin Rutter visited Portland Works after the purchase and reported on it for the Guardian Northerner Blog. Interviews were conducted with Stuart Mitchell, Derek Morton and Julia Udall. Other coverage included article son makers from the local area such as Trevor Ablett.
**TOOL:** Trans Local Act

Trans Local Act, published and edited by atelier d’architecture autogérée (Constantin Petcou, Doïna Petrescu, Nolwenn Marchand, Florian Huyghe, Hélène Palisson) documents practices and reflections of spatial and cultural production throughout the Europe. It was published as part of the network project, Rhyzom. Julia Udall wrote a short chapter “Opposing Practices: Making Claims to the ‘Works’ in a Post-industrial Northern English City” (Udall, 2011)

**CATEGORIES:**

**AGENCIES:**

Reaching European audience
Put in context of other spatial practices

**RELATED TOOLS:** PhD Research, Academic Presentations.
that, in the overall aesthetic, there is not a number of the trades, such as forging, glazing, engraving, painting, or in two years, and so on. This is an issue that is to be addressed in the show, especially in the show. In particular, it is the first time that an exhibition, in the case of Portland Workshops, is done in the context of the city's residential area.

Making claims:

A Little Mule" is a collective term used to describe self-employed union workers in the 1970s. Individual committees engaged in a variety of social and political activities, while also serving as a platform for the production of ideas for future action. The group was formed in response to the need for a forum to discuss the issues facing union workers and to develop new strategies for organizing. "A Little Mule" was created by a group of workers who shared a common concern about the conditions in their workplaces and the need for a more effective means of organizing.

The workshops are used to organize and promote a range of activities, including training, meetings, discussions, and workshops on issues such as organizing, community building, and advocacy.

The workshops are located in a variety of communities and are open to all union workers, regardless of their affiliation.

Making claims that are not yet fully substantiated.

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Making claims that are not yet fully substantiated.
TUM Conservation Workshop

Conservation students from TUM, Munich visited Sheffield to take part in a Workshop run by the University of Sheffield. The day involved lectures from academics from Sheffield University including Julia Udall, and a tour of Portland Works including short talks by tenants. The day ended in a Workshop about how Portland Works could be developed in the future.

Think about heritage in more creative ways

RELATED TOOLS: Knowledge Transfer Report to Funders.
**TOOL:** Twitter account and hashtags

Portland Works has a twitter account @portlandWorks #PortlandWorks is used quite commonly for events and news and #saveportlandWorks was important during the opposition to the Planning Application. Cristina Cerulli contributed to and gathered this data when making her report to the KT funders.

**AGENCIES:**

- Connecting the project to new social groups
- Keeping it visible

**CATEGORIES:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**RELATED TOOLS:** Portland Works Website, KT Report to Funders.
A Valuation of Portland Works was made in order to be able to secure the loan from the Architectural Heritage Fund, and to enable purchase negotiations to progress. Surveyor Mark Jenkinson valued Portland Works at £400,000 based on a 10x multiplier of the future rental income. His confidence in the maintenance of this income was based on the sound Business Plan created by Portland Works.

Price enables purchase negotiations

Price of building is increased because of the work we have done to develop viable plan and secure funding

**Related Tools:** Purchase Negotiation, Legal Negotiations.
**TOOL:** Volunteer Coordinator

The first Volunteer Co-ordinator was appointed at the 2013 AGM. This role involved inductions for volunteers, organising which volunteers would be available for particular events and tasks and ensuring that volunteers were confident and happy in their work. She also organised two parties for volunteers to thank them for their work and to give them an opportunity to meet Directors, tenants and other long-term campaign members.

**CATEGORIES:**

**AGENCIES:**

Organising volunteers

**RELATED TOOLS:** Volunteer Policy & Register.
The Finance Legal and Governance Working Group developed a Volunteer Policy. This set out what the relationship between the organisation and any volunteer would be and what they should expect in terms of expenses, training and support. A register of volunteers and their skills and availability was developed through Facebook, emails to Shareholders and the Open Days.
The Portland Works Chair set up the first website, obtaining the domain and being the person who took charge of uploading content. This was regularly updated with news and details of meetings, information about the Planning Application and how to get involved.
**TOOL:** Website II

The second website was designed by The Useful Arts as part of the Knowledge Transfer Project. The major aspect of the redesign was creating a series of pages around themes. These included the makers, history pages, a gallery of film and photographs, and information on the Share Issue. Editing of the page was through an editor similar to Wordpress. Content was developed by the campaign team for the new website and the Chair remained the main editor and contributor.

**CATEGORIES:**

**AGENCIES:**

- Professional public face
- Promote PW businesses
- Public face to direct potential donations to
- Demand for accommodation at Portland Works builds credibility
- v.good public face
- Development of ethos
- Record of what we do to Share with others
- Shared info for tenants

**RELATED TOOLS:** Website I, Knowledge Transfer Funding, Knowledge Transfer Workshop, KT Case Studies, Tenants Websites, Share Issue I&II, Bond Issue, Open Access Photography Library.
**TOOL:** Working Groups

There have been a number of Working Groups established throughout the campaign in order to carry out the required work and develop a plan for action. These are Finance Legal and Governance; Building; Marketing Events and Fund-raising and Business Education and Culture. Each group has a number of responsibilities, developing research and proposals that is submitted to the Steering Group for decisions to be made. Since the purchase of Portland Works a budget has been allocated to each group and decisions about spending allocated to each group. Each Working Group must have at least one Director, and ideally two.

**CATEGORIES:**

- Working Groups
- Governance Structure
- All Working Groups
- Steering Group
- Away Day II

**AGENCIES:**

- Getting tasks done
- Ability to make more detailed research and development

Need input of business skills, organisation feels fatigued

**RELATED TOOLS:** Governance Structure, All Working Groups, Steering Group, Away Day II.
Yorkshire Post has run a number of magazine features throughout the course of the Portland Works Campaign, the first in February 2009. A relationship was developed with the regional newspaper and they have featured all the important milestones in the project, such as the initiation of the campaign, the withdrawal of the Planning Application and the purchase of the building.

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**Cutlery works change opposed**

CONSERVATIONISTS have launched a campaign to halt a development project which aims to transform a former cutlery works into new apartments and offices.

A blueprint has been drawn up for Portland Works in Randall Street, Sheffield, which would see the Grade II listed building overhauled with part of it being demolished.

But campaigners from the Victorian Society claim the plans put the historic building under threat, and have called on Sheffield Council to reject the scheme completely.

Alex Baldwin, the society's conservation officer, said Portland Works was in the top six per cent of buildings of outstanding architectural and historical interest in the country.

He added: “We are very concerned that the changes needed to create a large number of flats in Portland Works will significantly alter the
You and Yours featured the Portland Works campaign. A series of interviews were conducted with tenants and campaigners by a producer from BBC Radio Four. The story had been picked up through Indymedia and the feature on the BBC website.

**AGENCIES:**
- Telling stories publicly creates
- Shared purpose

**CATEGORIES:**
- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**RELATED TOOLS:** BBC Website, Indymedia article.
**T**ool: 100k Banked

£100,000 was banked 3 months after the launch of the first Share Issue. This milestone was used in purchase negotiations.

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**Categories:**

- Economic
- Learning and propositional
- Political and democratic
- Social
- Spatial

**Agencies:**

Financial confidence in plan

**Related Tools:** Purchase Negotiations, Purchase, Valuation, Share Issue I.
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