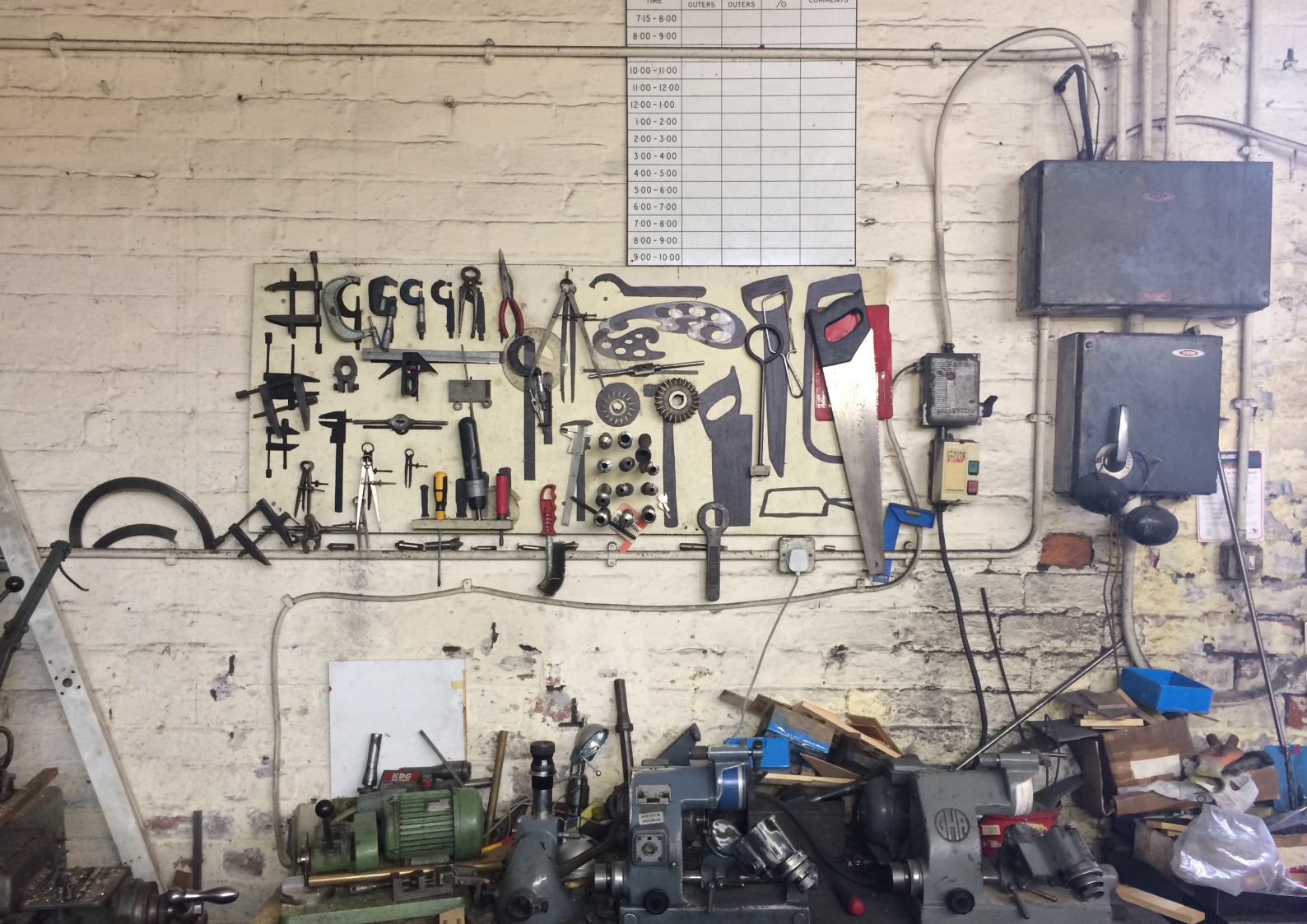


TIME	OUTERS	OUTERS	/O	COMMENTS
7:15 - 8:00				
8:00 - 9:00				
10:00 - 11:00				
11:00 - 12:00				
12:00 - 1:00				
1:00 - 2:00				
2:00 - 3:00				
3:00 - 4:00				
4:00 - 5:00				
5:00 - 6:00				
6:00 - 7:00				
7:00 - 8:00				
8:00 - 9:00				
9:00 - 10:00				



# 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

### DROPS IN AGENCY

-  Loss of support for other projects

### 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



# TOOL: 40<sup>th</sup> 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.



## CATEGORIES:



## AGENCIES:

Using courtyard differently

★  
Drop in agency

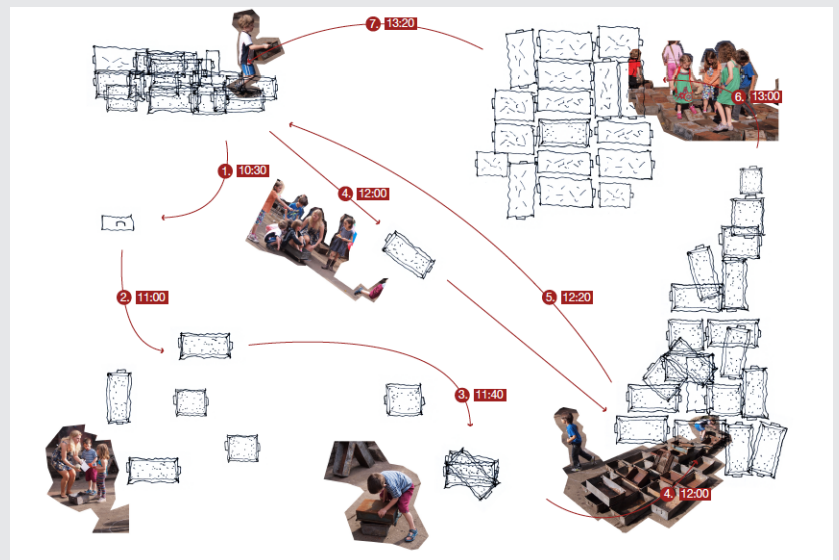
Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



# TOOL: Academic Presentations

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.



## CATEGORIES:



## AGENCIES:

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

Connecting the project to new social groups

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial





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

# 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)

## CATEGORIES:



## 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial





# TOOL: AGM I

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.



## CATEGORIES:



## AGENCIES:

Election of Directors  
Shareholders learning about organisation

Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

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**  
PORTLAND WORKS LITTLE SHEFFIELD LTD  
AGM 2012

All members of the PWLS have the right to vote for Directors at the Portland Works Little Sheffield Ltd AGM 2012. If you are attending the AGM you do not need to complete this form. If you are unable to attend, then you may vote by completing the attached form and returning it to the address at the bottom by Monday 10<sup>th</sup> September 2012.

PORTLAND WORKS LITTLE SHEFFIELD LTD  
ANNUAL GENERAL MEETING (AGM) SEPTEMBER 12<sup>th</sup>, 2012

I, (print name) \_\_\_\_\_, Shareholder ref number: \_\_\_\_\_, certify that I am a member shareholder in good standing with Portland Works Little Sheffield Ltd.

**LIST OF CANDIDATES AND RESOLUTIONS**

Members can only vote once for each candidate. Please mark your vote as a 'v'. Since the Rules of FWLS allow for up to 12 Directors, you may vote for as many of the 11 candidates as you wish.

Stuart Mitchell	Nikky Wilson		
Mark Jackson	Paul Denial		
Sara Urwin	John Clarke		
Alan Deadman	Derek Morton		
Julia Udall	Nuala Mary Price		
Steve Connelly			

	For	Against	Abstain
Item 4: This AGM approves the proposal to dispense with auditors			
Item 5: This AGM approves the proposal to raise £100,000 in the next 12 months, through donations, unsecured loans and share sales.			

Signed: \_\_\_\_\_ Dated: \_\_\_\_\_

Address to return forms to by 10 September: Portland Works Little Sheffield Ltd, c/o Sharrow Community Forum, Old Junior School, South View Road, Sheffield S7 1DB

Portland Works Little Sheffield Ltd Registered as a Community Benefit Society with the Financial Services Authority Register No. 211426, Registered Office Portland Works, Handall Street, Sheffield, S1 4JL

**PORTLAND WORKS**

**THE FIRST ANNUAL GENERAL MEETING OF PORTLAND WORKS LITTLE SHEFFIELD LTD**

To be held at 7pm, 12<sup>th</sup> September 2012 at The Everyone Centre, Broadfield Road Sheffield S8 0XQ

**PORTLAND WORKS**

**AGENDA**

- Apologies
- Chair's Report
- Receipt of the Accounts of the Community Benefit Society
- Appointment of an auditor for 2013.  
Note that under statutory legislation Industrial Provident Societies are entitled to audit exemption if the turnover is below £6.6 million and Assets below £2.8 million. (an IPS charity turnover limit is £250k). The constitution 60(a)-(c) requires the members to vote to apply the exemption every year. The directors propose the audit is dispensed with for 2013 on the grounds of cost.
- Election of Directors
- Resolution: This AGM approves the proposal to raise £100,000 in the next 12 months, through donations, unsecured loans and share sales.
- A decision on application of the surplus in accordance with Rule 65.  
Note there is no surplus for 2012
- AOB
- Questions

Items 5 and 6 are supported by candidates statements and an explanation of financial position.

The AGM will be followed by a social event where we can meet and talk informally, refreshments will be available.

If you are unable to attend the AGM, please complete and return a postal voting form. Voting at the meeting will be by show of hands.

The Everyone Centre is situated in the Heeley Baths building, entrance to the left of the Baths.

# TOOL: AGM II

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.



## CATEGORIES:



## AGENCIES:

### 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial





# TOOL: Apprenticeships Research



The Building Manger 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.

## CATEGORIES:



## 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



## RELATED TOOLS:

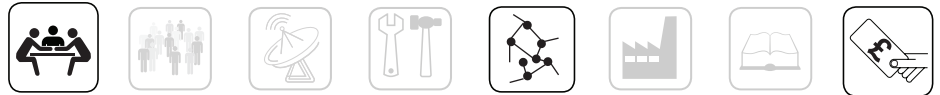
Building Managers Role, Open Days, Makers Lab, Live Projects I & II, Business Education and Culture Working Group.

# TOOL: Architectural Heritage Fund Loan



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.

## CATEGORIES:



## AGENCIES:

Funding for purchase  
200k loan

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

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





# 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.



## CATEGORIES:



## AGENCIES:

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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



# TOOL: Art Sheffield Diverse Economies

Art  
Sheffield  
2013

04 Oct  
- 14 Dec

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.

## CATEGORIES:



## AGENCIES:

Bringing new people in to the Works  
Contextualising activity in wider debates about economy / activism

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial







# 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



Supported using public funding by  
**ARTS COUNCIL  
ENGLAND**

**PORTLAND  
WORKS**

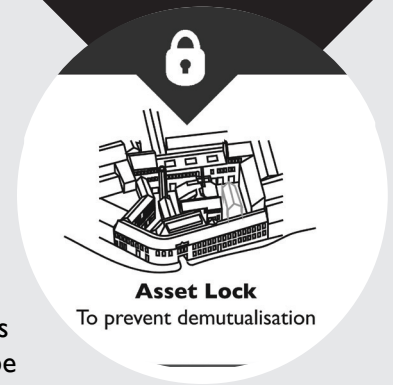


IN ASSOCIATION WITH  
**AGENCY**



# 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

“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.”

# TOOL: Away Day I

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.



## CATEGORIES:



## 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.

★  
Drop in agency

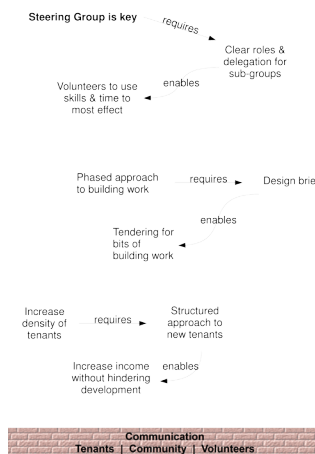
Economic

Learning and propositional

Political and democratic

Social

Spatial



Introduction to the session:

The aim of this session is to allow the Portland Works Committee to review how far along we are in terms of achieving our stated aims from the Portland Works Business Plan, prior to the purchase of Portland Works.

We need to understand what structures we have put in place and the information we have gathered to achieve these aims.

I hope that this will give us the opportunity to share with each other the parts of the puzzle that subgroups and individuals are aware of and working on, and to see any things that we may be neglecting, or where there may be possible conflicts occurring, or we might need to determine priorities before continuing.

I would invite you to add to this diagram of the project. On the left hand side are our agreed aims. To achieve these aims, we will need to put in place structures of governance, management and changes to the building (a proposed design scheme). In order to build these structures we will need certain information; this could be either technical or legal, or about the needs of tenants and other partners. These may already be in place- or currently be a gap in our knowledge.

I have started to fill in some examples of what these might be in order to provoke discussion; this is not yet agreed and could be altered during this process.

One of the key outcomes of this session should be an understanding of how decisions we make to achieve one aim, may (either positively or negatively) impact on our ability to achieve another; this should lead us nicely into Colin's session where we will begin to determine the structures for decision making and determining priorities.



# Pre- Purchase Visioning Workshop

Space Works, Sheffield 17th April 2012



### How to use this diagram:

The aim of this diagram is to allow the Portland Works Committee to review how far along we are in terms of achieving our stated aims from the Portland Works Business Plan, prior to the purchase of Portland Works.

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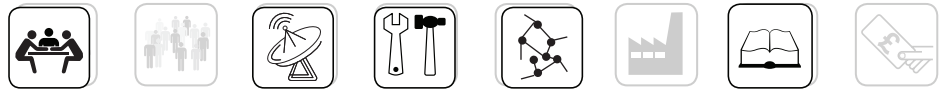
Original IPS Aims	Governance		Management		Building	
	Structure	Information	Structure	Information	Structure	Information
Retaining a mix of tenants involved in metal working, craft and creative industries.		<p>Research into types of tenancies available, &amp; the pros and cons of these.</p> <p>Research into our rights as landlords and how we start to enact these tenancies with existing tenants, &amp; enforce our policies on new and existing tenants.</p>	<p>Outline of management activities to attract and retain mix of tenants (and to work to remove tenants who do not contribute to this?).</p> <p>Outline of management activities to enable the negotiation of shared spaces and resources (such as the courtyard) to ensure compatibility/ compromise between uses and hopefully potential collaborations.</p>	<p>Employee and volunteer job descriptions.</p> <p>Details of potential 'target' tenants.</p>	<p>Provide outline, phased and costed architectural design. This should be produced in relation to the priorities below, the requirements of funders and availability of funding:</p> <p>-provision of accommodation and facilities which will suit different makers' needs.</p> <p>-creation of programme of work that ensure that the disruption to businesses during building work is minimised.</p>	
Providing affordable workshops and studios for craftspeople and the creative industries and for small business start-ups.	<p>Policy to determine how we control rents, and when this will be reviewed.</p> <p>Policy to determine priorities for the organisation: ie. Does affordability take preference over cultural and heritage aims? (etc)</p>			<p>Development of resources to enable management of building- including locations of meters, stop cocks, fire strategies, risks particular to tenants/ processes.</p>		<p>Development of understanding of tenants needs... e.g. What are the requirements of tenants in terms of space and facilities? Can people relocate to another part of the building/ take less space? Etc</p> <p>Details of potential funders and their requirements.</p>
Ensuring that the building is amenable, safe and secure.					<p>Outline phased scheme to ensure parts of the building are suitable for public access, etc.</p> <p>Development of scheme to conserve, restore, make visible architectural and historically significant elements of the Works.</p>	<p>Development of understanding of requirements for public access.</p> <p>Development of understanding of architectural, archaeological and historically significant aspects of the building</p>
Developing the Works as a cultural, educational and heritage resource.	<p>Policy outlining our (initial) aims in this respect and when it will be reviewed.</p> <p>Policy determining what new tenants obligations (if any) are in terms of contributing to this.</p>		<p>Management of volunteers to facilitate events, and the development of education and heritage resources.</p> <p>Making funding bids and partnerships.</p>	<p>Development of knowledge of Health and Safety and training requirements for volunteers.</p> <p>Development of list of funding bids and partnerships to enable heritage and education work.</p>		
Promoting the Works' role in industrial innovation through developing partnerships between tenants and external organisations, support for workplace training and apprenticeships.	<p>Policy determining what new tenants obligations (if any) are in terms of contributing to community benefit.</p>					
Ensuring tenant and community involvement in the management and development of the building.			<p>Design and facilitate a structure to communicate and feed in information regarding key decisions which is suitable for all tenants and interested members of the community to contribute (not just those who will utilise the meetings and email)</p>			
Ensuring the financial sustainability of the Works						<p>Development of understanding of architectural, archaeological and historically significant aspects of the building</p>
Developing the building in an environmentally, <i>socially and historically</i> sensitive way. (Italicised is my addition)						
To inspire others and to be a positive catalyst for change.			<p>Outline for the management of volunteers to maintain and develop outreach.</p> <p>Day to day management of the website resources, networks and relationships.</p>			

# 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.



## CATEGORIES:



## 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

★  
Drop in agency



# 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 made 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial





# TOOL: BBC Website article

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 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.



## CATEGORIES:



## AGENCIES:

Raising concern

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

## SHEFFIELD & SOUTH YORKSHIRE

BBC RADIO SHEFFIELD  
Listen Live Listen Again

- BBC Local
- South Yorkshire
- Things to do
- People & Places
- Nature & Outdoors
- History
- Religion & Ethics
- Arts & Culture
- BBC Introducing
- TV & Radio

- Local BBC Sites
- News
- Sport
- Weather
- Travel
- Neighbouring Sites
- Bradford
- Derby
- Humberside
- Leeds
- Manchester
- Nottingham
- Related BBC Sites
- England

Page last updated at 16:21 GMT, Friday, 23 April 2010 17:21 UK

E-mail this to a friend

### In pictures: Saving Portland Works



# TOOL: Beermat



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.

## CATEGORIES:



## AGENCIES:

Keep people talking about the project

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



# TOOL: Blog: Portland Works

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.



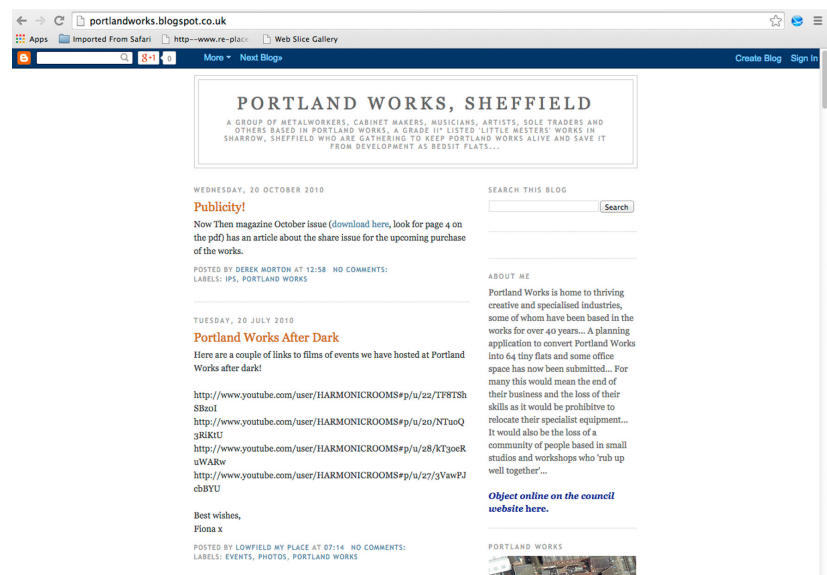
## CATEGORIES:



## AGENCIES:

Attracts involvement of former tenant  
 Public face of campaign linked to SCF website to increase traffic  
 Info Shared on how to legitimately object to Planning Application  
 Building knowledge of how & why it matters

Drop in agency





# TOOL: Bond Issue

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.

## COMMUNITY BOND

Community Bonds are a way for you to lend two issues so far in 2013 raised over £100,000

The next issue is being planned for 2014 - watch

*Financial advice? Local financial adviser Grahe independent perspective. He's part of PHFS br*

Finally - do get in touch if you need to kr

## CATEGORIES:



## AGENCIES:

Cash flow for improvements to building and other costs

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

Portland Works Saved!

**PORTLAND  
WORKS**

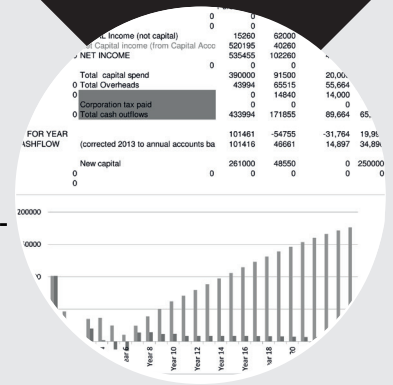
Help secure our future with  
**Community Bond 200**



**Community Bond 200 Offer**  
April - July 2013

# TOOL: Budget Review

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.



## CATEGORIES:



## AGENCIES:

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

Drop in agency

Economic

Learning and propositional

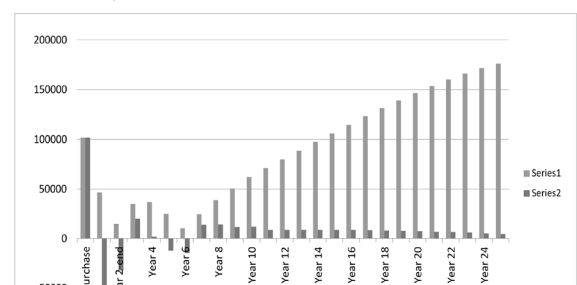
Political and democratic

Social

Spatial

CHANGE FIGURES HERE - ALL FORMULAE

	Purchase	Year 1-end	Year 2-end	Year 3	Year 4
0	0	0	0	0	0
TOTAL Income (not capital)	15260	62000	60,000	68,000	77,000
0 Net Capital income (from Capital Acco	520195	40260	-16,100	-1,266	-32,200
0 NET INCOME	535455	102260	43,900	66,734	44,700
0	0	0	0	0	0
Total capital spend	390000	91500	20,000	0	0
0 Total Overheads	43994	65515	55,664	46,734	42,800
0	0	14840	14,000	18,497	18,400
Corporation tax paid	0	0	0	0	0
0 Total cash outflows	433994	171855	89,664	65,232	61,300
FLOW FOR YEAR	101461	-54755	-31,764	19,999	1,800
VE CASHFLOW (corrected 2013 to annual accounts ba	101416	46661	14,897	34,896	36,700
New capital	261000	48550	0	250000	0
0	0	0	0	0	0



# TOOL: Building Group



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.

## CATEGORIES:



## AGENCIES:

Develop plan for building work  
 Research required on topic carried out by skilled members  
 Influence from 'below' -BG has less authority that 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.

★  
Drop in agency

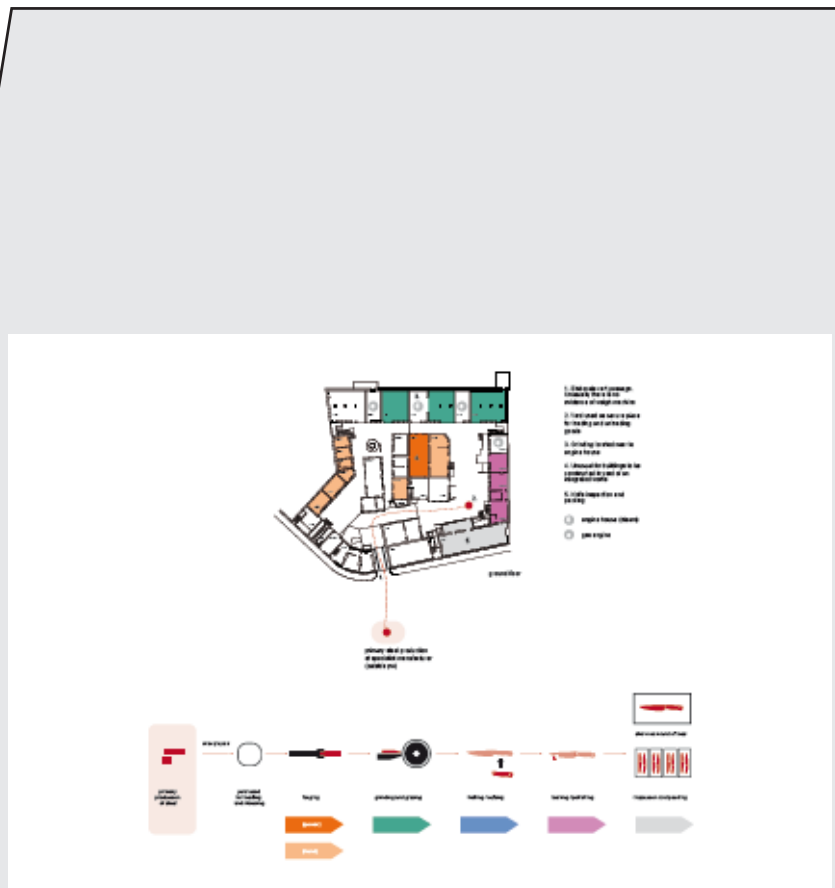
Economic

Learning and propositional

Political and democratic

Social

Spatial





# TOOL: Building Group Executive Summary

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.



## CATEGORIES:



## AGENCIES:

Development of brief for architectural, QS and Engineering work

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

## REVIVING PORTLAND WORKS TOGETHER

AN EXECUTIVE SUMMARY OF THE BUILDING GROUP VISION AND RESEARCH  
DECEMBER 2012



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# TOOL: Building Manager Role

Prior to the purchase of the building went through the role of Building Manger 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.

## CATEGORIES:



## AGENCIES:

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.

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



# 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 tennants.



## CATEGORIES:



## AGENCIES:

Learning about mechanisms to own, manage, restore

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

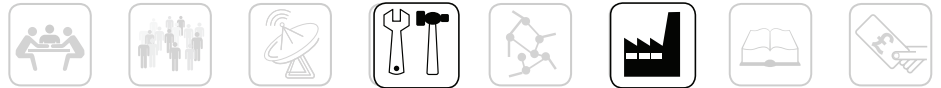
Concern that we needed to understand the implications of different approaches on our key aims, [such as affordable rents, and the working practices of makers] and that decisions are being made unilaterally without this understanding because of pressure from landlord.

# TOOL: Building Work



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.

## CATEGORIES:



## 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial





# 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.



## CATEGORIES:



## AGENCIES:

Refocuses activity with the tenants

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



# 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.



## CATEGORIES:



## 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



# TOOL: Business Plan I

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 PWV website.



## CATEGORIES:



## AGENCIES:

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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

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

*Portland Works: be part of Sheffield's future*

- ensuring tenant and community involvement in the management and development of the building
- restoring and managing the building in a way which is appropriate to its local and nationally historic significance
- ensuring the financial sustainability of the Works
- striving to develop the building in an environmentally sensitive way.

Let's not least, we also hope to inspire others and to be a positive catalyst for change.

**1.2 Ethos and Vision for the Works**

**Our vision for the future is that Portland Works will be a physically sound, fully-occupied building owned and managed in a democratic way by its tenants and supporters. It will provide affordable workshops and studios for craftpeople and the creative industries and for small business start-ups. The management will be responsive to their needs, fostering opportunities for education and promotion of the heritage value of the Works, along with support for workplace training and apprenticeships. We envisage Portland Works playing an important role as the centre of a hub of similar developments in the neighbourhood of Little Sheffield and beyond.**

As a Society, we have great ambitions for the future of the Works. These stem from our belief that it is a unique centre of creative arts and creative industry, which sustains traditions of craftsmanship and innovation in ways that engage with twenty-first century developments in technology, art and design.

We also believe that Portland Works is more than just a collection of businesses. It represents the kind of space that is disappearing in our cities, but is vital to sustaining creativity and a good quality of working life. Portland Works also represents innovation and a new set of possibilities for the next generation.

It is this ethos which has led us to become a social enterprise, to ensure that profits made from running the Works are reinvested in the building and activities that will bring wider social benefits. It is also why we are a democratic organisation. We believe that, as an organisation for the benefit of the community, the Society should be a collective endeavour in which tenants and others with an interest in protecting this wonderful place can play an equal role. And this is why we are an IPS – it means that anyone with an interest in supporting our endeavours can have both a financial stake and a voice in its governance by purchasing shares and so becoming a member of the collective. This business plan is inspired by this ethos and vision. It therefore sets out a proposal which is financially viable but is primarily aimed to maximise social benefit.

**1.3 Who we are**

The Society's members are volunteers who share the common goal of raising the money to buy, renovate, and manage Portland Works on behalf of the whole community. Some are tenants, the rest are drawn from the wider community in

*Portland Works: be part of Sheffield's future*

**3 Realising the vision: Education, Business, Heritage and Culture at Portland Works**

In this section we show how we will achieve our wider vision for Portland Works. Tenants and campaigners have been already been working to realise the ambitions for developing the economic, educational and cultural benefits of the Works to the community in ways which can be seen as a precursor and forerunner of a much wider programme of activities planned for the future when the Society owns and manages the Works. Our approach is to build on the skills and experiences within the tenant and campaign group, and to link with arts, education and community organisations using the listed building as the hub. Its purchase and refurbishment will allow us to develop and expand the work we carry out on site, opening the Works up to the public for training, education and cultural events.



Figure 2: Realising the vision

**2.1 Business**

Manufacturing and the creative industries are under severe threat in this country and the loss of an artisan base in Sheffield would be a severe cultural as well as economic loss to the City. Portland Works, as set out in this plan, is both a

# 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

### Vision

Our vision is that Portland Works will be a physically sound, fully-occupied building, owned and managed in a democratic way by its tenants and shareholders. It will provide affordable workshops and studios for craftspeople and the creative industries and for small business start-ups. We also believe that the Works is more than just a collection of businesses. It represents the kind of space that is disappearing from our cities, but is vital to sustaining creativity and a good quality of working life.

As a social enterprise, surpluses made from running the Works will be reinvested in the building and activities that will bring wider social benefit. The Society will foster 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 inspire others and to be a positive catalyst for change.

### Finance

Financially, this is a long term project: our business plan covers a 25 year period. The first phase ended in 2013 with the purchase of the Works; the current phase involves the longer term management and renovation of the building using revenue from rental income and capital grants. Currently capital requirements are being met from a combination of community share



PORTLAND WORKS BUSINESS PLAN 2014





# Portland Works Business Plan 2014

Making, enterprise & cooperation

A future for Sheffield's creative heritage

# TOOL: Calendar News ITVI

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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



# TOOL: Castle Market Exhibition

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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



## RELATED TOOLS:

Bank Street Arts Exhibition, Photographs of PW, Objections to Planning Application, Features in Political Press.



# TOOL: Centenary Knife

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.



## CATEGORIES:



## 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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

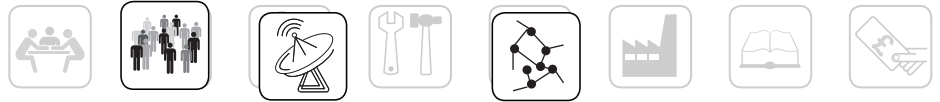


# TOOL: Chair's Role



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.

## CATEGORIES:



## 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.

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

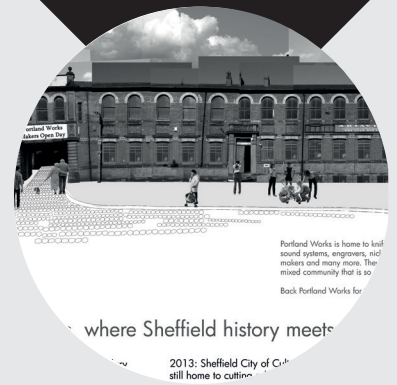
Social

Spatial



# 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.



## CATEGORIES:



## AGENCIES:

Publicity for project with cultural producers

Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



Portland Works is home to knife makers, furniture makers, musicians, artists, sound systems, engravers, nickel platers, electricians, metalworkers, tool makers and many more. They are all innovating and form a vibrant and mixed community that is so characteristic of Sheffield.

Back Portland Works for the Sheffield City of Culture 2013!

Portland Works, where Sheffield history meets Sheffield's future...

1913: The first place Stainless Steel Cutlery was manufactured in the World.

2013: Sheffield City of Culture. Portland is still home to cutting edge 'Making' and a vibrant community.

JMU 2010

# 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

Drop in agency





# TOOL: Clean-Up Days

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.



## CATEGORIES:



## AGENCIES:

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



# TOOL: Co-ops Business Advice

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.



## CATEGORIES:



## AGENCIES:

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

★  
Drop in agency

Economic

Learning and propositional

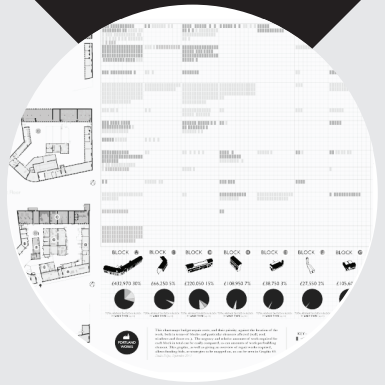
Political and democratic

Social

Spatial

# TOOL: Cold Spots Architectural Work

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.



## CATEGORIES:



## 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

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 FLA G 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.

Drop in agency

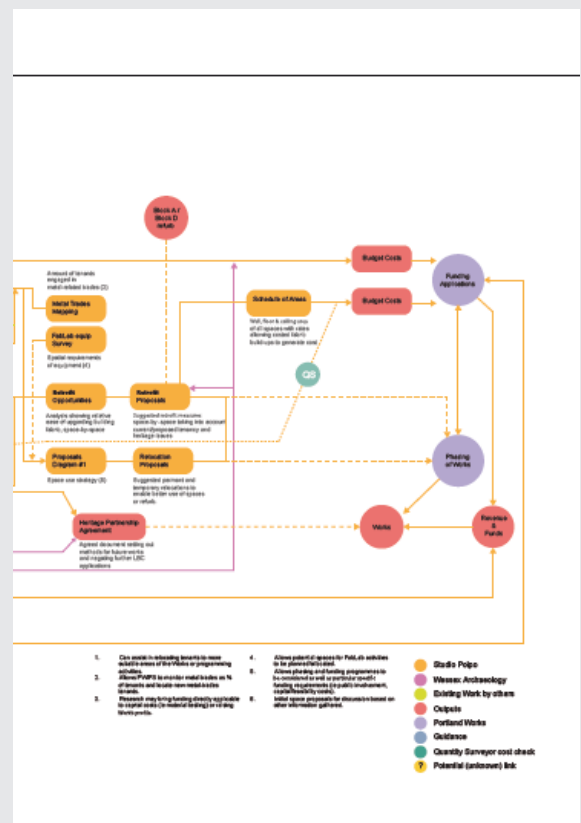
Economic

Learning and propositional

Political and democratic

Social

Spatial







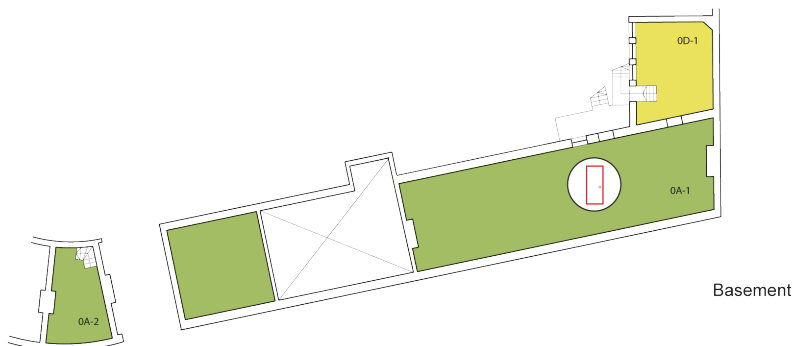
Ground Floor

## Portland Works Significant Elements

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

These should be cross referenced with the Wessex Archaeology room data gazetteer

- |  |                               |  |                       |
|--|-------------------------------|--|-----------------------|
|  | Layout / circulation / access |  | Door                  |
|  | Ceiling                       |  | Fixtures and fittings |
|  | Wall                          |  | Heating               |
|  | Floor                         |  | Power                 |
|  | Window                        |  |                       |



Basement

# TOOL: Community Land Trust Conference

The Manager of Sharrow Community Forum attended the annual national Community Land Trusts conference.



## CATEGORIES:



## AGENCIES:

Possible ownership model understood

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

# 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.

0,38  
Portland Works, Randall Street, Sheffield  
Portland Works Little Sheffield Ltd

Building Survey Report

Revision T0



## CATEGORIES:



## AGENCIES:

Understanding risk  
Understanding costs, and risk

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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

BUILDING SURVEY REPORT – PORTLAND WORKS

Location / Element	Construction	Condition / Defects	Remedial Works	Costs / Year			
				H & S	Year 2	Year 5	Year 10
<b>EXECUTIVE SUMMARY</b>	<p>Portland Works is an historic building, which over recent years has had minimal maintenance and improvement works carried out to the structure and fabric. Consequently the building overall is in relatively poor condition, with many elements having reached the end of their serviceable life, in need of either complete renewal or repair.</p> <p>The poor condition of the principle structural elements, roofs and external walls, including doors and windows, has led to water ingress and consequential damage to internal structural elements and finishes.</p> <p>Significant remedial works are therefore required to maintain the buildings in a wind and watertight condition, and to prevent further damage to the structure and fabric.</p> <p>The ad-hoc nature of how the building has changed over the years, in terms of occupation, operations and alterations, and lack of any active or passive fire protection, has significantly increased the fire risk, and led to a relatively poor strategy in terms of means of escape in the event of a fire. Significant improvements will be required to enable the building to be managed safely, including fire detection, emergency lighting and upgrading fire resistance of principal elements.</p> <p>In addition, we understand there is no Asbestos Register or Management Plan for the building. To meet your legal obligations and comply with current legislation, it is essential that an Asbestos Survey is carried out in the first instance to ascertain whether there are any asbestos containing materials within the building.</p> <p>We have summarised below the principal items that need to be addressed to return the building to a standard fit for occupation, commensurate with current requirements:</p> <ul style="list-style-type: none"> <li>Structural repairs and maintenance works to external walls, including rebuilding works, tanking and damp proofing works.</li> <li>Remove all vegetation growth and stored debris to external walls and roofs.</li> </ul>						

# TOOL: Directors Induction I

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.



## CATEGORIES:



## AGENCIES:

Setting out ethos

Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



**PORTLAND WORKS**

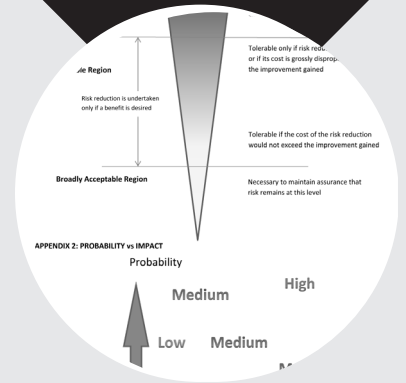
Providing affordable workshops & studios for craftspeople & the creative industries and for small business start-ups.

Our Aims  
Directors and Volunteers Induction  
27th October 2012  
[www.portlandworks.co.uk](http://www.portlandworks.co.uk)

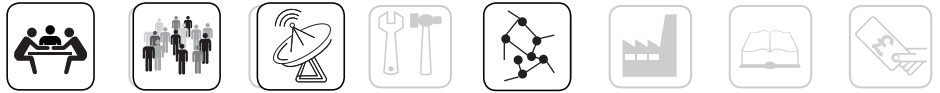


# TOOL: Directors Induction II

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.



## CATEGORIES:



## AGENCIES:

Sharing research & project development to date with new people

Rules and responsibilities made clear to new (and old) Directors

Getting to know new people

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial







# The Portland Works Makers

## Craftsmen, Makers, Artists, Musicians



**PML Plating**

Pete Ledger is one of very few silver platers in the city, converting boxes of old green and corroded cutlery into gleaming 'as new' objects to admire. He's one of the newest tenants and set up here 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 extremely high quality results 'the old way' (no laser engraving here) for individual customers and for manufacturers throughout the country



**Wigfull Tools**

Oldest worker could be Ray Turner at Wigfull Tools, forging for 60 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 1978. His slate rippers must be the best in the business and seeing him forge one on a century-old spring hammer is a formidable sight.



**Square Pegs**

Mark Jackson takes raw materials to produce his unusual patented coathook system for schools, using a mix of traditional and hi-tech processes. A start-up business in 2005, Square Pegs' installations are being put in all over the country. Mark has designed and made most of the jigs and tools he uses in the old Mosley cutlery workshops.



**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.



**Walmar Joinery**

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



**Portland Electrical**

Richard Whiteley of Portland Electrical reckons the Hallamshire Hospital would fall apart without his maintenance work on the motors in their air conditioning. He and Phil service and rewind electric motors across South Yorkshire



**Quality Cabinetry**

Paul Hopprich makes bespoke kitchens and furniture in natural wood - no mdf or chipboard for Paul, a skilled woodworker who's been at the Works for over 20 years.



**The Artists**

Clare Hughes: painter/printmaker  
Shelley Hughes: painter  
Christine Kennedy: writer and performance artist  
Nuala Price: fine artist, multimedia  
Mary Sewell: visual artist, painter/photographer  
Leslie Wilson: painter, mixed media

The studio space in Portland Works was formerly a grinding shop for knife production- since then it has had many other uses including the production of fishing nets. Now it houses six women artists producing and exhibiting artwork in a range of media including: painting, print making, mixed media, photography (including digital), sculpture, performance and installation. The studios are 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, events in the artist's lives and movements in art history. Often the history and sensory textures of the working community and building are absorbed into the artists' work



**Sequoia Sound Studios**

Olly and Darren run Sequoia Sound Studios, hosting many new, small or struggling bands, and being DJ's for events.



**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.

*“a community of people based in small studios and workshops who ‘rub up well together’...”*



**Stuart Mitchell Knives**

Stuart Mitchell took the business over from his Dad, also called Stuart, in 1996. His Dad was here since 1980, 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 gunmakers.

# PORTLAND WORKS

Randall Street Sheffield S2 4SJ England

[www.portlandworks.co.uk](http://www.portlandworks.co.uk)

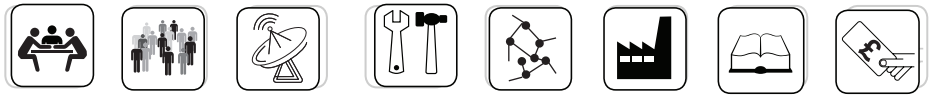


# TOOL: Distinctive Sharrow

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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial





# 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

 Drop in agency

Economic

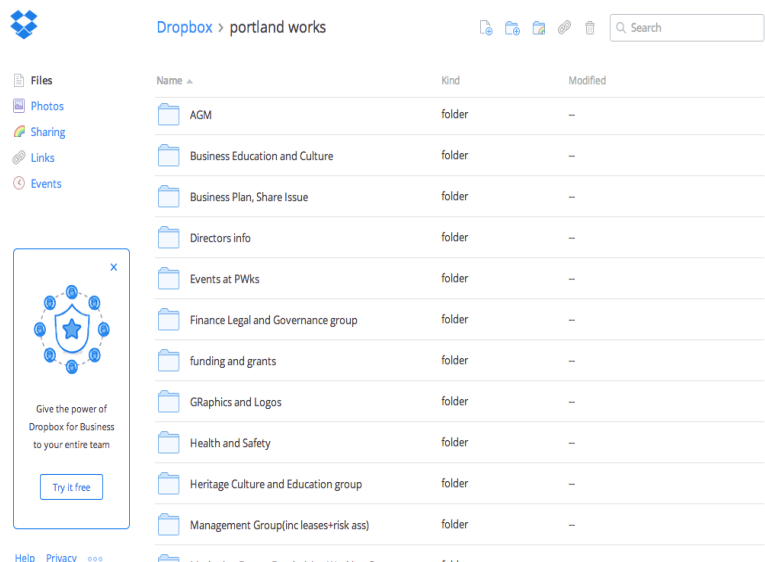
Learning and propositional

Political and democratic

Social

Spatial

Some people find Dropbox difficult to use/ cant 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



Dropbox > portland works

Name	Kind	Modified
AGM	folder	-
Business Education and Culture	folder	-
Business Plan, Share Issue	folder	-
Directors info	folder	-
Events at PWks	folder	-
Finance Legal and Governance group	folder	-
funding and grants	folder	-
Graphics and Logos	folder	-
Health and Safety	folder	-
Heritage Culture and Education group	folder	-
Management Group (inc leases+risk ass)	folder	-

# TOOL: E-mail Addresses

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.



## CATEGORIES:



## AGENCIES:

Strengthen/ expand group  
Share info

 Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

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

----- Forwarded message -----  
From: Nicola Wilson <[nikky@portlandworks.co.uk](mailto:nikky@portlandworks.co.uk)>  
Date: 31 July 2014 14:04  
Subject: Re: MArch Dissertation - Portland Works  
To: Julia M Udall <[j.udall@sheffield.ac.uk](mailto:j.udall@sheffield.ac.uk)>

Hi Julia

Happy to meet her as well - am around for all of August except 7th to 12th.

Best wishes  
Nikky

On 30 July 2014 14:41, Julia M Udall <[j.udall@sheffield.ac.uk](mailto:j.udall@sheffield.ac.uk)> wrote:  
Hi Jessica,

Thank you for your email. Yes- we could meet one lunchtime and have an interview about PW... When are you thinking?

The alternative (if you can do so either before the 5th or after the 27th August as he is away for those three weeks) would be to speak to Mark Parsons, the author of the attached report who has been working in a more strictly architectural capacity and might be a better parallel to your other case studies? It depends what kind of insight you want/ what your other cases are I suppose...

I should say that either Derek (our former chair) or Colin (our building manager) or Steve or Nikky (current treasurer and chair) are good people to speak to on the community side of things... They have all been involved in one way or another for 5 or so years! I copy them in to this email... I know that a few people are away for a while with it being summer- what are your time scales for this?

# 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:



## AGENCIES:

Learnt Share issue was viable

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

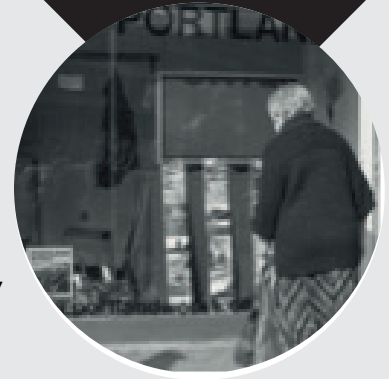
Social

Spatial

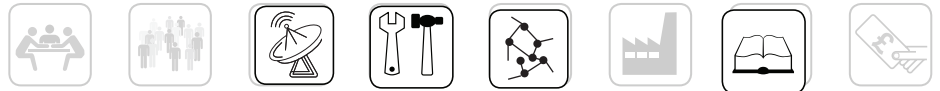


# TOOL: English Students' research

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.



## CATEGORIES:



## AGENCIES:

### Attracting new Shareholders

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

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.





# TOOL: Environmental Consultant Report



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.

## CATEGORIES:



## AGENCIES:

Environmental concerns brought into Business Plan



Economic

Learning and propositional

Political and democratic

Social

Spatial

**Sustainable Building**  
 Training, Green building  
 Consultancy, Surrey  
 Blok Parson 59 Smithy Wood Crescent,  
 Sheffield, S8 0BY  
 Tel: 0794 107 8113 Email: info@sustainablebuilding.org.uk  
 Web: www.sustainablebuilding.org.uk



**Portland Works**  
**Randall Street**  
**Sheffield**  
**S2 4SJ**

**Energy and sustainability study**  
**Report prepared by Nick Parsons**

**Final report 1<sup>st</sup> May 2013**

### 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 UKs largest community Share issues. In 2011 they were featured in the Guardian Magazine.

## CATEGORIES:



## AGENCIES:

Seeing others doing it shows possibilities

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

## RELATED TOOLS:

Share Issue I, Informal Conversations.

# TOOL: Features in Campaign Press

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:



## AGENCIES:

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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



# TOOL: Finance Legal & Governance



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.

## CATEGORIES:



## 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

Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

**PORTLAND WORKS**  
Minutes: dm

**Finance, Legal and Governance group**

Date/Location: 17 Oct 2012, 43 Southgrove Road, 3.00 - 5.00  
Attendance: Alan Deadman, Tim Reynolds, Emma Green, Derek Morton, Steve Connolly, Margo Huxley

**Item 1** **Works purchase process:** Derek has spoken to Andy Richardson at AHF to clarify last set of requests from AHF solicitor: most of this is now cleared up, to be sent a simplified version of the cashflow spreadsheet. **TASK**  
Emma  
/Derek

**2** **Cashflow predictions** - revised spreadsheet model presented by Emma.

**3** **Share issue** upper lower limits? Time limits? Start / end?

**4** **Loanstock** - commercial rates ethical? Time limits? Start/End? Compound interest?

**2,3,4** **A wide ranging discussion** referring to the cashflow spreadsheet:

**Conclusions:**

Refurb may not bring in such significant benefits, according to the model. Sensitivities are far more to do with rental income maintained, capital inputs.

With existing finance, we can put £30k into building emergency work but need to borrow full amount from Key Fund to meet our purchase commitments, and go into debt in year 3.

Cashflow predictions show we are undercapitalised and need to raise more, as agreed at the AGM. There is no minimum to raise as the Key Fund capital can be used as bank of last resort, although interest rates are high. However a minimum of 50k raised from the share issue / loanstock offer in the first six months of ownership, would balance the budget for years 2 and 3 and beyond, but offer no capital for building work.

Therefore the balance between shares and loans isn't predictable, feeling was 20k shares 30k loans were feasible minimums for each although still needing a certain amount of Key Fund top-up.

Up to 70k from Shares / loanstock would be needed to service all capital outgoings in year 2 (mainly Holland Steel payments) and prevent us going negative in year 3, without Key Fund top-up.

Anything over 70k would contribute to the Building project fund.

Raising the full £100k would provide 30k to the building. Raising more would not be a disadvantage, (although would need approval from a general meeting?)

Share issue to run for six months (option to extend again) from launch date (probably Feb - July 2013?); needs close coordination with Fundraising/Marketing Group.

Loanstock to be timed - loans to run from start April 2013 to end April 2016, interest compounded.



# TOOL: Floor Plan linked to spreadsheet

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.



## CATEGORIES:



## AGENCIES:

Enables tenant management  
Enables tenant management

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

As of October 2019 our measurements showed that the site had the following space:

		BLOCKS A-D		BLOCKS E-H		BLOCKS I-L		WHOLE SITE	
		TOTAL AREA	TOTAL AREA	TOTAL AREA	TOTAL AREA	TOTAL AREA	TOTAL AREA		
BLOCK A	1174 Sq M (11)	102.85	881.31	0.00	881.31	1174 Sq M (11)	102.85	881.31	0.00
BLOCK B	1174 Sq M (11)	102.85	881.31	0.00	881.31	1174 Sq M (11)	102.85	881.31	0.00
BLOCK C	1174 Sq M (11)	102.85	881.31	0.00	881.31	1174 Sq M (11)	102.85	881.31	0.00
BLOCK D	1174 Sq M (11)	102.85	881.31	0.00	881.31	1174 Sq M (11)	102.85	881.31	0.00
BLOCK E	1174 Sq M (11)	102.85	881.31	0.00	881.31	1174 Sq M (11)	102.85	881.31	0.00
BLOCK F	1174 Sq M (11)	102.85	881.31	0.00	881.31	1174 Sq M (11)	102.85	881.31	0.00
BLOCK G	1174 Sq M (11)	102.85	881.31	0.00	881.31	1174 Sq M (11)	102.85	881.31	0.00
BLOCK H	1174 Sq M (11)	102.85	881.31	0.00	881.31	1174 Sq M (11)	102.85	881.31	0.00
BLOCK I	1174 Sq M (11)	102.85	881.31	0.00	881.31	1174 Sq M (11)	102.85	881.31	0.00
BLOCK J	1174 Sq M (11)	102.85	881.31	0.00	881.31	1174 Sq M (11)	102.85	881.31	0.00
BLOCK K	1174 Sq M (11)	102.85	881.31	0.00	881.31	1174 Sq M (11)	102.85	881.31	0.00
BLOCK L	1174 Sq M (11)	102.85	881.31	0.00	881.31	1174 Sq M (11)	102.85	881.31	0.00
TOTAL AREA	1174 Sq M (11)	102.85	881.31	0.00	881.31	1174 Sq M (11)	102.85	881.31	0.00



# 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:



## 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

★  
Drop in agency

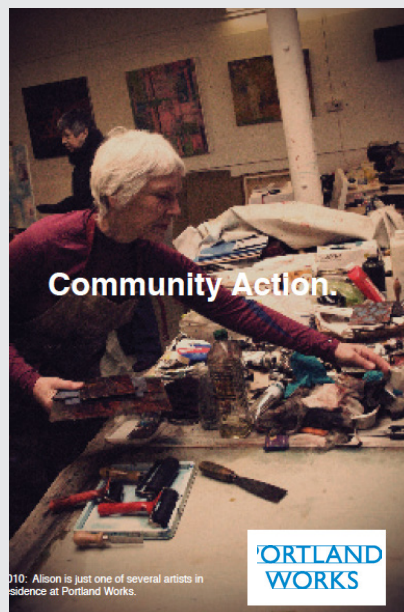
Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



Portland Works is a historically significant metalworks factory where stainless asteel 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](http://www.portlandworks.co.uk)

**PORTLAND  
WORKS**

# TOOL: Forge News, TUoS

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:



## AGENCIES:

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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

# TOOL: Galvanise Festival

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.



## CATEGORIES:



## AGENCIES:

- Tenants as representatives
- Tenants speaking to the public
- Legitimacy to raise concern
- Sharing issues publicly
- Visitors learning about skills at PW
- Tenants telling people how to object
- Visitors connecting to campaign group
- Drawing people in
- Drawing people in to the project

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

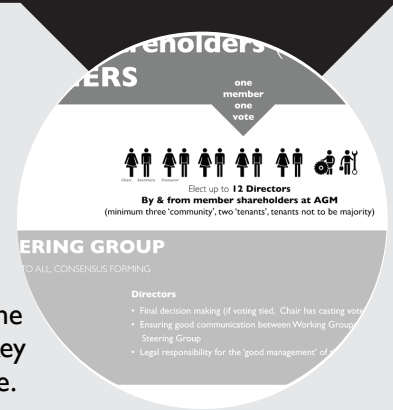
Social

Spatial



# TOOL: Governance Structure

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.



## CATEGORIES:



## AGENCIES:

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.

Drop in agency

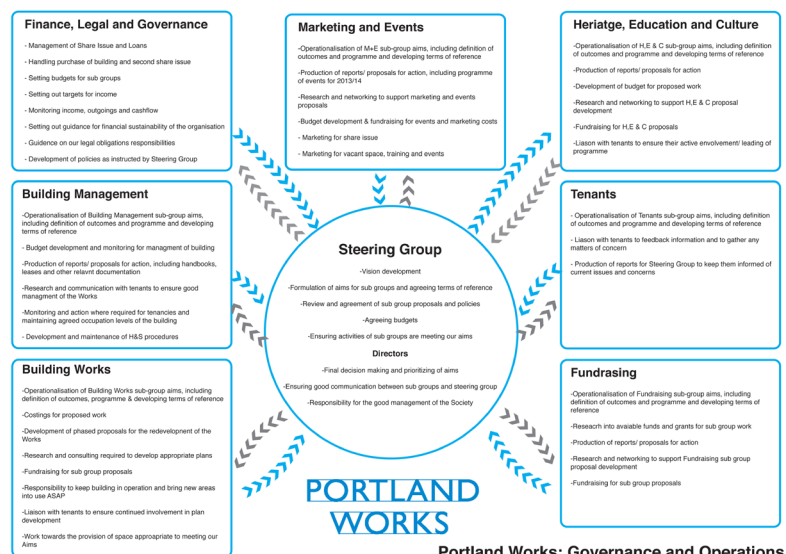
Economic

Learning and propositional

Political and democratic

Social

Spatial



Portland Works: Governance and Operations

# Portland Works IPS Shareholders (500+)

## OWNERS



**Asset Lock**  
To prevent demutualisation

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)

## 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
- Develop cultural partnerships within the city
- Promote our role within the city & advocating for small/micro businesses & social enterprise
- Working with tenants to understand opportunities & their needs

COMMISSION/CARRY OUT WORK

### Finance Legal & Governance (FLaG)

- Management of Share Issue and Loans
- Setting budgets for working groups
- Setting out targets for income
- Monitoring income, outgoings & cashflow
- Setting out guidance for financial sustainability of the organisation
- Guidance on our legal obligations
- Development of policies as instructed by Steering Group

COMMISSION/CARRY OUT WORK

### 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 bid development
- Networking to support marketing & events

COMMISSION/CARRY OUT WORK

### Building Manager (Employed by PW IPS)

- Day-to-day management of the building
- Liason 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

COMMISSION/CARRY OUT WORK

### 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 Works
- Monitoring (& action as required) of tenancies to maintaining agreed occupation levels

COMMISSION/CARRY OUT WORK

### Building

- Develop costed proposals for phased redevelopment of the Works
- Research & consultation to develop appropriate plans, including commissioning of consultants, meeting our Statutory Obligations, understanding requirements for public access, etc
- Fundraising for Building Work
- Responsibility to keep building in operation & bring new areas into use
- Liaison with tenants to ensure continued involvement in plan development
- Development of statements of our approach to design, heritage, access, public face, and environmental concerns.

COMMISSION/CARRY OUT WORK

BUSINESS PLAN IMPLEMENTED

BUSINESS PLAN IMPLEMENTED

VOLUNTEERS, CONSULTANTS & EXTENDED NETWORKS

Portland Works Little Sheffield

### Governance Structure

#### Directors Induction

November 2013

Julia Udall

**PORTLAND  
WORKS**

# 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:



## AGENCIES:

Making structures clear to Directors

Better understanding of our structure allows people to act

Understanding how decisions are made

Publicly Share structure

Drop in agency

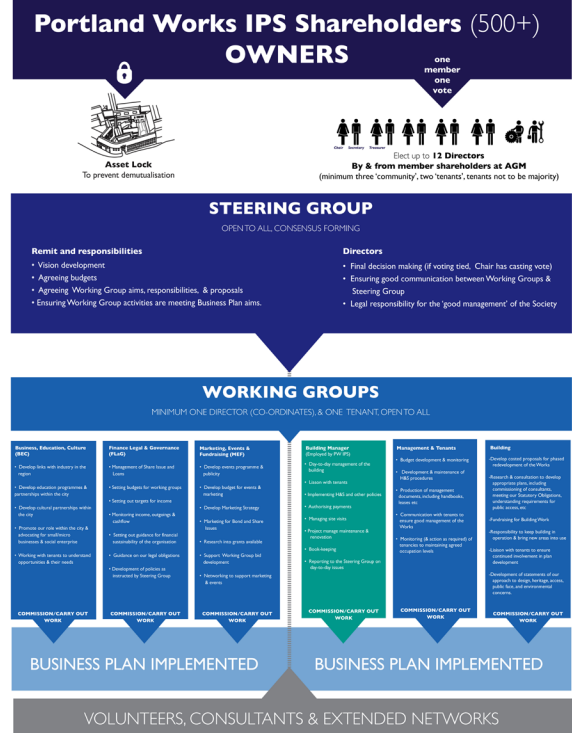
Economic

Learning and propositional

Political and democratic

Social

Spatial



Portland Works Little Sheffield  
Governance Structure  
Directors Induction  
November 2013  
Julia Lloyd

PORTLAND WORKS

# 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.



## CATEGORIES:



## 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'

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

# PORTLAND WORKS

**Community purchase to save the birthplace of stainless steel manufacturing for our City.**

***Buy a share and become part of this exciting project***

Find out more at our stall or by contacting us:  
**info@portlandworks.co.uk**  
**www.portlandworks.co.uk**





# TOOL: Grinding Shop



Wigfull Tools owner Andrew Cole had to make a number of people redundant 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.

## CATEGORIES:



## AGENCIES:

Temporary archive & meeting place  
 Hang out together  
 Foothold in the Works

★  
 Drop in agency

Economic

Learning and  
 propositional

Political and  
 democratic

Social

Spatial

Cumulative wobbles, few people  
 attending meetings



# 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

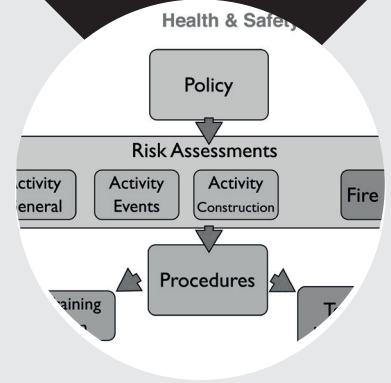
Social

Spatial



# 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.



## CATEGORIES:



## AGENCIES:

Good advice, learning our legal responsibilities  
 Risk management  
 Clear induction

★ Drop in agency

Economic

Learning and propositional

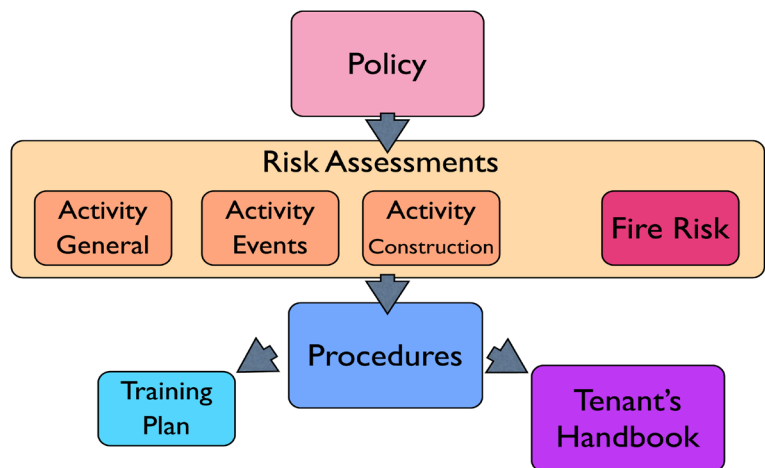
Political and democratic

Social

Spatial

Portland Works

### Health & Safety System



# TOOL: Heritage Heroes, BBC2

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.



## CATEGORIES:



## 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial





# 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

★  
Drop in agency

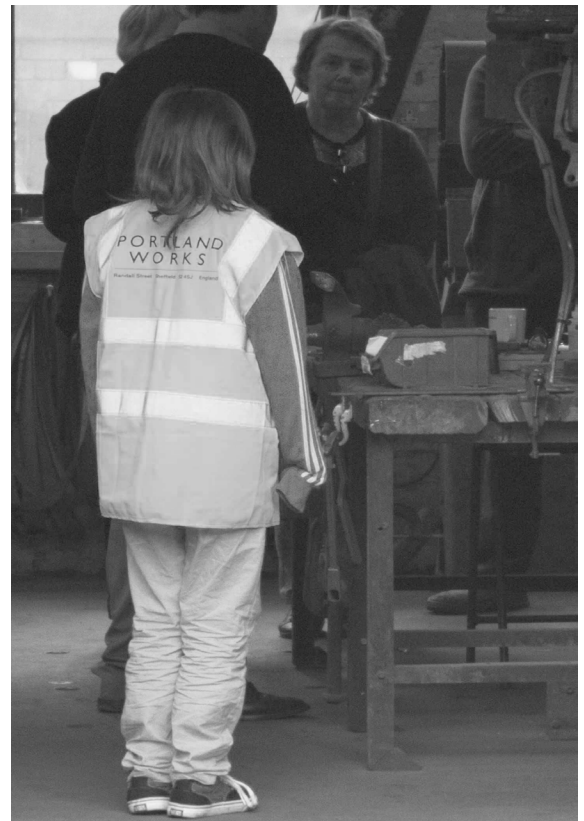
Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



# TOOL: Historical Research

A tennat 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.



## CATEGORIES:



## 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

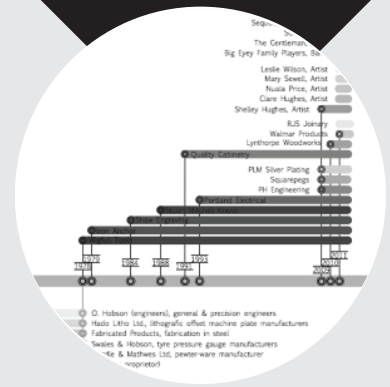
Social

Spatial



# 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.



## CATEGORIES:



## 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.

Drop in agency

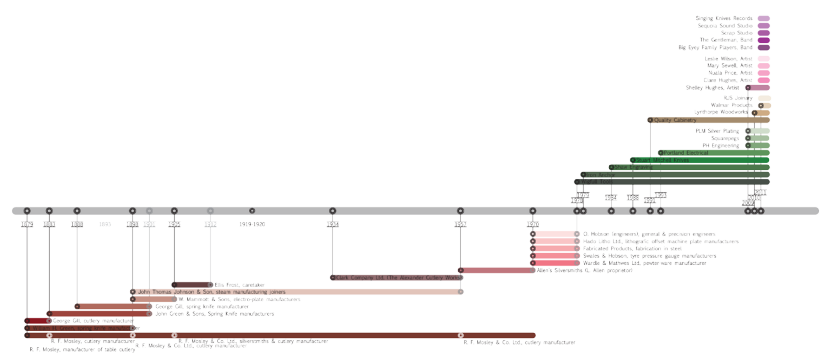
Economic

Learning and propositional

Political and democratic

Social

Spatial



# TOOL: HLF Funding bid



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.

## CATEGORIES:



## AGENCIES:

Repairs to make building wind and water tight stop deterioration  
Money for repairs and renovation bid for

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.

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

## Who we are... the numbers

30,000sq ft of workshop and studio space

Currently 25 small businesses

Raised £595,000 to date

Our 2013-2014 annual turnover is approximately £100,000

Shareholders- almost 500  
...which makes us one of the largest community share issues in the country..



HLF 'Heritage Enterprise' Bid, April 2014



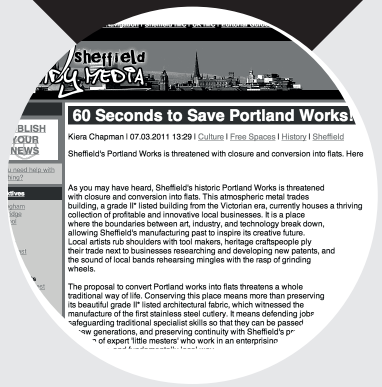
## RELATED TOOLS:

Website II, Sharrow Community Forum, Cold Spots, Makers Lab, Repairs to the Building, Studio Polpo, Indymedia Blog .



# TOOL: Indymedia Blog

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.



## CATEGORIES:



## AGENCIES:

Getting national attention

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

# 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:

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

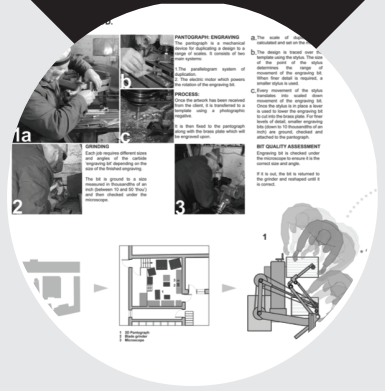
- Develop values
- Get admitted to 'the core'
- Gather tenants together
- Stag & PW friendships
- Way of getting to know others at PW
- Became aware of personal issues
- Proposing the 'how'
- Understanding and clarifying issues
- Drawing out concerns
- Learning about impact on other's businesses
- Understanding 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



# 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:



## AGENCIES:

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

★  
 Drop in agency



- courtyard uses**
- 1 drying painted / glazed wood
  - 2 skip
  - 3 heating waste
  - 4 delivery and parking
  - 5a long term storage
  - 5b storage of materials in use
  - 5c short term storage
  - 6 cleaning equipment
  - 7 powder coating

# TOOL: 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:



## AGENCIES:

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

Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

**ares**  
 We are a design agency with a passion for delivering things others see as impossible, sustainable and often hard to do. We are a team of creative people, we provide a complete range of design services from concept to completion. We are a team of creative people, we provide a complete range of design services from concept to completion.

**HARLAND Cafe**  
 The Harland Cafe is the heart of the Triangle. We do more than just serve coffee and cakes, we offer a place where you can relax and enjoy the view. We do more than just serve coffee and cakes, we offer a place where you can relax and enjoy the view.

**Portland Works**  
 We are a community owned, not for profit, organisation. We are a community owned, not for profit, organisation. We are a community owned, not for profit, organisation.

**TATTOO**  
 We are a community owned, not for profit, organisation. We are a community owned, not for profit, organisation. We are a community owned, not for profit, organisation.

**SUBMINIMAL STUDIOS**  
 We are a community owned, not for profit, organisation. We are a community owned, not for profit, organisation. We are a community owned, not for profit, organisation.

**TRUST THE COMMERCIAL PROPERTY EXPERTS**  
 The Commercial Property team at O'Leary & Coward Solicitors LLP has a wealth of specialist experience in dealing with a wide range of commercial property matters.

**PORTLAND WORKS**  
 Sheffield's only community owned heritage project. A centre for excellence in craft, manufacturing, engineering and design.

**INSIDE THE TRIANGLE**  
 SUNDAY 19TH MAY 11AM TO 9PM

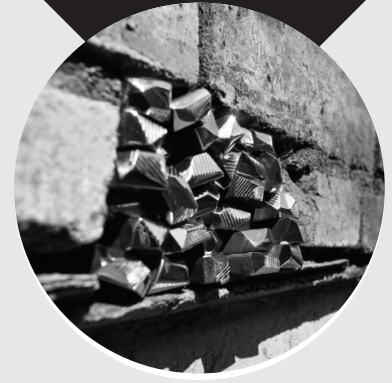
**FIND OUT WHAT'S HAPPENING IN THE JOHN STREET TRIANGLE CONSERVATION AREA!**

**CONTACT:**  
 0114 278 342



# TOOL: Jerwood Artist's Residency

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.



## CATEGORIES:



## AGENCIES:

National publicity, to art world, at prestigious Jerwood Prize  
Artist Works with PW makers to  
Share skills and do new things

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



# 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.

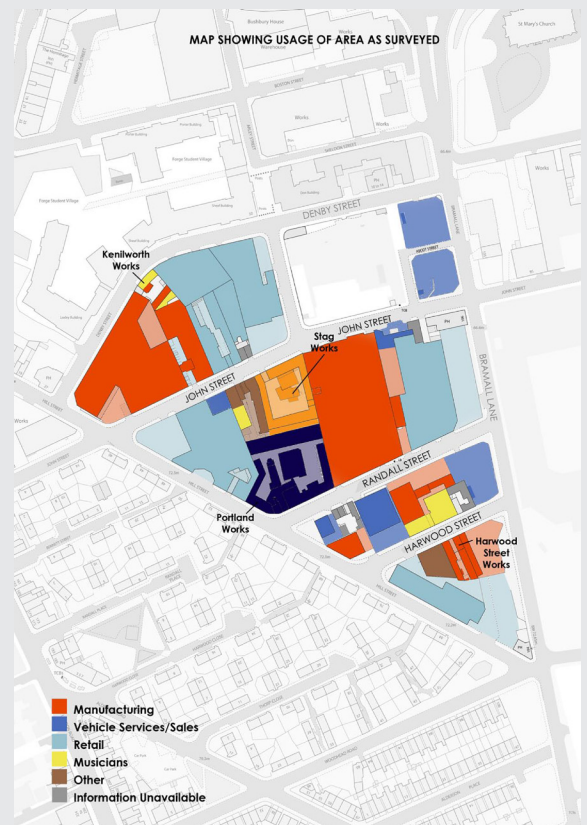
## CATEGORIES:



## 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

Drop in agency

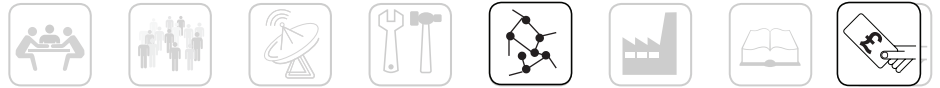


# TOOL: Key Fund Share purchase & loan

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.



## CATEGORIES:



## AGENCIES:

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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

Peritrad Works  
Summary of Investment by Key Fund - Grant £5,000, Loan £20,000, Equity £20,000  
Offer dated 27 April 2012

Loan Terms [REDACTED]

Early repayment of loan [REDACTED]

Grant [REDACTED]

Equity [REDACTED]

Terms and Conditions for grants and loans:

[REDACTED]  
- records relating to the project until December 2023, ensure available on request

Get their agreement in writing for

- material changes to the project
- sell, transfer or dispose of equipment (and repay the grant/loan from proceeds)
- making changes to governing document
- change of banking arrangements

Acknowledge Key fund and EU in

- Annual Report
- Chair report at AGM
- Accounts which cover the grant/loan period
- publicity material, link to their website and use Logos on all stationary/website

Monitoring

- Supply evidence of insurance
- Send management accounts (Profit & Loss, Balance sheet) Quarterly
- Send Financial statements to them within 6 months of Year end

Page 1 of 2

# 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

### The Culture of Portland Works

introduction, presentations and group discussions





# TOOL: Knowledge Transfer Workshop



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.

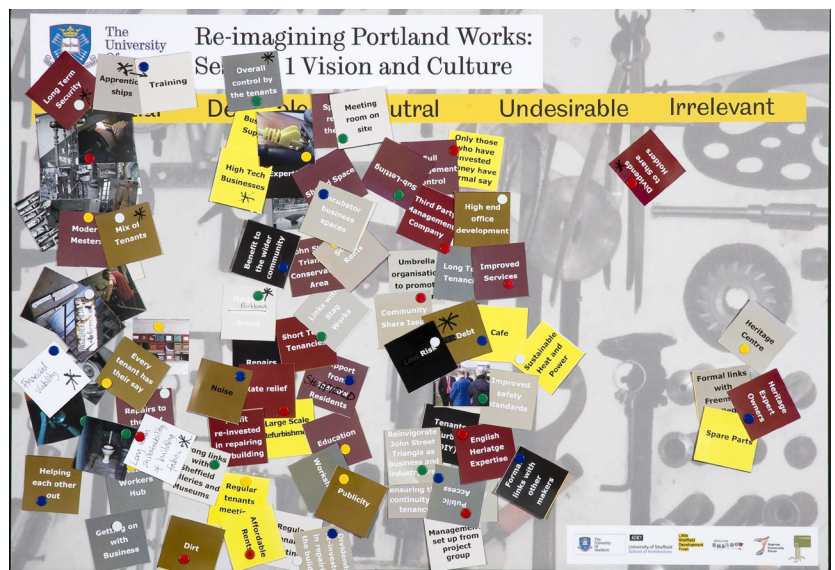
## CATEGORIES:



## AGENCIES:

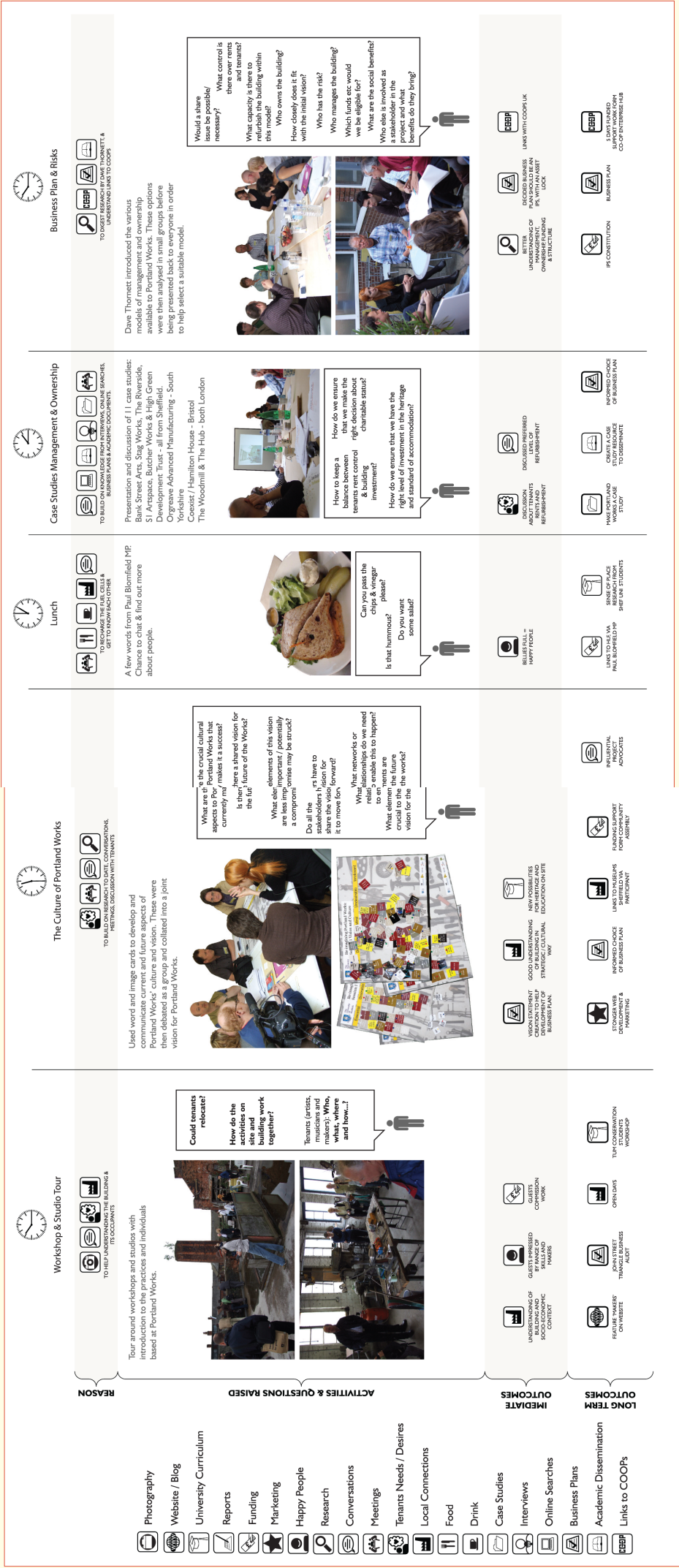
- Agree aims
  - Learning models of management and ownership
  - Moved from oppositional to propositional
  - Research has practical application
  - Gaps in post ownership strategy revealed
  - Vision development
  - Feeling it was a good fit with Squarepegs (own business)
  - Not following existing model, making own
  - Understood structure & what to do
  - Understand different methods of management and ownership
  - Can see what needs doing
  - Models of management & ownership
  - Making key people aware of issues
  - Organises resources
  - Legitimacy to become IPS
  - Model that allowed tenants to have a say, democratic
  - Stating that we want to move forward under a model
  - Legitimacy to act as organisation
  - Raise issue of impact on people
  - Assertion we wanted to 'take the reigns'
  - Tenants central
  - Tenant involvement
  - Co-op support funding
  - Route to 'not be subject to whims of a property developer'
  - Resources/ skills
  - Emotional presence of tenants
  - Ability to 'take an 'arms length' role
- Current Chair does not attend Workshop

Drop in agency



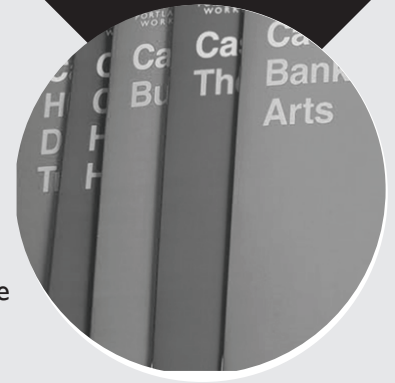
# Project workshop

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.



## CATEGORIES:



## 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.

Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

**Location**  
Sheffield, South Yorkshire

**Site information**

**Address**  
Portland Works  
Academy Street  
Sheffield  
South Yorkshire  
S1 2NE

**Project Size**

**Area Breakdown**

Approximately 1000 sqm workspace on ground level, plus two floors of residential conversions.

Page 4 of Case Studies

**Management**  
Coexist at Hamilton House's Organisation

**Overview**

**Additional Notes**

Regular tenants meetings provide the opportunity for tenants to influence the decisions made by the management, who are ultimately responsible for this process. Coexist has this model efficient, as it enables for elevated tenants without relying on those who have no interest in this process.

Coexist report to the owners about physical alterations made to the building, but have all freedom in managing and developing the site and it's activities, public profile and finances.

Tenants at Coexist are positive about the management structure and their co-existence with other creative and artistic organisations. James Lusk of The Bristol Bike Project an organisation who provide enthusiastic and motivated bikes, aspects of energy sharing around the building and convenient proximity to the city centre.

Coexist operates with an equivalent of freehold free ports. Management decisions are solely the responsibility of Coexist, but regular tenants meetings offer space for discussion of decisions, and an open and responsive management method.

Coexist became a CIC as this seemed a better structure. They have opted to gain charitable status, which will provide tax and other incentives along with the operational flexibility of a being a limited company with all fiscal and legal responsibility in one place.

Coexist, a new cafe and bar music venue with 100 person capacity, was funded and is managed by a private company who have profits and pay dedicated staff.

Coexist eventually aim to operate independently of Connolly and Callaghan by having the building.

Page 5 of Case Studies

# Case Study 2 The Woodmill

More about Portland Works at  
[www.portlandworks.co.uk](http://www.portlandworks.co.uk)

# Case Study 3 Butcher Works

More about Portland Works at  
[www.portlandworks.co.uk](http://www.portlandworks.co.uk)

# Case Study 4 Coexist at Hamilton House

More about Portland Works at  
[www.portlandworks.co.uk](http://www.portlandworks.co.uk)

# Case Study 5 High Green Development Trust

More about Portland Works at  
[www.portlandworks.co.uk](http://www.portlandworks.co.uk)

# Case Study 6 Waverley Advanced Manufacturing Park

More about Portland Works at  
[www.portlandworks.co.uk](http://www.portlandworks.co.uk)

# Case Study 7 S1 Artspace

More about Portland Works at  
[www.portlandworks.co.uk](http://www.portlandworks.co.uk)

# Case Study 8 The Stag Works

More about Portland Works at  
[www.portlandworks.co.uk](http://www.portlandworks.co.uk)

# Case Study 9 The HUB

More about Portland Works at  
[www.portlandworks.co.uk](http://www.portlandworks.co.uk)

# Case Study 10 The Riverside

More about Portland Works at  
[www.portlandworks.co.uk](http://www.portlandworks.co.uk)





PORTLAND WORKS Knowledge Transfer Partnership 2010

# Case Study 5 High Green Development Trust

View about Portland Works at [www.portlandworks.org.uk](http://www.portlandworks.org.uk)

**Location**  
High Green, South Yorkshire

**Site Information**

**Address**  
Riverside  
Pack Horse Lane  
Sheffield  
South Yorkshire  
S10 2PP

**Project Size**

**Area Breakdown**

4200 sq ft usable space

0.00 up to 0.10 sq ft  
0.10 up to 0.20 sq ft  
0.20 up to 0.30 sq ft  
0.30 up to 0.40 sq ft  
0.40 up to 0.50 sq ft  
0.50 up to 0.60 sq ft  
0.60 up to 0.70 sq ft  
0.70 up to 0.80 sq ft  
0.80 up to 0.90 sq ft  
0.90 up to 1.00 sq ft

14,000 sq ft usable space and extension

Page 2 of Case Study 5

**Management**  
High Green Development Trust's Organisation

**Overview**

**Southwell Borough Council**  
Mayor

**High Green Development Trust (HGDT)**

**High Green Development Trust Board**  
The trust was formed in 2004 and is a not-for-profit organisation. It is a company limited by guarantee. It is registered with the Companies House and has a turnover of less than £100,000 per annum. It is a charity and is registered with the Charity Commission.

**High Green Development Trust Charitable Development Board**  
The Charitable Development Board is responsible for the development of the Trust's premises and for the management of the Trust's assets.

**High Green Development Trust Board**  
The Board is responsible for the overall management of the Trust and for the management of the Trust's assets.

**Other Roles**

- Chairman** - Mrs. [Name]
- Vice Chairman** - Mr. [Name]
- Secretary** - Mrs. [Name]
- Treasurer** - Mr. [Name]
- Members** - [List of names]

Page 3 of Case Study 5

**Welcome To Paces**

View about Portland Works at [www.portlandworks.org.uk](http://www.portlandworks.org.uk)

Page 4 of Case Study 5

PORTLAND WORKS Knowledge Transfer Partnership 2010

# Case Study 6 Waverley Advanced Manufacturing Park

View about Portland Works at [www.portlandworks.org.uk](http://www.portlandworks.org.uk)

**Location**  
Sheffield, South Yorkshire

**Site Information**

**Address**  
The Riverside  
Sheffield  
South Yorkshire  
S1 2PP

**Project Size**

**Area Breakdown**

14,000 sq ft usable space and extension

Page 2 of Case Study 6

**Accommodation**  
Occupancy and Tenancy

**Schedule of Accommodation**

**Tenants**

**Other Notes**

**Resident Tenancy** The AMF advertises a range of property and development opportunities. 2000sq ft of office, laboratory and workshop space is available for rent. The AMF also offers a range of property and development opportunities. 2000sq ft of office, laboratory and workshop space is available for rent. The AMF also offers a range of property and development opportunities.

**General Tenancy** The AMF is a provider of business premises and is available for rent. The AMF is a provider of business premises and is available for rent. The AMF is a provider of business premises and is available for rent.

Page 3 of Case Study 6

**AMF construction underway**

**AMF construction underway**

View about Portland Works at [www.portlandworks.org.uk](http://www.portlandworks.org.uk)

Page 4 of Case Study 6

PORTLAND WORKS Knowledge Transfer Partnership 2010

# Case Study 7 S1 Artspace

View about Portland Works at [www.portlandworks.org.uk](http://www.portlandworks.org.uk)

**Location**  
Sheffield, South Yorkshire

**Site Information**

**Address**  
The Riverside  
Sheffield  
South Yorkshire  
S1 2PP

**Project Size**

**Area Breakdown**

14,000 sq ft usable space and extension

Page 2 of Case Study 7

**Building and Site Information**

**Building and Site Information**

**Other Notes**

View about Portland Works at [www.portlandworks.org.uk](http://www.portlandworks.org.uk)

Page 3 of Case Study 7

**Funding and Finance Timeline**

**Funding and Finance Timeline**

**Other Notes**

View about Portland Works at [www.portlandworks.org.uk](http://www.portlandworks.org.uk)

Page 4 of Case Study 7

PORTLAND WORKS Knowledge Transfer Partnership 2010

# Case Study 8 The Stag Works

View about Portland Works at [www.portlandworks.org.uk](http://www.portlandworks.org.uk)

**Case Study Information**  
The Stag Works

**Introduction**

**The Stag Works is a Grade II Listed facility, providing low cost studio space for musicians along with creative businesses and a small amount of metalworking units. Those involved with the works wish to maintain this provision and create an on-site music venue.**

**Background**

**Other Notes**

View about Portland Works at [www.portlandworks.org.uk](http://www.portlandworks.org.uk)

Page 2 of Case Study 8

**Building and Site Information**

**Building and Site Information**

**Other Notes**

View about Portland Works at [www.portlandworks.org.uk](http://www.portlandworks.org.uk)

Page 3 of Case Study 8

**Ongoing Issues**  
Difficulties, Disputes and Failures

**Funding and Tenancy**

**Other Notes**

View about Portland Works at [www.portlandworks.org.uk](http://www.portlandworks.org.uk)

Page 4 of Case Study 8





# 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



### Re-Imagining Portland Works

from Quicksand Films 4 years ago [NOT YET RATED]

A video of the workshop 'Re-Imagining Portland Works', run by Sheffield University.



# 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial









# 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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial





# TOOL: Legal Negotiations

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

## CATEGORIES:



## AGENCIES:

Sound purchase plan set out

★ Drop in agency



**PORTLAND WORKS**

**Finance, Legal and Governance group**

Date/location: 6 Feb 2013, 43 Southgrove Road, 6.00 - 8.00 Minutes: dm

Attendance: Alan Deadman , Derek Morton (minutes), Margo Huxley , Tim Reynolds, Emma Green, Steve Connelly

<b>Item</b>		<b>TASK</b>
1	<b>Purchase update</b> Derek has talked to owner re a possible cash sale of the Works to avoid the legal difficulties raised by JH's bank. At present have a verbal agreement to look at this more closely. Shareholders being contacted to see if we can raise c£50k from them and further £50k from AHF. <i>Derek to pursue process and reach a deal, within the window £380k / £400k.</i>	Derek /Tim
2	<b>Purchase: looking at costs:</b> Need 40k over purchase to cover related costs – legal, stamp duty and insurance premium. Need further 30k to cover most basic building work. So likely threshold figure for fundraising is <b>460k</b> . <i>Agreed £460-490k would be comfortable target.</i>	Derek

*AHF are looking at raising their loan offer in light of events.*

Since we have 215k + loans of 120k at present need to find another 125k. *(PS see steering group minutes 19 Feb for further developments)*



# 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:



## AGENCIES:

'PW IPS' postal address  
Makers skills made visible  
Care for project shown

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



# TOOL: Little Sheffield Development Trust

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.



## CATEGORIES:



## 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



# 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.

## CATEGORIES:



## AGENCIES:

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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

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.



# TOOL: Live Project II

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.



## CATEGORIES:



## AGENCIES:

- 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.

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



01



02



03

01 Proposed combination of banners and lighting  
02 Sketch proposal  
03 42V Halogen Tivtrapot Floodlight (20.29 x 32 [width])



# TOOL: Logo & Branding

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.



## CATEGORIES:



## AGENCIES:

Recognisable image

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



# TOOL: Look North, BBC 1

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.



## CATEGORIES:



## AGENCIES:

Raising concern

★  
Drop in agency

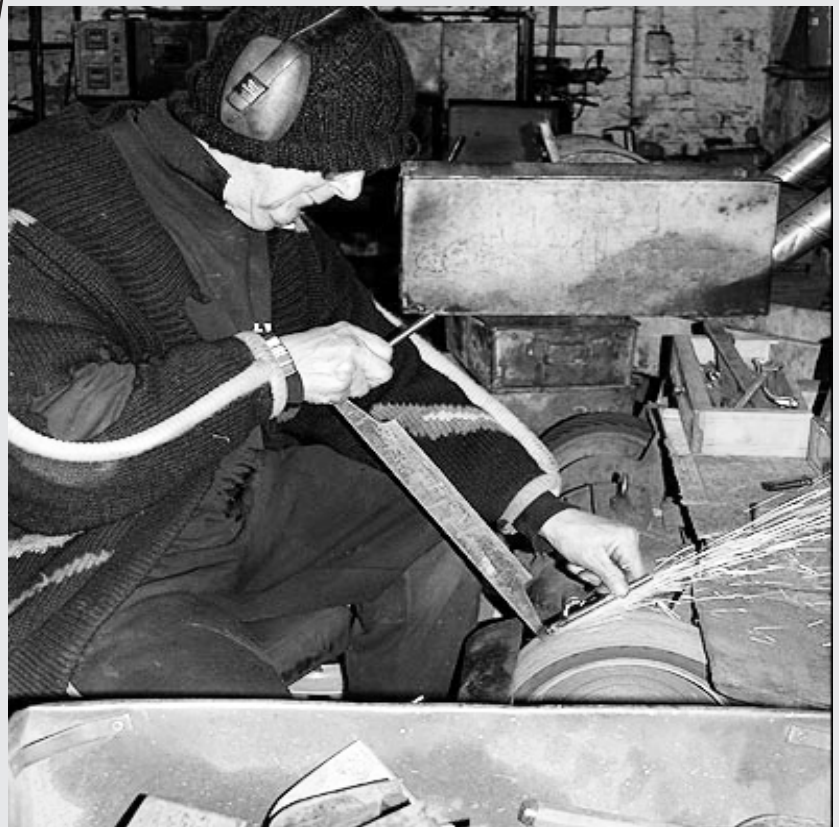
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# TOOL: MA Urban Design Exhibition

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 from 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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

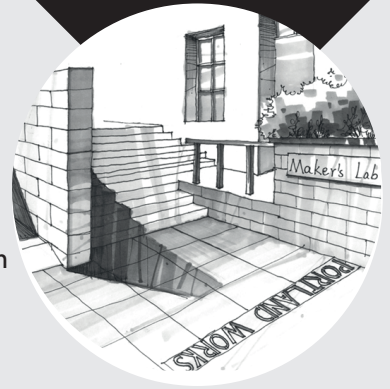
Spatial



## 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

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

### THE ETHOS OF THE MAKERS' LAB



Employing the Makers' Lab ethos of collaboration and innovation and utilising the depth of skills and expertise of the tenants at Portland Works, we set out to design and construct a workbench to demonstrate the feasibility of the Makers' Lab concept. We drew up an initial design before speaking to tenants with the intention of sourcing the materials and expertise we required to construct it. Through this process the design evolved from a simple workbench into a more complex design incorporating the advice of as many tenants as possible with additions to the design such as drawers and an area for welding. All the materials used to construct the workbench were reclaimed from Portland Works.

Above is an image of the completed workbench.



# TOOL: Management Group

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.



## CATEGORIES:



## AGENCIES:

Developing post-purchase plan  
Opportunity to critique and ask questions

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

'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 driving 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



# 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

★  
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Learning and  
propositional

Political and  
democratic

Social

Spatial



# 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.



## CATEGORIES:



## 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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

### Marketing & Fundraising Group - minutes from 17<sup>th</sup> January 2012

1. Present: Derek, David, Margo, Pip, Steve, Tim

Apologies: none

2. Matters arising:

- Derek has spoken to a number of groups since last meeting
- No progress on Master Cutler

3. Media strategy (PIP)

Pip has 'more or less' secured a *Look North* piece. The question mark is because if we extend the share offer they may want to hold the piece until later when it's (again) more pressing. Pip will try to counter this by arguing that we need their support now, not in May, and also by offering the story to *Calendar*. Also building up database of relevant contacts across the media. Crucial, therefore, is that the press release is finalised asap, for dispatch at the end of the month.

**Actions:** Pip will circulate near-final draft in the next few days; talk to David about the *Yorkshire Post* piece; circulate URL of *Guardian* blog on doing PR for social enterprises; talk to Tim about engineering trade journals.





# TOOL: 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.



## CATEGORIES:



## AGENCIES:

Connect to artists etc  
Important to try to reach these audiences

★  
Drop in agency

Economic

Learning and propositional

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Social

Spatial



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 their regularly, particularly to sell Shares, or promote a particular event or activity.



## CATEGORIES:



## AGENCIES:

Inviting people to volunteer



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Social

Spatial



## 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:



## AGENCIES:

Keeping people interested

Drop in agency

Economic

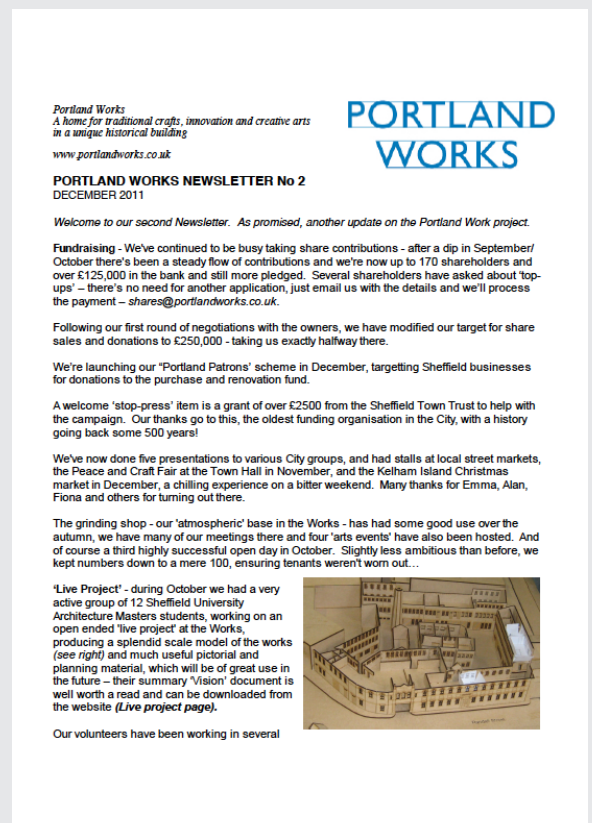
Learning and propositional

Political and democratic

Social

Spatial

Newsletter lacks direction







# PORTLAND WORKS

## PORTLAND WORKS NEWSLETTER NO: 4 DECEMBER 2012

*A home for traditional crafts,  
innovation and creative arts in a unique  
historical building*

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
  - o 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 out 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.

## Tenant's Handbook

This lease details key responsibilities. More detail is provided in the Tenant's Handbook, which may be updated from time to time to reflect changing conditions within the Works.

## Tenant's Obligations

### Payments to the Landlord

- Rent:**
- monthly or quarterly (monthly preferred) according to Schedule 1.
  - Direct Debit (preferred) or cheques to PWLS
  - Annual Increase (subject to conditions)

### Service Charge

- Payment for services & facilities indicated as PW responsibility Schedule 2
- Reserve fund (to cover sudden increases in costs)
- Statement of costs provided
- Management fee

## CATEGORIES:



## AGENCIES:

Getting rid of 'bad' tenants  
Financial stability/ move towards  
rent equity between tenants

Drop in agency

Economic

Learning and  
propositional

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democratic

Social

Spatial

### Portland Works Lease

This is the working document that the tenants group started in May 2012, based on the Ethical Property Co's lease. Further developed at Building Management Group meeting on 13 Sept. and with further cross references to Tenant's Handbook

## Tenant's Handbook

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### Service Charge

- Payment for services & facilities indicated as PW responsibility Schedule 2
- Reserve fund (to cover sudden increases in costs)
- Statement of costs provided
- Management fee

### Deposit

- One month's charges (for new Tenants)
- What can it be used for

# 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

★  
Drop in agency

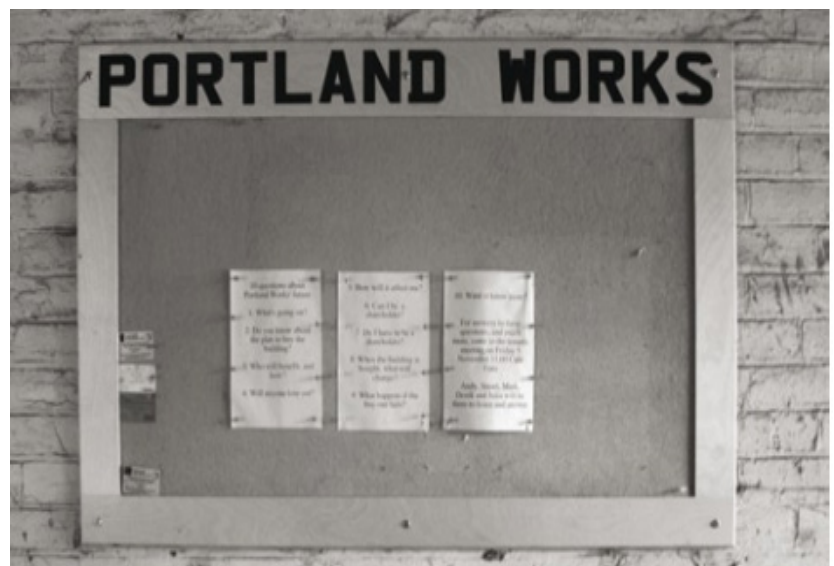
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democratic

Social

Spatial



# TOOL: Now Then magazine

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.



## CATEGORIES:



## AGENCIES:

Editors to become tenants  
Raising concern  
Connecting to activist constituency

Drop in agency





# 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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



RELATED TOOLS: HLF Funding bid, Portland Works Website, Live Project I & II, Dropbox, Display Boards, Marketing Materials, Share Offer Document.

# 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



# 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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



# 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

★  
Drop in agency

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Political and  
democratic

Social

Spatial





# TOOL: Pecha Kucha: Sheffield Firsts

Pecha Kucha is an event where speakers have twenty slides 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.



## CATEGORIES:



## AGENCIES:

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

Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial





# PORTLAND WORKS

## Pecha Kucha 'First'

## Sheffield #07

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

Another fantastic speaker line-up  
& a host of live entertainment

Wednesday 28th September  
Doors 19:00

Portland Works  
Randall Street  
off Bramall Lane  
Sheffield  
S2 4SJ

Tickets **Eventbrite** [pknsheff07](#)  
Even if you can't make it down!

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, 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

[f](#) [in](#) Pecha Kucha Sheffield

[t](#) PKNSheff



KLEIN DYTHAM

[chitohat@pechakuchasheffield.com](mailto:chitohat@pechakuchasheffield.com)

PKNSheff#07 - by Jonny Douglas,  
Pennie Raven, Sara Hill & [tdc](#)

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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

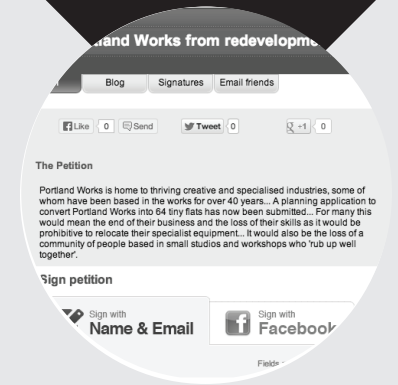
Social

Spatial



# TOOL: Petition (online)

A number of online petitions linking to the Planning Portal were created by as 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.



## CATEGORIES:



## AGENCIES:

Linking greater numbers to place to object

★  
Drop in agency

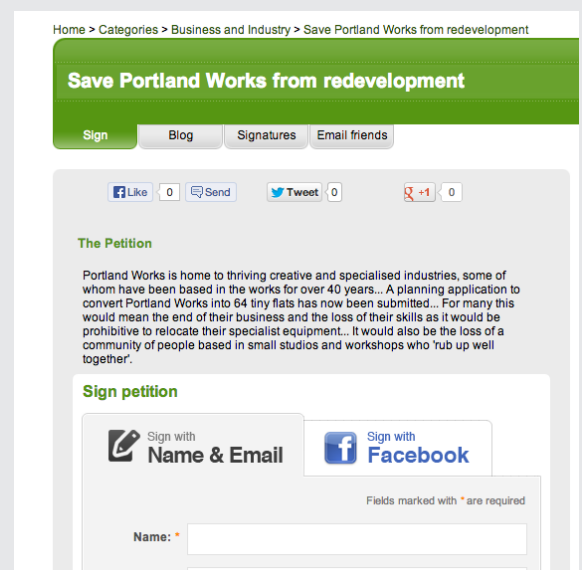
Economic

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Political and democratic

Social

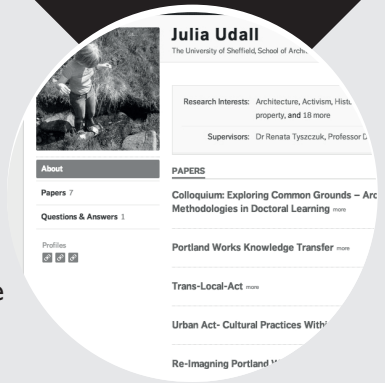
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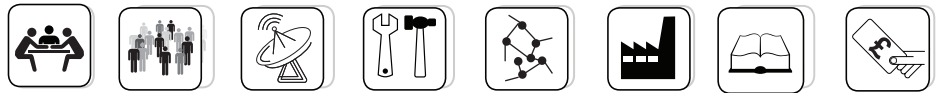


# TOOL: PhD research

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 Tyszczyk are supervisors for the research and have given advice on the development of the work.



## CATEGORIES:



## AGENCIES:

Chance to reflect  
Space for reflection and experimentation  
Paid time for PW

★  
Drop in agency

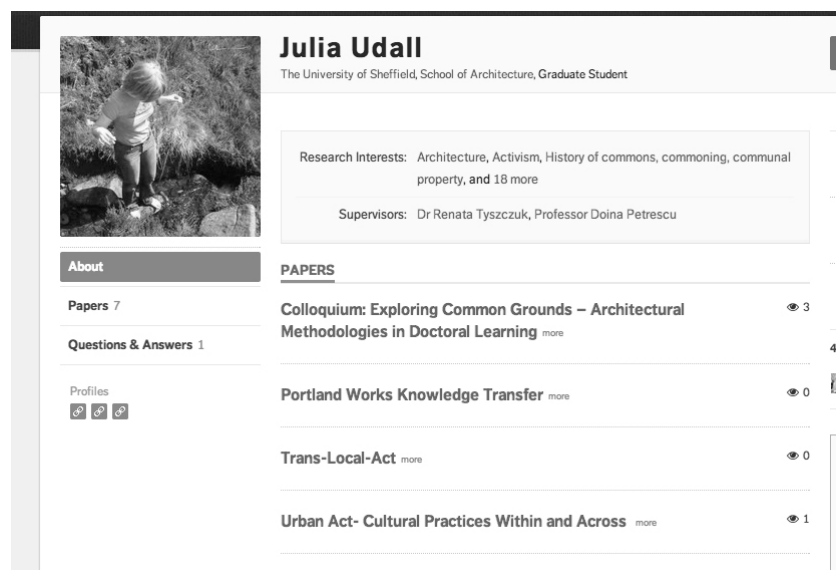
Economic

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Social

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# TOOL: Photo 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.



## CATEGORIES:



## AGENCIES:

Social value of event bonds group  
Politically powerful image

★  
Drop in agency

Economic

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democratic

Social

Spatial



# 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

★  
Drop in agency

Economic

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propositional

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democratic

Social

Spatial





# 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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



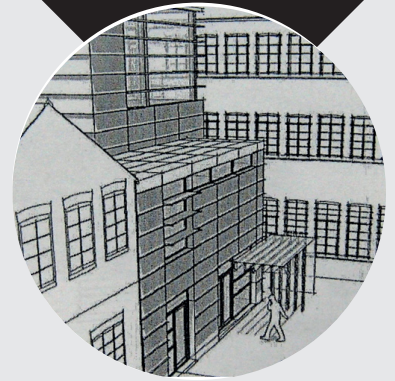
## RELATED TOOLS:

Calendar News, Sharrow Community Forum, Online Petitions, Portland Works Website, Objections to the Planning Application, Planning Guidance.



# TOOL: Planning Application

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.



## CATEGORIES:



## AGENCIES:

Some tenants very worried they may lose their businesses, puts considerable stress on them

★  
Drop in agency

Economic

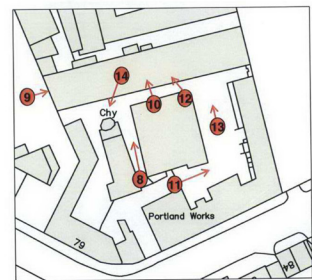
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### 4.0 SITE PHOTOGRAPHS



Portland Works, Randall Street, Sheffield

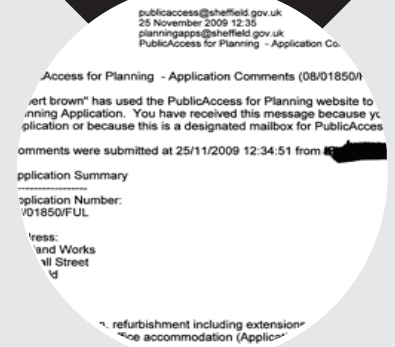


## RELATED TOOLS:

Objections to the Planning Application, Planning Guidance.

# 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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

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MONDAY, 16 MARCH 2009

### Material Considerations for Planning Applications

If you wish to object to a Planning Application it is important to know the reasons by which an officer can refuse an application. These are called 'Material Considerations' and are as follows:

#### Material considerations:

- Previous planning decisions (including appeal decisions)
- Proposals/policies in the development plan
- National guidance
- Loss of light/overshadowing
- Loss of privacy to a room through distance
- Visual amenity
- Adequacy of parking/loading/turning
- Highway safety, road layout/access
- Noise and disturbance resulting from use
- Hazardous materials
- Traffic generation
- Odours
- Loss of trees/green space
- Landscaping
- Impact upon a listed building or a conservation area
- Design, appearance and materials
- Disabled access
- Nature conservation
- Archaeology

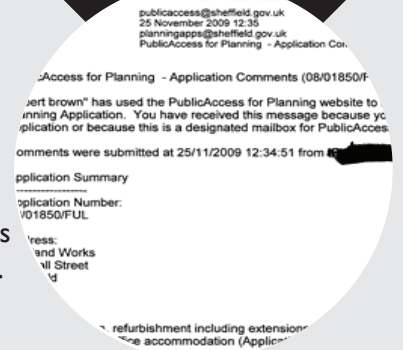
Many people object for the reasons outlined below, which are not material considerations; these cannot be taken into account by the planning officer when considering an application.

#### Non-material considerations

- Loss in property value
- Loss of a private view
- Private disputes between neighbours e.g. land ownership
- Restrictive covenants
- Fence lines/boundary positions
- Personal morals or views about the application
- Ownership disputes
- Applicant's motives

# TOOL: Planning Portal/ Planning Board

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.



## CATEGORIES:



## AGENCIES:

Place to raise concerns about Planning Application  
 Concerns registered  
 Objections to application support report to recommend refusal  
 Support to refuse application  
 Brought together people around issue

Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

### THE VICTORIAN SOCIETY

The national charity campaigning for the Victorian and Edwardian historic environment

**Patron** HRH The Duke of Gloucester KG, GCVO  
**President** Lord (Aa) Briggs  
**Vice Presidents** Sir David Campling, Lord Howarth, Sir Simon Jenkins,  
 Geoff Rhy Jones, Fiona MacCarthy OBE  
**Chairman** Dr Colin Cunningham

**Alex Baldwin**  
 Conservation Adviser  
 Direct line 020 8747 5894  
 alex@victoriansociety.org.uk

Mr T Sullivan  
 Development Services  
 Sheffield City Council  
 Howden House  
 Union Street  
 SHEFFIELD  
 S1 2SH

Your reference: 08/01850/FUL &  
 08/01851/LBC  
 Our reference: 2009/02/003  
 10 December 2009

[trevor.sullivan@sheffield.gov.uk](mailto:trevor.sullivan@sheffield.gov.uk) [By email only]

Dear Mr Sullivan

**Portland Works, Randall Street, Sheffield: Application for Listed Building Consent for partial demolition, refurbishment and alteration to form 64 apartments and 186sq m of office accommodation**

Thank you for your email and attachments notifying the Society of the above proposals.

We considered a scheme for conversion of the Portland Works to residential use with some office provision at the beginning of 2009. At that time the scheme was for 77 flats and 2 offices providing 78 sq of accommodation. We strongly opposed the previous scheme as we believed that it would have a serious detrimental impact on the architectural and historic interest of the site, contrary to national and local planning policy as outlined by PPG15: *Planning and the Historic Environment* and the Sheffield City Council UDP. I have included a copy of our previous letter which sets out in more detail the significance of the building and the reasons for our objection.

The new scheme is also for residential conversion with some office space and a number of live/work units. In total there will be 64 flats and 186 sq m of office/workspace.

While we acknowledge that there have been some minor improvements to the scheme, such as the removal of the balconies and some additional retention of original fabric, the proposals remain largely the same. The scheme will involve substantial internal subdivision, the removal of potentially important historic fabric and will have a significant and detrimental impact on the special interest of the grade II\*-listed building. We do not believe that the change of use has been justified. Furthermore, the amount and quality of supporting information is completely unacceptable – there is no thorough assessment of the building and its significance nor a detailed description or justification for the works involved. Our **strong objection**, therefore, still stand.

In addition to our previous letter, I would like to add the following points:

**Change of use**

1 Priory Gardens, London W4 1TT Telephone 020 8994 1019 Facsimile 020 8747 5899 [www.victoriansociety.org.uk](http://www.victoriansociety.org.uk)  
 The Victorian Society is a Registered Charity No. 1081435 and a Company Limited by Guarantee. Registered in England No. 3940996. Registered office as above.

# 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 the metal trades and other related industries. Henry Boot became a Patron donating £1000. The scheme was abandoned due to lack of uptake.

BECOME A PORTLAND PATRON  
BECOME A SHAREHOLDER

**When you donate or purchase shares, you will be helping to bring the Works back to life. Your money will be invested in a project that will:**

- ¥Purchase Portland Works, and restore its architecture to its former glory
- ¥Transform derelict areas into affordable workshops for talented young metalworkers, artists, and craftspeople
- ¥Provide facilities for training, educational work, and the promotion of Sheffield's heritage, so that diverse

## CATEGORIES:



## AGENCIES:

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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



# 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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



# PORTLAND WORKS



## TOOL: 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 form 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.

### CATEGORIES:



### AGENCIES:

Linking people, place and use  
Making activities inside visible outside

200 posters in district centre  
publicises campaign  
Tenants as representatives  
Developing public profile

Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



# TOOL: Press Release

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.



## CATEGORIES:



## AGENCIES:

Developing media interest

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

### 'Vital part of Sheffield heritage and future at risk'

The vibrant Portland Works, a Grade II\* Metalwork building that is home to musicians, toolmakers, cutlery makers, artists, and other small businesses could soon be lost as developers, Portland Company, want to turn the building into beast flats. This would mean the end of thriving metalwork industries and a loss of specialist skills, some of whom have been based in the works for over 40 years.

The Planning Application, which has already been submitted, will go to Planning Board in February 2010 and there is a call for concerned people to object to these proposals. Local businesses, residents and supporters of Sheffield's business and creative communities are campaigning for an alternative future for the building that embraces its historic significance and creative future of the tenants.



Portland Works montage By Julia Udall

#### Key facts about Portland Works

- Portland Works has unique significance in the invention and production of stainless steel. The inventor Harry Brearley, approached RF Mosley, (the owner-occupier of Portland Works), to become the first ever manufacturer of stainless steel cutlery. In his workshop in Portland Works (Verified by the Victorian Society). The rest is Sheffield History!
- Portland Works continues to house a range of successful metalworking businesses, including machining, forging, grinding, plating and specialist knife making. This is exactly what this metal-trades complex was built to do 140 years ago. Many businesses would be threatened by the proposal for beast flats as it would be prohibitive to relocate their specialist/ heavy equipment. Others rely on its unique "Little Mesters" style setup which allows them to share resources and small scale, affordable space.
- English Heritage has recently upgraded the works to Grade II\*, making it in the top 6% of listed buildings in the UK. It retains forges and grinding workshops all of which were originally steam powered and the bulk still display the apparatus required to make steam forge steel making it an invaluable resource for understanding the manufacturing process. There are also small scale forging and grinding rooms which are still used to make specialist hand tools for the mass market.
- From the Arctic Monkeys, Warp Records and Reverend and the Makers, back to Def Leppard; Portland Works, and the adjacent Stag Works have played host to many of the city's major music acts and are fertile ground for growing the new music of Sheffield. Not only are there still many musicians recording in the works, it is also a place of pilgrimage for fans from around the world.
- The campaign has gained cross party support, notably MP Richard Caborn and local Councillors. Sharrow Community Forum is also supporting the campaign.
- There has been much concern about the proposals from local residents and businesses, many of whom are now actively involved in the campaign. There have been over 80 official objections to the planning application so far.

# 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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial





# TOOL: Procurement Policies

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



## CATEGORIES:



## AGENCIES:

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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

**PORTLAND WORKS Policy**  
**Procurement** Rev O 16 March 2013 page 1 of 4

## PORTLAND WORKS POLICY Procurement

### Contents

Introduction	3
Delegation	3
Limits of Authority	3
Procurement Policy Principles	3

### Latest Version Issue

Signed:		Date:	
Subject to review, monitoring and revision by:		Every:	12 months or sooner if work activity changes

# 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.



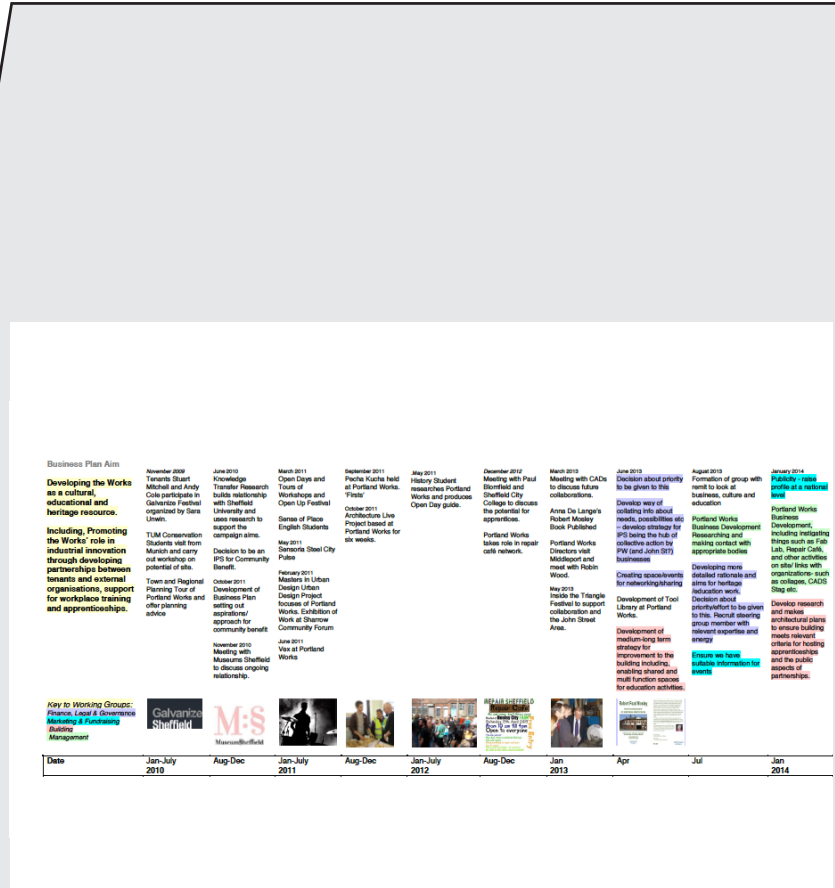
## CATEGORIES:



## AGENCIES:

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

Drop in agency



Business Plan Aim

January 2010	Series of exhibitions and events to show and value the richness of having a mix of tenants. This puts Portland on the map as a place for tenants.	May 2010	Knowledge Transfer Research into models of management and community that would support the maintenance of affordable spaces and diverse tenants.	April 2011	Successful campaign to ensure withdrawal of Planning Application	2011-2012	Press coverage locally, regionally and nationally including programs such as 'Heritage However' enables us to show the importance of keeping affordable spaces for making in the city.	September 2012	Portland Works first AGM leads to induction of new volunteers and drovers who have understood business plan aims to keep the work going. Their volunteering on building works contributes to this aim.	December 2012	Employment of Building Manager to support businesses and manage rents and tenancies.	March 2013	Purchase of the Works	June 2013	Develop policy on affordable rents – 'how to?' % of floor space very affordable for start-ups?]	April 2013	Develop effective budgeter/accounts strategy for overall spending and monitor it. Rental policy issues for change – reviewing competition, (station etc)	January 2014	Decision-making about changing rents	April 2014	Funding Bid to HLF
February 2010	Delaware Open Day	June 2010	KT Workshop to develop vision and share it publicly, including tour of the site.	May 2011	Portland Works website updated to include photos of new tenants and the diversity of those who are here. Decision for all to be called 'tenants' as show of unity between businesses.	September 2012	Structure of working groups and steering group set up to ensure we can maintain involvement in what is now a complex project.	December 2012	Cold Spots Grant to fund development of planning scheme for the redevelopment of the building and the bringing of Block D into use.	March 2013	Develop policy with selector criteria for new tenancies (budget include type of business, commitment to (rental, etc...))	June 2013	Develop conflict resolution policy (light touch – to start with tenants)	April 2013	Develop and enhance the PW brand	January 2014	Scheme for bringing Block D into use to have Planning and Regulations submitted for tender.	April 2014	Working with the School of Architecture and Faculty of Engineering to develop insulation strategy.		

Key to Working Groups: Finance, Legal & Governance Building Management

Jan-July 2010	Public meetings held throughout the year.	Aug-Dec 2010	Decision to put a seal lock on building to prevent it being speculated on.	Jan-July 2011	June 2011 Share Issue Launch Event, publically discuss business plan.	Aug-Dec 2011	Regular meals organised to enable conversation about how we proceed/ know one another better.	Jan-July 2012	Working Group and Steering Group Structure formed to enable efficient use of time and decent level of research/ specialists project development.	Jan 2013	First Portland Works AGM- directors elected.	Apr 2013	Conversations with tenants- held by manager, chair and director about the future.	Jul 2013	Review of governance structures	Jan 2014	Development of medium-long term strategy for improvement to the building	Apr 2014	Heritage Partnership Agreement to enable work to be carried out without planning applications each time.	Jan 2015	
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Business Plan Aim

Jan-July 2010	Public meetings held throughout the year.	Aug-Dec 2010	Decision to put a seal lock on building to prevent it being speculated on.	Jan-July 2011	June 2011 Share Issue Launch Event, publically discuss business plan.	Aug-Dec 2011	Regular meals organised to enable conversation about how we proceed/ know one another better.	Jan-July 2012	Working Group and Steering Group Structure formed to enable efficient use of time and decent level of research/ specialists project development.	Jan 2013	First Portland Works AGM- directors elected.	Apr 2013	Conversations with tenants- held by manager, chair and director about the future.	Jul 2013	Review of governance structures	Jan 2014	Development of medium-long term strategy for improvement to the building	Apr 2014	Heritage Partnership Agreement to enable work to be carried out without planning applications each time.	Jan 2015	
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Ensuring tenant and community involvement in the management and development of the building (and organisation).

Portland Works notice board created for sharing information with tenants.

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

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

Key to Working Groups: Finance, Legal & Governance Marketing & Fundraising Building Management

Jan-July 2010	Aug-Dec 2010	Jan-July 2011	Aug-Dec 2011	Jan-July 2012	Aug-Dec 2012	Jan 2013	Apr 2013	Jul 2013	Jan 2014	Apr 2014	Jul 2014
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# 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



Economic

Learning and propositional

Political and democratic

Social

Spatial





# TOOL: Purchase Negotiation



Director of Estates and Facilities at Sheffield Hallam University and Chairman of Sheffield Industrial Museums Trust, Alex Pettifer assisted Portland Works Chair Derek Morton in purchase negotiations with the landlord. Gripple founder Hugh Facey also assisted with this process, opening his boardroom for use in the negotiations. This process went on for a number of months and the deal changed from being a phased purchase to a single payment.

## CATEGORIES:



## AGENCIES:

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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

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.



RELATED TOOLS: Legal negotiations, purchase.

# TOOL: Purchase

Nearly 500 Shareholders purchased Portland Works on Friday 1st March 2013.



## CATEGORIES:



## 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  
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.

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

### 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



## Re-Imagining Portland Works

by Quicksand Films  
4 months ago



# TOOL: Radio Sheffield Residency, BBC

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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial





# TOOL: 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)

## CATEGORIES:



## AGENCIES:

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

★  
Drop in agency



IRBA PW Invest Layout 1 10552011 1031 Page 10

IRBA PW Invest Layout 1 10552011 1031 Page 17

### People and organisations involved in the project

A non conclusive list running from 2009 to the present day

Location	Activity	ADVICE/WORK	FUNDING / PARTNERSHIP	CAMPAIGNING	EVENTS
SHEFFIELD SHEFFIELD THROUGHTON THROUGHTON		<b>Bank Street Arts</b> Sheffield City Council Corporate Strategy S4exchange ALEX PETER HSE Sheffield Co-ops Development Agency The Cultural Industries Quarter Agency University of Sheffield English Department	<b>STUDIO POLPO</b> Enterprise Learning Coordinator University of Sheffield Sheffield City Council Small Grants <b>LITTLE SHEFFIELD                      DEVELOPMENT                      TRUST</b> The Building Trust <b>SHARROW                      COMMUNITY                      FOLIO</b> The Building Trust Sheffield Community Enterprise Development Unit Sheffield City Council Community Assembly	<b>Local Residents                      / Activists</b> Planning Application Objections / Campaign Supporters Cllr Jillan Cressy Sheffield Co-op Trust Cllr Paul Betton Harbort Blenheim HSE	Seminars Galvanise Access Spaces Pictures of Sheffield Old and New Open Up Sheffield
		Business Link Yorkshire Creative Exchange South Yorkshire Yorkshire Forward	Development Trust Association The Architectural Heritage Fund <b>CO-OPERATIVE                      ENTERPRISE HUB</b> South Yorkshire Community Foundation	Planning Application Objections / Campaign Supporters	
		Department of Geography, Queen Mary University of London <b>THE USEFUL ARTS</b> English Heritage 001 Architecture	Voluntary Action Rotherham Heritage Lottery Fund	Planning Application Objections / Campaign Supporters Back Country Cooper Advantage The Heritage Crafts Association	
		Technische Universität München Community Matters - National Federation of Community Organisations	Rhizom	Planning Application Objections / Campaign Supporters Anshika, Anshika, Linda McAfee MEP	

This diagram describes the many partners, clients and organisations who have contributed to the development of the Portland Works project through the sharing of time, skills, or funding.

# 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.

## CATEGORIES:



## AGENCIES:

Financial stability  
Financial stability  
Financial stability of organisation  
Chance to talk

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



# 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:



## AGENCIES:

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

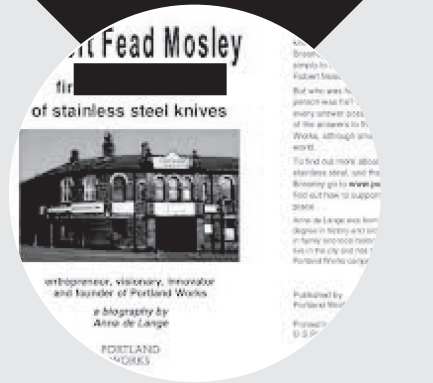
Spatial

Safe access to artists space



# 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

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.

# Robert Fead Mosley

first manufacturer  
of stainless steel knives



entrepreneur, visionary, innovator  
and founder of Portland Works

a biography by  
Anna de Lange

PORTLAND  
WORKS



# TOOL: Rotary Club Presentations

Chair Derek Morton presented the Portland Works project at a number of Rotary Club Meetings with a view to selling Shares.



## CATEGORIES:



## AGENCIES:

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

# 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:

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

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





# TOOL: Schedule of Authorities

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.

DESCRIPTION	AMOUNT	APPROVAL
Memorandum and Articles of association		AGM
Contracts with suppliers	less than £5000	relevant sub-group
	more than £5000	Steering Group
Orders for Budgeted Expenditure (purchases, leasing equipment etc.; NOT contracts)	Up to £1000	relevant sub-group
	Over £1000	Steering Group
Orders for non-Budgeted Expenditure (i.e. from contingency funds) (purchases, leasing equipment etc.; NOT contracts)	Up to £500	Chair and Treasurer
	Over £500	Steering Group
Grant Contracts		Steering Group
Employment Contracts		Steering Group
Set up Bank Accounts/Authorised cheque signatories/ Access rights to internet banking		Steering Group
Loan & Credit Agreements		Steering Group
Signatories		
Direct Debits and Standing Orders with the existing Bank Account	Any Value	
Access to make transfers between existing Bank Accounts	Any Value	

## CATEGORIES:



## AGENCIES:

Ability to support local businesses  
 Being clear to funders of how we do things  
 Being clear about what we want and what we are trying to do  
 Symbolic and presentational

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

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

DOCUMENT/ACTION	AMOUNT	EXPRESS (I.E. DISCUSSED AND MINUTED) APPROVAL BY:	AUTHORISATION BY...	NUMBER OF SIGNATORIES
Memorandum and Articles of association		AGM/EGM	Honorary Officers <sup>2</sup>	3
Contracts with suppliers	less than £5000	relevant sub-group <sup>3</sup>	Director member of sub-group	1
	more than £5000	Steering Group <sup>4</sup>	Director member of sub-group	1
Orders for Budgeted Expenditure (purchases, leasing equipment etc.; NOT contracts)	Up to £1000	relevant sub-group	Director member of sub-group or other Director	1
	Over £1000	Steering Group	Director member of sub-group or other Director	1
Orders for non-Budgeted Expenditure (i.e. from contingency funds) (purchases, leasing equipment etc.; NOT contracts)	Up to £500	Deputy Chair and Treasurer	Deputy Chair, Treasurer	1
	Over £500	Steering Group	Deputy Chair or Treasurer	1
Grant Contracts		Steering Group	Chair	1
Employment Contracts		Steering Group	Chair	1
<b>Changing:</b> Bank Accounts/Authorised cheque signatories/ Access rights to internet banking		Steering Group	Treasurer	As required by the Bank
Loan & Credit Agreements		Steering Group	Treasurer, Deputy Chair, Manager	2
Cheque Signatories			Treasurer, Deputy Chair, Manager	2
Internet banking payments			Treasurer, Deputy Chair, Manager	2
Set up of Direct Debits and Standing Orders with the existing Bank Account			Treasurer, Deputy Chair, Manager	2
Access to make transfers between existing Bank Accounts			Treasurer, Deputy Chair, Manager	2



# 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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



# TOOL: 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.



## CATEGORIES:



## AGENCIES:

- 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



# TOOL: Shareholder Communication

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



## CATEGORIES:



## AGENCIES:

Keeping people involved

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



## RELATED TOOLS:

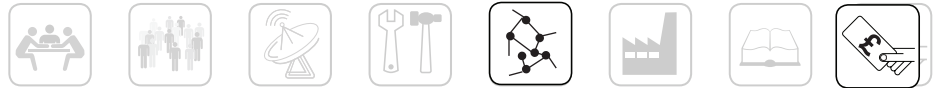
Chairs role, PW emails.

# 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:

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

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.

PORTLAND  
WORKS

A home for traditional  
creative innovation and  
inspiring thinking

Portland Works:  
Be part of Sheffield's future  
Share offer





# TOOL: Share Issue II

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.



## CATEGORIES:



## AGENCIES:

Finance for purchase  
Funding for purchase  
Access to finance for purchase

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

Portland Works Saved!

**PORTLAND  
WORKS**

Help secure our future with

**Share Offer - 2<sup>nd</sup> issue**



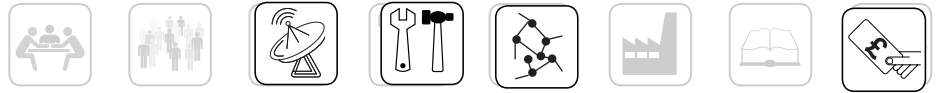
Share Offer Document – 1<sup>st</sup> April 2013 – 31<sup>st</sup> July 2013

# 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.



## CATEGORIES:



## 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'

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial









# 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

**The Gentlemen**  
Portland Works is home to many musicians, including The Gentlemen. One band told me that they were complimented in having a great bass sound in their new record – and they didn't know what it was – until they realised it was my hammer, and they'd all been playing in some so it subconsciousity.  
—Andrew Cole, Wigfilz

**Stuart Mitchell**  
Stuart, a second generation cutter, hand grinds knives made of Damascus steel and marries them to handles made of exotic materials such as fossilised mammoth tooth. His metalwork combines specialist traditional skill with first-rate artistry.

**WHAT ARE COMMUNITY SHARES**  
Community Shares are an established means by which community projects can fund aims that they value and support. They provide an alternative way of raising capital through the investment of relatively small sums by many members of the community.

They offer communities an ethical way of investing in social projects that matter. To find out more about the many projects which have funded themselves in this way, please look at the Community Shares website: [www.communityshares.org.uk](http://www.communityshares.org.uk)

When you invest in a community share issue, you are making a long term investment. At the heart of the Portland Works business plan is the objective of permitting those who wish to have repayment of their share capital to achieve this over the longer term. We plan to do this progressively from Year 5 from purchase of the building, with the aim of full repayment of initial investors over a 25 year period. Members may be permitted to withdraw share capital earlier at the discretion of the Board (see 'small print' section) but withdrawal can also be suspended by the Directors. The Society's bankers may also seek to place restrictions on withdrawal of share capital until their loan is repaid. This is a social investment and not a financial investment. We advise you to read closely the risk factors and other information in the remaining sections of this document before investing.

**WHAT HAPPENS TO MY MONEY?**  
Upon receipt, your cheque will be cashed, a receipt issued, and the money placed in our holding account. When the share issue successfully closes, a share certificate will be issued to you. We will seek to raise the minimum share capital of £250,000 by 31 January 2012. If we do not achieve this objective by that date, we will seek to extend the deadline. If you let us know that you do not wish to participate after 31 January 2012, we will return your investment to you as set out in the Terms and Conditions for Applying for Shares section below.

**Find our business plan at**  
[www.portlandworks.co.uk](http://www.portlandworks.co.uk)

**Contact us at**  
[shares@portlandworks.co.uk](mailto:shares@portlandworks.co.uk)

**Join us and be part of a living building, where Sheffield's past meets Sheffield's future!**

10 — Portland Works share offer

11 — Portland Works share offer



# TOOL: Sharrow Community Forum

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.



## CATEGORIES:



## AGENCIES:

Staff time  
Meeting space given  
NetWorks in the city

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

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)

## CATEGORIES:



## AGENCIES:

Advocating for bottom up cultural activity

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

# TOOL: 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

# 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  
 Raising it as Sheffield community concern

Drop in agency

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





# TOOL: Sheffield University Stall

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:



## AGENCIES:

Keeping project visible

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



# 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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

### SKILLS WORKSHOP: M. SHAW ENGRAVING LTD.



**PANTOGRAPH-ENGRAVING**  
The pantograph is a mechanical device for duplicating a design to a range of scales. It consists of two main systems:  
1. The parallelogram system of duplication.  
2. The electric motor which powers the rotation of the engraving bit.

**PROCESS:**  
Once the artwork has been received from the client, it is transferred to a template using a photographic register.  
It is then fixed to the pantograph along with the brass plate which will be engraved upon.

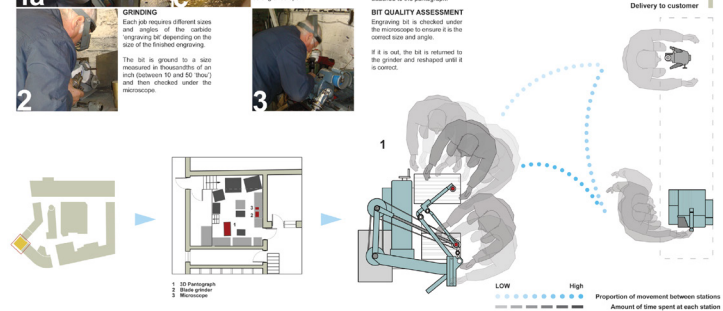
**GRINDING**  
Each job requires different sizes and angles of the carbide engraving bit depending on the size of the finished engraving.  
The bit is ground to a size measured in thousandths of an inch (between 10 and 50 thou) and then checked under the microscope.

**BIT QUALITY ASSESSMENT**  
Engraving bit is checked under the microscope to ensure it is the correct size and angle.  
If it is not, the bit is returned to the grinder and rechecked until it is correct.

a. The scale of duplication is calculated and set on the machine.  
b. The design is traced over the template using the stylus. The size of the point of the stylus determines the range of movement of the engraving bit. When finer detail is required, a smaller stylus is used.  
c. Every movement of the stylus transfers the scaled down movement of the engraving bit. Once the stylus is in place a lever is used to lower the engraving bit to cut into the brass plate. The finer levels of detail, smaller engraving bits (down to 10 thousandths of an inch) are ground, checked and attached to the pantograph.

### M. SHAW ENGRAVING PROCESS

Client artwork  
Negative made  
Template produced  
Engraving  
Completed Engraving  
Delivery to customer



# TOOL: Sky News feature

Sky News reported the Campaign to oppose the Planning Application and filmed at Portland Works for their news coverage. Tenants and campaigners were interviewed.



## CATEGORIES:



## AGENCIES:

Boosting morale

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



RELATED TOOLS: BBC website features.



# TOOL: 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.



## CATEGORIES:



## AGENCIES:

Learning new skills

Potentially able to make more bids

More people able to develop their ideas



Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

# 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.



## CATEGORIES:



## 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

Funder's name	date	receiv amount	purpose
Sheffield City Council (start up grant)	2010	250	start up costs
Sheffield City Council Area Assembly	2010	7,000	buildings surveys etc
South Yorkshire Community Foundation	2011	4954	open days
Sheffield Town Trust	2011	4000	general admin costs
Key Fund	2012	2670	publicity for share issue - with Now Then
	2011	1500	Grow Fund grant for social enterprises
	2012	5000	Grant to compliment share purchase
J G Graves Trust	2012	1500	towards repair of PW archway
Freshgate Foundation	2012	1000	unspecified
SCC Area Assembly	2012	815	environmetal survey
		<b>28689</b>	

# 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

★  
Drop in agency

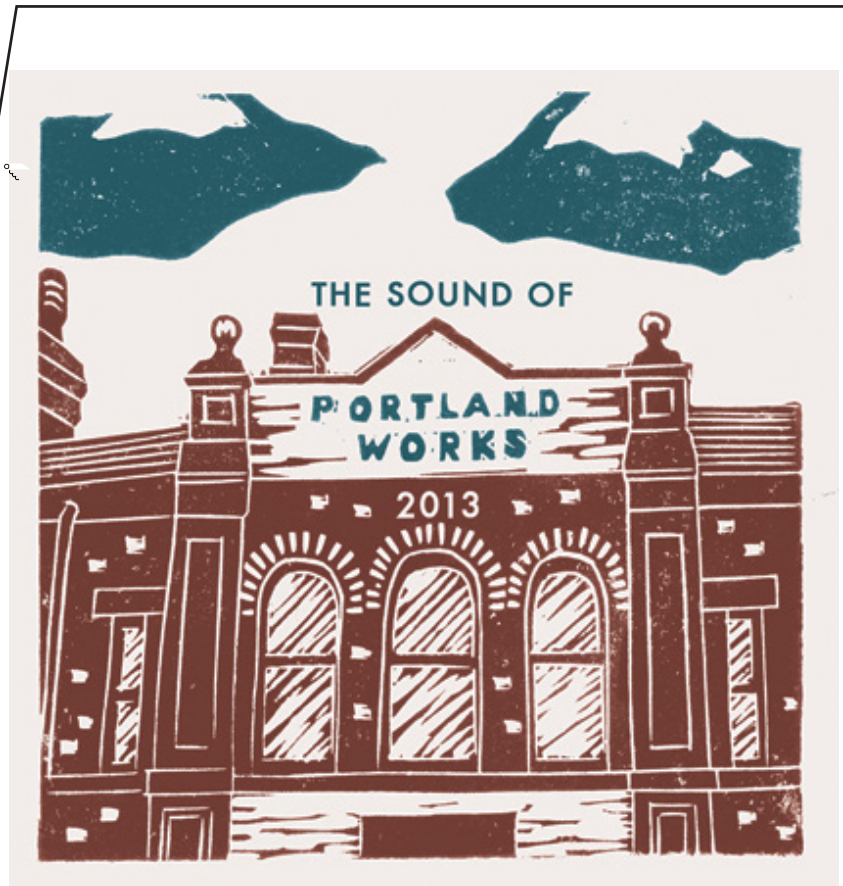
Economic

Learning and propositional

Political and democratic

Social

Spatial



# 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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial





# TOOL: Steelmaker beer



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)

## CATEGORIES:



## AGENCIES:

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

### More people talking about Portland Works

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.

## CATEGORIES:



## AGENCIES:

Proactive not reactive

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

Structure is in place, but the skills aren't there to stop Steering Group focussing on minutia

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

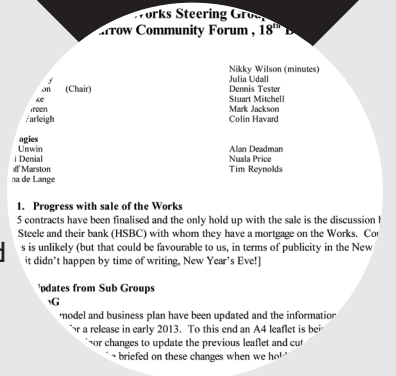
Steering Group meetings have not been quorate due to lack of attendance from Directors and this adds pressure to an already stretched Chair and treasurer. Disagreements about how this should be solved and lead to JU's resignation as Director.

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 resolved and lead to JU's resignation as Director.

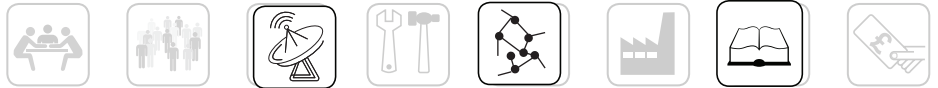


# TOOL: Steering Group Minutes

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.



## CATEGORIES:



## AGENCIES:

Reflect on where Chair needs to drive decisions  
Learning how to be in charge of meetings  
Can read them and make connections



<b>Minutes:</b>	Portland Works Steering Group			
<b>Date:</b>	Tuesday 20 January 2015			
<b>Present:</b>	Derek Morton (Chair)	Nikky Wilson	Nuala Price	Tim Reynolds
Anna De Lange	Mark Jackson	Steve Connelly	Geoff Marston	Margo Huxley
Andy Collis	Carl Whitham	Peter Marsh	Phil Thompson	Colin Havard
Paul Denial	John Clarke	Frances Kirk (minutes)		
<b>1. Welcome and Apologies</b>	Apologies from Stuart Mitchell, Dennis Tester and Janet Woodward			<b>Action</b>
<b>2. Matters arising from December meeting</b>	None apart from discussed elsewhere.			
<b>3. Report Getty visit today</b>	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.			
<b>4. Charitable Incorporated Organisation decision</b>	<p>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.</p> <p>The group discussed the proposition that had been presented in the documentation circulated by Phil prior to the meeting and asked for some clarifications.</p> <p>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 p.a. It should be possible to have "members" of the CIO who pay a small subscription c£15 p.a. which would cover these administrative costs.</p> <p>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.</p> <p>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.</p> <p>The majority of the Steering Group favour having the majority of trustees as PWLS directors and support the charitable objectives proposed by Phil.</p> <p>The Group decided to seek advice from Entrust about what structure they would be most comfortable with as they have been identified as a key potential funder for the CIO. Nikky will contact them and let Phil know the outcome.</p> <p>The Group agreed that the name should be Friends of Portland Works and the first trustees should be Geoff, Tim, John, Andy and Phil as this represents a mixture of directors and non-directors.</p>			
<b>5. Financial report</b>				

# TOOL: Stuart's Workshop/ Managers Office

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.



## CATEGORIES:



## AGENCIES:

Space given for free  
Learning how PW works

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

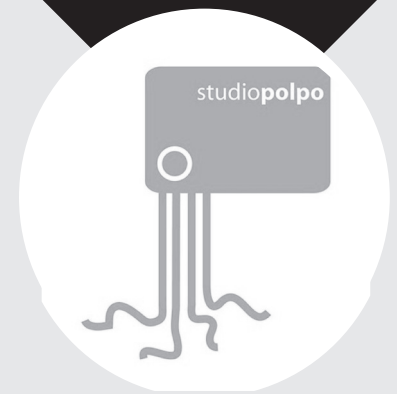
Spatial





# 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:



## AGENCIES:

Develop ideas to help  
Skills

★  
Drop in agency

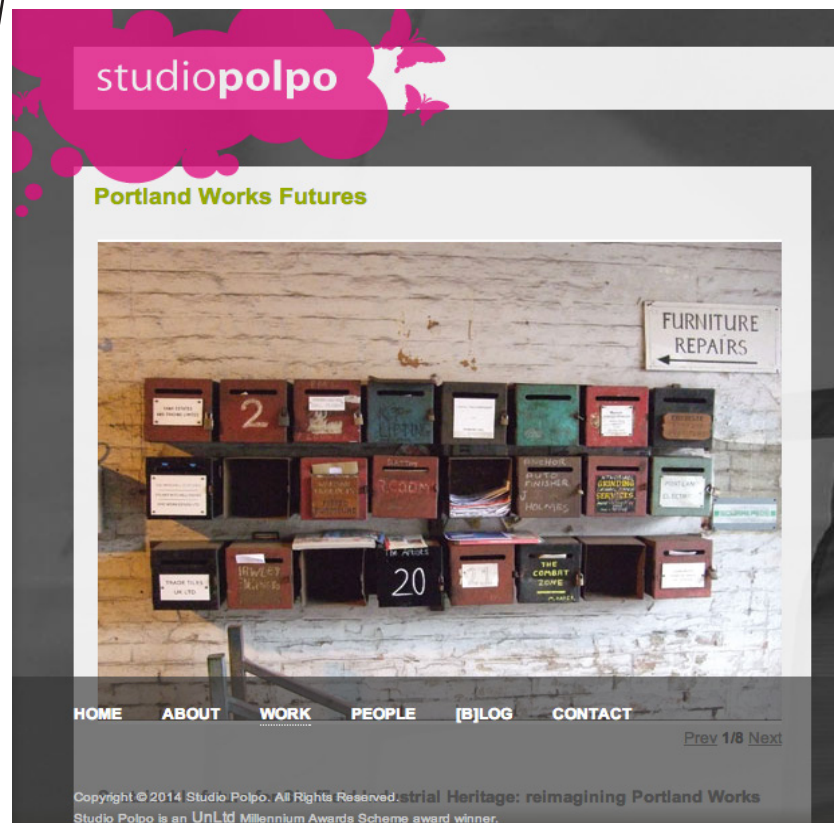
Economic

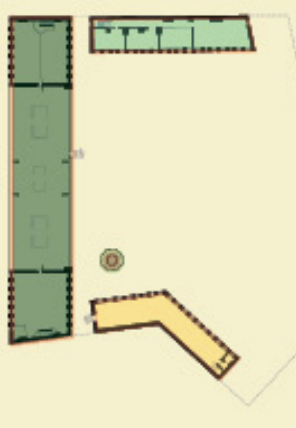
Learning and  
propositional

Political and  
democratic

Social

Spatial





Second Floor



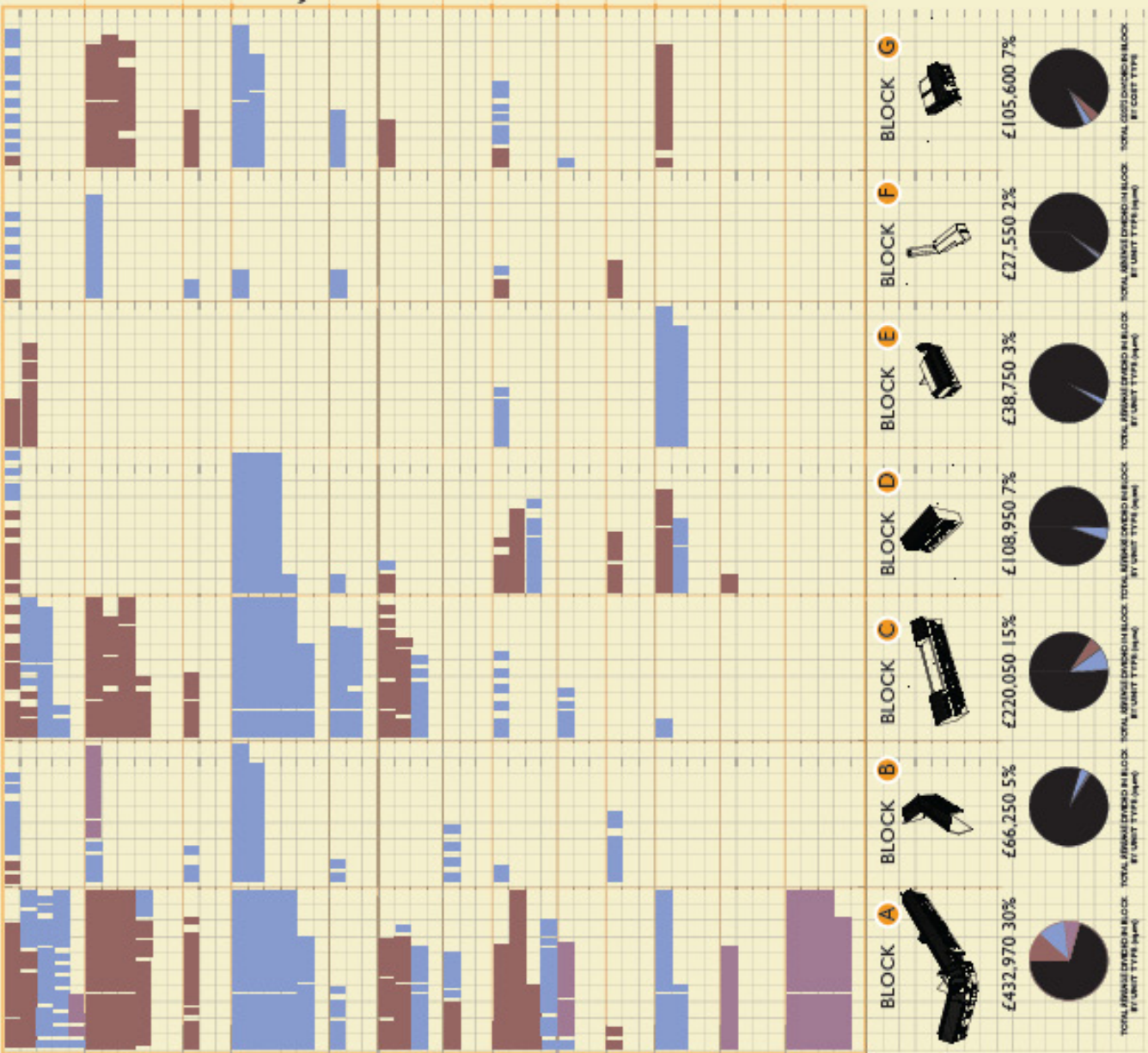
First Floor



Ground Floor



Basement



This chart maps budget repair costs, and their priority, against the location of the work, both in terms of blocks and particular elements affected (wall, roof, windows and doors etc.). The urgency and relative amounts of work required for each block in total can be easily compared, as can amounts of work per building element. This graphic, as well as giving an overview of repair works required, allows funding bids, or strategies to be mapped on, as can be seen in Graphic 08.

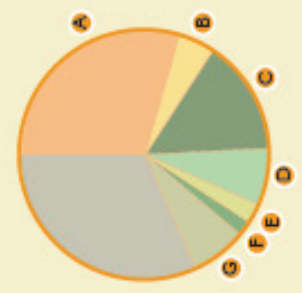
*Joelle Pugh September 2015*



**KEY:**  
 ■ <£1000  
 ■ COSTING ELEMENTS  
 ■ EXTERNAL  
 ■ INTERNAL  
 ■ H & S  
 ■ YEAR 1  
 ■ YEAR 2  
 ■ YEAR 5

**TOTAL COSTS (£) DIVIDED BY BLOCK**

£ 830,750 528,970 99,400 50,000  
 TOTAL + unraised costs



# 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial





# 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.

	Go it alone	Buy out by tenants	Buy out by landlord
Management	Tenants buy-out Manage cooperatively	Buy out by tenants Managed cooperatively	Buy out by landlord Led by new landlord
Control	Yes, this is the model that would give the tenants most control.	Yes, although control would, to some extent on which the beneficiaries would be able to take the, and how much control they wish exercise.	Yes, although control would, to some extent on which the beneficiaries would be able to take the, and how much control they wish exercise.
Refurbishment model	Would have to be done relatively slowly- perhaps through share issue/ mortgage. The tenants do not have direct experience of refurbishment of listed buildings so would have to draw in advice/ experience from BFI and others and/or develop it collectively.	Would depend both on how much the landlord would be willing to contribute (or mode of share issue or similar) and in theory if the new landlord would issue a long lease this would make it more worthwhile for the tenants to contribute to the refurbishment for a reduction on their rents or similar. They may not have experience of listed building redevelopment and if not would need to draw this in from elsewhere or develop it collectively.	Would depend both on how much the landlord would be willing to contribute (or mode of share issue or similar) and in theory if the new landlord would issue a long lease this would make it more worthwhile for the tenants to contribute to the refurbishment for a reduction on their rents or similar. They may not have experience of listed building redevelopment and if not would need to draw this in from elsewhere or develop it collectively.
Funding?	Mortgage. Potential for share sale. At this model would mean the constitution of the group if it is likely they would be eligible to apply for funding. However, there is no guarantee they would definitely get it!	From landlord. Could potentially apply for grant funding if the group was constituted and registered as a charity/ social enterprise.	From landlord. Could potentially apply for grant funding if the group was constituted and registered as a charity/ social enterprise.
Eligible for BFI support?	Potentially, yes. BFI have expressed an interest in supporting the retention of the Little Mesters through grant funds towards the repair and refurbishment of the building to quite a substantial degree.	Potentially, yes, although this would depend on whether the project had charity status or was a commercial venture.	Potentially, yes, although this would depend on whether the project had charity status or was a commercial venture.
Charity/ Social Enterprise status?	Potentially, yes.	Potentially, yes.	Potentially, yes.
Best case/ worst?	Yes, this would need to be established as part of the constitution and written into the agreements drawn up. Buying into the shares could entitle the holder to a rent reduction.	Yes, could follow a similar model to Bank Street where rents depend on the tenants- so small office based businesses pay the most, workshops and studios are cheaper and some shared facilities are provided.	Yes, could follow a similar model to Bank Street where rents depend on the tenants- so small office based businesses pay the most, workshops and studios are cheaper and some shared facilities are provided.

## CATEGORIES:



## AGENCIES:

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

Drop in agency

Economic      Learning and propositional      Political and democratic      Social      Spatial

	Go it alone	Benefactor/ developer	Little Sheffield Development Trust	Building Preservation Trust	Existing landlord
Ownership?	Tenants buy-out Manage cooperatively	Buy out by philanthropic landlord/ developer Led by new landlord, potentially managed cooperatively.	Buy out by Ethical Property Co. or similar Managed through the LSDI	Bought by the BPT Managed through the umbrella organisation and a Special Purpose Vehicle to hold the shares for the BPT	Existing landlord Could hope to negotiate a collective management to induce the landlord to go with this model i.e. reduce his costs.
Controlled by tenants?	Yes, this is the model that would give the tenants most control.	Yes, although control would be dependant to some extent on which direction the benefactor wished to take things toward and how much control they wished to share/ donate.	Yes, although again would depend on the landlord to some degree and their willingness to share control.	The BPT would be likely to take control of this aspect.	No.
Refurbishment model?	Would have to be done relatively slowly- perhaps through share issue/ mortgage. The tenants do not have direct experience of refurbishment of listed buildings so would have to draw in advice/ experience from BFI and others and/or develop it collectively.	Would depend both on how much the investor would be willing to contribute (or mode of share issue or similar) and in theory if the new landlord would issue a long lease this would make it more worthwhile for the tenants to contribute to the refurbishment for a reduction on their rents or similar. They may not have experience of listed building redevelopment and if not would need to draw this in from elsewhere or develop it collectively.	Would depend both on how much the investor would be willing to contribute and in theory if the new landlord would issue a long lease this would make it more worthwhile for the tenants to contribute to the refurbishment for a reduction on their rents or similar.	This could be done relatively rapidly and they will have experience in this respect.	This would depend on how much the landlord would be willing to invest. In theory if they would be willing to increase the length of the tenancy it would be more worthwhile for the tenants to help with the return on their rent for a reduction in rents. This would have to be discussed/ negotiated.
Funding?	Mortgage. Potential for share sale. At this model would mean the constitution of the group if it is likely they would be eligible to apply for funding. However, there is no guarantee they would definitely get it!	From landlord. Could potentially apply for grant funding if the group was constituted and registered as a charity/ social enterprise.	Could try to gain IEG/European funding under-spend.	Mortgage and partial support from BPT and other funding sources.	It unlikely this model would attract external funding.
Eligible for BFI support?	Potentially, yes. BFI have expressed an interest in supporting the retention of the Little Mesters through grant funds towards the repair and refurbishment of the building to quite a substantial degree.	Potentially, yes, although this would depend on whether the project had charity status or was a commercial venture.	Potentially, yes. They have expressed an interest in supporting the retention of the Little Mesters through grant funds towards the repair and refurbishment of the building to quite a substantial degree.	Potentially, yes. They have expressed an interest in supporting the retention of the Little Mesters through grant funds towards the repair and refurbishment of the building to quite a substantial degree.	Potentially no, as would be a commercial venture.
Charity/ Social Enterprise status?	Potentially, yes.	Potentially, yes.	Potentially, yes.	Potentially, yes.	No.
Best case/ worst?	Yes, this would need to be established as part of the constitution and written into the agreements drawn up. Buying into the shares could entitle the holder to a rent reduction.	Yes, could follow a similar model to Bank Street where rents depend on the tenants- so small office based businesses pay the most, workshops and studios are cheaper and some shared facilities are provided.	Yes, although the details of this should be discussed of an early stage as PW links with LSDI to create a structural model for this, it would also be affected by the landlord that buys the property.	The rents and tenancy would be determined by the BPT.	No- also likely to need to increase rents to induce landlord to work with this model. However this could be done from increasing the usage of the building.
Length of tenancy?	Could determine this as soon as the Works are bought. This could affect the investment the tenants puts into the buy-out.	Would again depend on the new landlord, but it could be a long lease.	Could be a long lease, depending on the feasibility study for the model to manage both the buildings strategically. There could be links between the two in terms of what is provided/ available. It would also be affected by the landlord that buys the property.	Likely to be a medium term lease-length to be determined by the BPT.	This landlord has only offered short term leases so far, and as he is closely associated with the developer he is unlikely to favour a long lease. However longer leases may be negotiated if an increase in rent/ reduction in management is offered for the tenants.
Will it support mix of businesses/ artists/ musicians etc?	Yes, if those who buy-in decide this is an essential part of their constitution. This could be a good way to maintain existing mix of businesses.	Yes, but again depending on the new landlord.	Would probably have an emphasis on affordable workspace/ studio/ business space and cultural industries. This would have to be specified/ determined as part of the process of finding Portland to the LSDI.	The BPT perhaps would be likely to emphasise the heritage elements of the project.	The landlord has currently a good return on this mix so far, and if the occupancy is maintained may be willing to continue with this model as it provides good demand for space.
Heritage and education aspects	Would have to come in later when refurbishment of appropriate standard for public access. This could be part of the constitution, that each tenant contributes to an open up/ galvanise/ or heritage element of the works for a number of hours each year.	Would depend on landlord and how much they invest in bringing the building up to standards for public access. This could be a key aim for the benefactor.	Would depend on landlord and how much they invest in bringing the building up to standards for public access. This could be something that Stag and Portland develop together making it very interesting for further support as an initiative and promote throughout the city.	This could be well developed in this model as the BPT could provide good links to the relevant groups and information.	It may be more difficult to gather support for the heritage aspects of the building in this model as the group is neither constituted nor owns the building.
Other key things to note?	This would place the power and responsibility of management with the tenants. Would have a strong and business-led element.	It may be hard to find such a benefactor now as a whole.	Would link the project with Stag Works and could potentially draw on the Conservation Area as a whole.	Would bring in expertise in terms of heritage buildings. Could depend on the ability to raise external grant funding.	This may be the only available option if the landlord is unwilling to set the building at the price a local high.
Precedents?		Bank Street Arts	Stag Works/ Butcher Works		

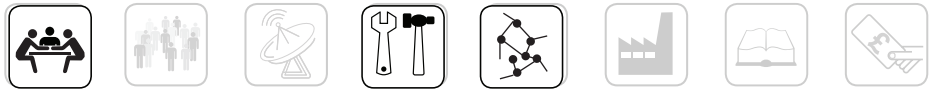


# TOOL: Task and Finish Groups

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:

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

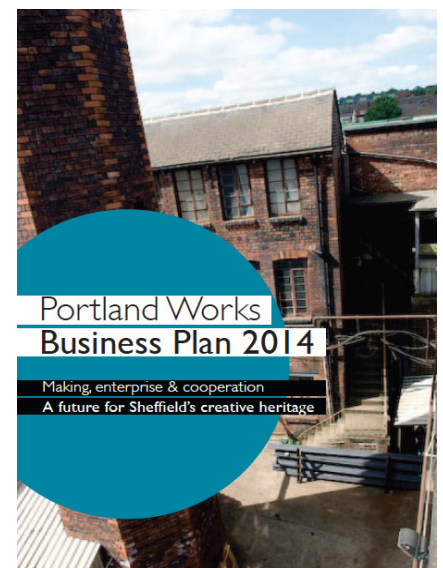
PORTLAND  
WORKS

### Portland Works

Be part of Sheffield's future

Business Plan

Portland Works Little Sheffield Ltd. Industrial and Provident  
Society  
FSA registration 31143R  
June 2011



# TOOL: 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.



## CATEGORIES:



## AGENCIES:

Drop in agency

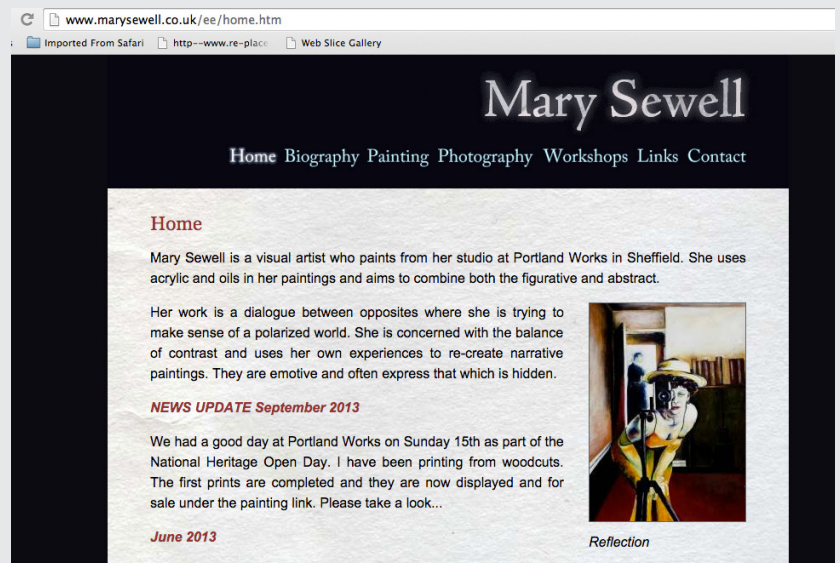
Economic

Learning and propositional

Political and democratic

Social

Spatial



# TOOL: The Guardian press coverage

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.



## CATEGORIES:



## AGENCIES:

Telling stories together helps remind us of what's important  
Renew friendships

Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

### Disappearing acts

## How to make a Sheffield pocket knife

**Still at the cutting edge of his craft, a 'little mester' shows Jon Henley the skills that once made his city the capital of cutlery**

**L**ittle mesters, they were called in their heyday in the mid-80s; the legions of highly skilled, self-employed Sheffield craftsmen who were the backbone of what was then the world's cutlery and tool-making capital.

Working alone or with one or two employees, renting their workshops, little mesters mostly specialised in one aspect of their trade - forging, or grinding, or finishing - and often in one type of product: razors, scissors, surgical instruments.

Trevor Ablett, 67, is one of just a handful left. He makes traditional folding pen- and pocket knives. "Ordinary working knives," he insists. "No pearl or ivory, nothing fancy." They are, though, quite exquisite: small, smooth, beautifully balanced and infinitely pleasing everyday tools, with blades of carbon steel, bolsters of polished brass and handles of stag, rosewood or buffalo horn.

Ablett's knives, most of which retail for less than £20, come in three sizes (3½in, 3¾in, 4in) and a variety of blade shapes: lambsfoot, farmer, spear point, clip point, pruner. The cutlery business, it seems, has a rich and arcane



vocabulary. Not even Ablett is entirely sure of the derivations; when it comes down to it, he says, every blade does "pretty much the same thing".

Ablett generally works in batches of 20 or so knives at a time, buying in blades, springs, linings and scales (the material used for the handles) as blanks from local suppliers.

First, he puts his maker's mark - TW Ablett Sheffield - on the blades, straightens them, cuts and drills the tangs (the prongs that fit into the handles), then sends them off to be machine-ground and tumbled (polished).

Meanwhile, the brass linings (the inside of the knife frame between the handle and closed blade) are fished (smoothed) on a finishing (grinding) belt, then carefully dotted and drilled for the wire pins that will, eventually, hold the assembly together. The bolsters (brass covers at the front, and sometimes back, of the handle) are cut to shape on a fly press, roughed up and soldered on to the linings.

Next, Ablett squares the bolsters up on the finishing belt, bores a hole through each, countersinks it, slightly dishes the lining on a fly press so it will

fit tightly against its scale, and drills the scale holes.

At this stage the scales are fitted to their linings: using a small cut-face hammer on a stiddy (anvil) equipped with a berritting hole (an indentation that serves to round the pin ends), Ablett hammers wire pins through each of the predrilled holes.

Next comes the spring. Ablett first straightens and cuts these to the exact shape required, then glazes them on a fine finishing belt. Then he takes a blade and adjusts the tang end, working once again by eye: the blade has to sit snugly in the handle and work well against the spring for the precision opening and closing action that is the mark of the well-made pocket knife.

Once the scales, linings, spring and blade are ready, it's "just a matter of knocking the whole thing together, really", says Ablett, with some understatement. He taps the remaining wires through on the stiddy, riveting the knife securely together, and grinds the scales and bolsters down to shape. Then comes the fine shaping, smoothing and polishing, and finally the whetting and polishing of the blade.

In full flow, Ablett works fast and with tremendous skill, fashioning each piece in less than three hours (he has, though, been cutting since he was 15, and was taught "all I know about knives" by a celebrated old-timer called Harry Ragg).

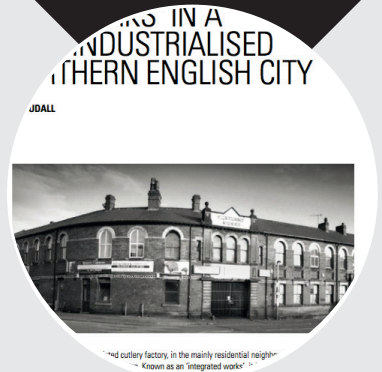
These days, he shares a small workshop in a disused barracks near Sheffield United's Bramall Lane stadium with an equally sprightly 78-year-old bowie-knife specialist called Reg Cooper.

Neither craftsman has plans to retire any time soon. "What would I do if I wasn't doing this?" says Ablett. "And besides, people do appreciate a good pocket knife" - but neither has anyone waiting in the wings to take over.



# TOOL: Trans Local Act

Trans Local Act, published and edited by atelier d'architecture autogérée (Constantin Petcou, Doina 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

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

## OPPOSING PRACTICES: MAKING CLAIMS TO THE 'WORKS' IN A POST-INDUSTRIALISED NORTHERN ENGLISH CITY

JULIA UDALL



Portland Works is a Grade II\* Listed cutlery factory, in the mainly residential neighbourhood of Sharrow, situated just outside Sheffield City Centre. Known as an 'integrated works', it is a three-storey courtyard building with a series of small workshops surrounding a now derelict central shared engine house and chimney. Since it was built in the 1870s, it has been in continuous use for its intended purpose as a series of metalworking shops. Significantly, Portland was the first place in the world that Stainless Steel cutlery was manufactured, nearly a century ago. Current metalworking tenants include toolmakers, artisan knife makers, joiners, engravers, silver and nickel platers, steel-product manufacturers and even a men's chastity-belt maker. In the last forty years the works has diversified: there are now musicians' and artists' studios, and a range of small businesses as well as the more traditional 'Little Masters'. It is a 'rare survival' of this type of building and one of the few places left in the city where a number of makers work under one roof.

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The 'Alternative Futures for Portland Works' Campaign started in response to the landlords' decision in early 2009 to close the studios and workshops and convert the building into a small number of high-spec offices and 'lounge'/bedsit flats. One of the key battle grounds for the campaign group was the assertion by both English Heritage and Sheffield City Council conservation officers that the 'heritage value' to the city lay within the fabric of the building and therefore could be preserved by its conversion into flats. Maintaining the building as a place of business and light industry was seen as 'low-value' and not sufficient motivation for the landlord to pay for repairs to the deteriorating fabric. However, many of the businesses based there would not survive a move and with their closure would be not only mean the loss of businesses and networks of people, but also the loss of specialist skills that are particular to Sheffield.<sup>1</sup> There was a need to claim Portland Works as more than an architecturally significant part of the built fabric of Sheffield.

I understood the claims on Portland Works as carriers of energy and knowledge that would enrich and sustain the project, but also as political gestures. They were assertions of a need for the public to reclaim space in the city. The majority of those making claims did not own the Works, and many did not even use it, yet they declared a relationship to it and with that, 'matters of concern' were brought into consideration and desires articulated. As Doina Petrescu suggests: 'Sometimes these claims are modest and informal, but what is important is how to transform them into a brief, a challenge, and sometimes a proposal that will give room to the multiplicity of desires and needs of diverse sets of users.'<sup>2</sup> Claims are made by people not only verbally, but also through their actions, practices and the objects on which these claims bear. Crucial to this process is how these claims are made, and how the matter of concern is represented. Bruno Latour reminds us that with each representation come layers of "... translation, transcriptions, betrayals, assembly, delimitation, proof, argumentation, negotiation and conclusion"<sup>3</sup> that will all bear on what and whom are brought into the political process. Claims on Portland Works were made by showing (at exhibitions, through artwork created for the campaign, in magazine and posters), by telling (in public meetings, blogs, newspaper articles, planning objections and workshops) and by doing (through using the space, working practices and modifying the fabric of the building). Each of these brought with them a certain power, related to not only the content of the claim but the particular nature of its form, whether it took the very personal and temporal nature of 'telling', or the potential new meanings created by new forums and juxtapositions through which 'showing' occurs, or the propositional and performative nature of 'doing'. By understanding these together the potential for the development of a brief for the future of the works became richer and more democratic, bringing difference in meanings, words, visions and interpretations.

### Making claims

A 'Little Master' is a colloquial term used to describe a self-employed cutlery worker in the 19<sup>th</sup> Century. Individual crafts people would rent a unit around a shared furnace, each taking his or her specialist part in the process of making an item; this gave flexibility to the processes allowing the makers to respond to market demand. Prior to the creation of integrated works such as Portland, which brought people together in one place, Masters would cart their goods between works in wheelbarrows. Portland Works is still comprised of these workshops and studios, each small business, collective, band or sole trader renting a space around the shared central courtyard.

Some of those based at Portland Works collaborate on what they make - either through commissions

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under the main entrance arch, courtesy of the coat hook maker. The noticeboard became the place where other people were assembled, papers with requests for information, meetings promoted, business support offered, press cuttings placed and business cards pinned. This 'thing' was deemed crucial as a physical entity situated in the place that was the object of concern: it was the space that those involved had in common.<sup>4</sup> The third modification appeared in response to the artists' concern that the 7<sup>th</sup> step was unsafe and on Portland Works Open Days their 7<sup>th</sup> step was unsafe and it may be a risk for public access; a shiny new bolt courtesy of the tool maker appeared.<sup>5</sup> This gesture, as the others before represented a practice, in this case that of the tool maker. This 'practice' consisted of his particular knowledge and know-how, the material 'objects' available to him, his care for the artists and the building and his commitment to the shared event of the open days.

The fourth modification was to a letter box, which was repainted and emblazoned with a hand engraved celebratory sign proclaiming 'The Portland Works Committee'<sup>6</sup>. It was made when the campaign group constituted and were able to accept donations and offers of services. Each of these small objects appeared,

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Making modifications to the building does not critique existing reality; it is more radical, it proposes alternative realities. This approach is asserting an alternate understanding of investment, where a close examination of the context and the giving of time and energy are valued most highly. This is in contrast to the terms set out in the planning application where the 'value' of this site is considered not to be enough to warrant any investment unless converted into a residential development and a large profit be obtained. As Jean-François Prost writes in his essay 'Adaptive Actions':

*Residents' adaptive actions prolong the life of buildings by progressively adapting their environments in a number of small, sustainable moves, thus avoiding accelerated or premature degradation, as well as avoiding the need to resort to large, urban renewal projects.<sup>7</sup>*

The adaptive actions carried out at Portland Works suggest a responsiveness to need, yet the care and skill with which they are carried out separate them from being utilitarian. The approach taken by the tenants of the works asserts a moral system which is similar to that found by Gilligan in her analysis of the development of moral judgement. She found two ways of considering a matter of concern, one of which follows rules and rights and the other, which I see as closer to that performed by the tenants that, "... privileges the consideration of relations and responsibilities in making judgments... (and) emphasizes participants' empathy for others and their concern for the sustainability of relations."<sup>8</sup> By acting with care the tenants of Portland Works were asserting a value system other than that prescribed through ownership, legislation, statutory regulations and legal obligations and one which relies on knowledge of one another, and the place in a way that 'top-down' regeneration could not; they were 'doing' their morality as part of their practice. Their modifications to treat the object that was controversial, the conflicted 'thing' - the building itself - and began to mark out their practices, their care for one another and the place and the future which they were proposing. Though subtle as a means of representation, these were powerful acts of resistance; they acknowledge people, desires and knowledges which were informal, hidden or had not been articulated within the public sphere. Chantal Mouffe writes of her term 'agonism' as a recognition that,



*There might be no continuity in our opinions, but there is a hidden continuity and a hidden coherence in what we are attached to. Each object gathers around itself a different assembly of relevant*

that require a number of the trades, such as forging, grinding, engraving and planing, or less formally through joint art shows.<sup>9</sup> They also rely on one another to assist in the repairs of machinery, be it the replacement of an engine or the welding of an arm. These informal interdependencies are not visible, yet they are vital both to the feasibility of their businesses and to the identity of the area. As the campaign developed, so did our collective understanding of the needs of individual tenants, groups, makers and activists and, crucially, those things which had become our shared desires. In order to achieve those aims a series of objects and modifications to the building were created, either to present identity, strengthen relationships, or to facilitate further actions necessary to the campaign. As Bruno Latour puts it when he calls for politics of 'things':

### DISTINCTIVE SHARROW ACTION GROUP

Sheffield, UK

**WHO** core group of residents and activists + collaborators and participants  
**WHAT** community Design  
**WEB** <http://www.sharrowed.org.uk/distinctive-sharrow>

**KEYWORDS** community design, urban action, participation, neighbourhood

The Distinctive Sharrow Action group formed to carry out a series of built environment projects in their neighbourhood, which responded to the desires of people living and working there. The Distinctive Sharrow Toolkit sets out a series of actions and suggests how they can be achieved through collective action, aiming to develop skills and relationships as they happen. Projects may be physical interventions at small or large scale, or temporary, making events to alter the way space is used or perceived. They can be carried out by the group or by influencing other development projects. Current projects include: the development of a new public space, flag, a treasure hunt and a festival in empty shops. These involved local commissioned artists, written briefs, carried out research, created events and held workshops. Members of the group are also involved in the Portland Works project.



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given without announcement by a maker from the works, each changing the communal spaces and relating to a significant point in the campaign. Future modifications are planned, now by collaborative groups of tenants; including a 'sculpture garden' on the roof, curated and created by the artists that work below and a mobile unit to function as a welcome desk on open days and an archive, designed collaboratively in response to the skills, machinery and materials available at the works.

The nature of these modifications was relational - they became active objects altering the relationships between people, both within the campaign group and, in the case of the posters, the wider public. They embody know-how and knowledge particular to those at Portland Works and because of this they are implicitly social products. Reckwitz defines these practices as comprised of:

*... forms of bodily activities, forms of mental activities, 'things' and their use, a background knowledge in the form of understanding, know-how, states of emotion and motivational knowledge... whose existence necessarily depends on the existence and specific interconnectedness of these elements, and which cannot be reduced to any one of these single elements' making an individual a 'carrier of a practice... and a certain routinized ways of understanding, knowing how and desiring... a practice is thus a routinized way in which bodies are moved, objects are handled, subjects are treated, things are described and the world is understood.'<sup>10</sup>*

These practices brought to the forefront matters of concern in a tangible, yet understated manner. Questions were raised about what value these skills had to Sheffield, what possibilities collaborations offered for their businesses, how a relationship with a building develops over time, how a community is formed and what aspects of a city might be hidden from view yet make an important contribution to the way it works? The physical changes mark the development of priorities for the campaign, desires and relationships between people.

### BLACK DOGS

Leeds, UK

### BLACK DOGME



**WHO** artists Collective, with core membership and external collaborators  
**WHAT** self-organised art, workshops and public interventions  
**WEB** <http://www.black-dogs.org/>

**KEYWORDS** artist collective, workshop, participation, collective action, intervention

Black Dogs is an artist collective whose activity spans formal exhibitions, publications, events, interventions, workshops, social engagement and curatorial activity. Formed in Leeds in 2002 as a means to conduct artistic activity in the city at its self-organised level, Black Dogs subscribes to a DIY ethos of non-profit motivation and ideals of artistic practice. The group's activity is guided by a commitment to contest, responsive, conversation and debate-led working methods and artistic experimentation with modes of life that contribute toward a working alternative to capital-driven society. The free-sharing of information, knowledge, skills and experience underpins the actions of the collective as a method by which to encourage collaboration both within the group and with the audience and public who experience Black Dogs' output. It is the group's aim, through its artistic activity, to understand and facilitate a transformation from a passive-consumer 'society of actors' through to a stronger, more participative form of social organisation.

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*... society is always politically instituted and never forgets that the terrain in which hegemonic interventions take place is always the outcome of previous hegemonic practices and never a neutral one. This is why it denies the possibility of non-adversarial democratic politics and criticizes those who, by ignoring the dimension of the political reduce politics to a set of supposedly technical moves and neutral procedures.<sup>11</sup>*

Despite the modifications being small they recognised, reinforced and developed the relational aspect of the Works and in so doing gave the community therein a greater impact and centre to act communally against external threat.<sup>12</sup> They embodied a desire to do things differently; to act in another way.

### WARDS CORNER

London, UK



**WHO** The Wards Corner Community Coalition (WCC) of market holders  
**WHAT** Resistance to redevelopment/gentrification of market  
**WEB** <http://wardscornerwikipages.com>

**KEYWORDS** gentrification, resistance, collaborative action, equality

Collective resistance to imposed plans to close and demolish the market to be replaced by executive flats. 'Some of the market traders immediately mobilised to create an alternative vision of the site: to include preservation of the main Wards building, growth of the market and continuity for local businesses. At one, the possibility of a different future for Wards Corner emerged; one which resonated with local opinion. After nearly three years of relentless, focused and highly creative campaigning, the WCC secured a landmark judgement in the High Court, and the developers had their planning application for the Wards Corner site repealed in July 2010. The Council's planning process in respect of this application were found not to have followed duties under Equalities legislation. They had failed to assess the impact of the proposed development on different racial and ethnic groups and a equality of opportunities in this area of housing... The WCC campaigns for standards non-stigmatisation and the development of local destinations.

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<sup>1</sup> This area is home to the largest concentration of music studios in the North of England, where numerous bands, record labels and artists started out including Wray Records, The Arctic Monkeys, Jeff Lapard, Pink Gnease, Rowland and the Madmen and many others.

<sup>2</sup> Portland Works is in the top 6% of Listed Buildings in the UK and English Heritage considers the site to be 'a rare survival of the building type'. Source: [http://www.victorianarchitecture.org.uk/news/new\\_industrial\\_building\\_under\\_threat\\_from\\_redevelopment/](http://www.victorianarchitecture.org.uk/news/new_industrial_building_under_threat_from_redevelopment/)

<sup>3</sup> The decline of the heritage crafts in the city was mirrored by the conversion of a number of Sheffield Works buildings into residential accommodation over the past decade. This sits within a wider context of gentrification in a number of post-industrial northern cities, including Sheffield, Manchester, Leeds and Newcastle, of which Sheffield was perhaps the slowest to pursue these strategies. The development of residential units in city centres began around a decade before, partly in response to the national policy document 'Towards an Urban Renaissance', which was adopted in 1998. The government sought to promote the re-population of major city centres in the UK by promoting them as important sites of middle-class consumption. This is discussed in more detail in, Max Rosedale, 'Re-making the City Centre for the Middle Classes: Regeneration, Identification and Symbolic Politics in 'Loose Cities'', *International Journal of Urban and Regional Research*, x (Edinburgh) pp.

<sup>4</sup> The Planning Application Sustainability Report, written by the applicant, claimed that the works housed 'a number of businesses which appear to be unsustainable, with occupancy falling over the past few years due to increased competition from the far east', and photographs included in the Design Statement omitted any people or signs of activity. The building, at this time was in fact fully occupied. In addition to this, the wider proposals for the Strategic Development Framework had given up on the idea that the John Street area had viable businesses and proposed instead an area of housing and offices. The John Street Triangle Conservation area is currently designated in the Unitary Development Plan as a flexible use area. The draft Sheffield Development Framework which is coming into force in 2011 proposes it becomes a 'Business and Housing' area. House regulations that accompany housing developments would threaten the future of the works and other businesses, particularly the music studios. In order to contest this, we developed an audit of the businesses and studios in the area. The intention of this document was to provide evidence that it should be designated as a Business and Light Industry area. The Audit was conducted through interviews and questionnaires and represented through summaries, transcripts, maps and statistics and submitted to Sheffield City Council Planning Department. This was information that people would provide anecdotally, creating an audit documents these relationships in a way which could possibly determine policy. In order to relate these claims, a business audit of those at Portland Works was compiled, and an additional audit of the businesses within the John Street Triangle. Those documented the area both through mapping and questionnaires and through interviews with people based in the area. Over 30 businesses were shown to be tenants of Portland Works and the units within the John Street Triangle almost fully occupied, with waiting lists for some of the buildings and plans for expansion spoken of by a number of businesses. This conflict exposed the information submitted by planning as being incomplete, and anecdotal, yet it was perceived as being authoritative by certain parties due to the professional conventions and 'factual' style that it adopted.

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# TOOL: 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.



## CATEGORIES:



## AGENCIES:

Think about heritage in more creative ways

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



# 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.



## CATEGORIES:



## AGENCIES:

Connecting the project to new social groups  
Keeping it visible

Drop in agency

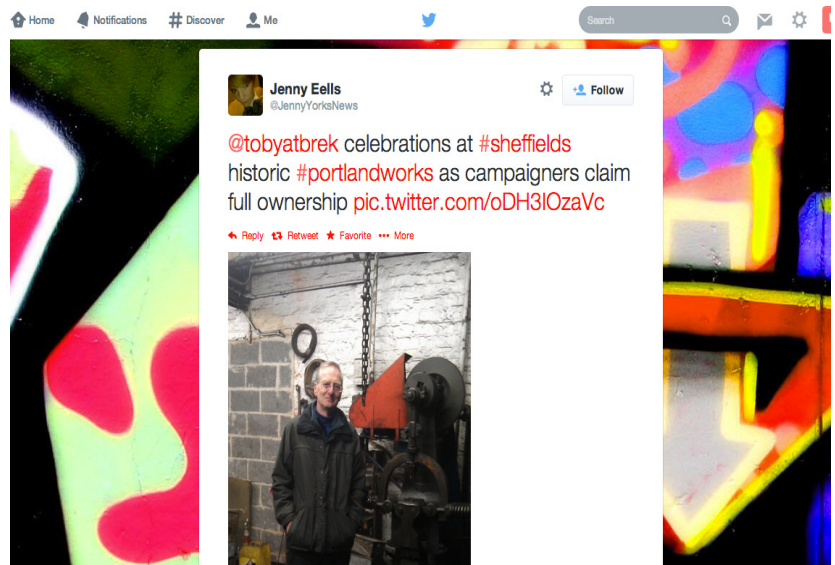
Economic

Learning and propositional

Political and democratic

Social

Spatial





# TOOL: Valuation of PW

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.



## CATEGORIES:



## AGENCIES:

Price enables purchase negotiations

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

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







# 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

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial



# TOOL: 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.



## CATEGORIES:



## AGENCIES:

Learning what our purpose is and what are our limitations

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



# TOOL: Website I

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.



## CATEGORIES:



## AGENCIES:

Strengthen/ expand group  
Info Shared

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

## VOLUNTEERS



### CAN YOU HELP?

We're looking for volunteers to help in all sorts of ways. We already have a group up on working and open days, but we always need more. You can give up a you'd like.

### OPPORTUNITIES

#### Occasional work:

Open day steward: no experience needed.

Working days: skilled or unskilled.

#### Regular work:

Admin: bookkeeper and/or clerical support.



# 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

Drop in agency



### PORTLAND WORKS

Randall Street Sheffield S2 4SJ England

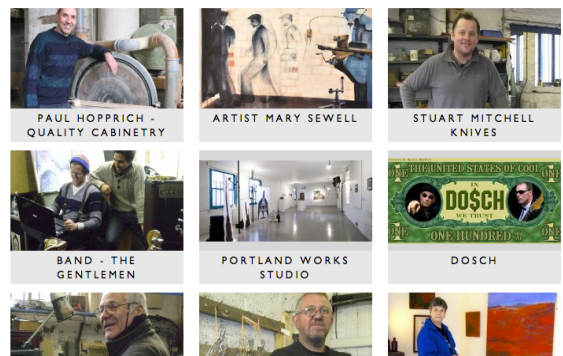
- HOME
- ABOUT US
- NEWS
- OUR MAKERS
- SHOP
- GALLERY
- HISTORY
- EVENTS
- EDUCATION
- RESEARCH
- FUNDRAISING
- OUR THANKS...
- NEWSLETTERS
- VOLUNTEERS
- CONTACT US

### OUR MAKERS

There are over twenty businesses, bands and artists at Portland Works, many have websites, some operate through word of mouth. It's a great location for start-up businesses. There's also a core of longstanding enterprises. Most are in business and would like to hear from potential customers. If you need anything making, fixing or creating, there's probably someone at the Works who can help.

Click on the images below to find out more ...

We're sorry but there is no vacant space at the Works at present. But if you'd like to be a tenant, do get in touch as things may change and we do keep a list. If you need to ask us anything - email [info@portlandworks.co.uk](mailto:info@portlandworks.co.uk)



# 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:



## AGENCIES:

Getting tasks done  
Ability to make more detailed research and development

Need input of business skills,  
organisation feels fatigued

★  
Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial



# TOOL: Yorkshire Post Features

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.



## CATEGORIES:



## AGENCIES:

Raising issue regionally as business concern

Drop in agency

Economic

Learning and propositional

Political and democratic

Social

Spatial

## 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

Published on the  
17 February  
2009  
09:56

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# TOOL: You and Yours, BBC Radio 4

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.



## CATEGORIES:



## AGENCIES:

Telling stories publicly creates  
Shared purpose

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

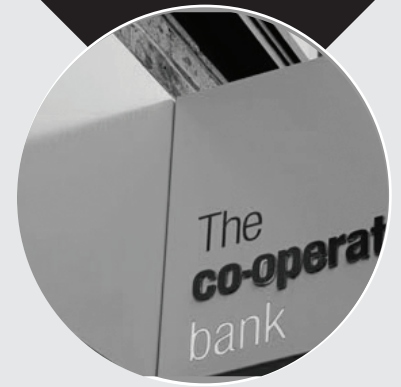
Social

Spatial



# TOOL: 100k Banked

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



## CATEGORIES:



## AGENCIES:

Financial confidence in plan

★  
Drop in agency

Economic

Learning and  
propositional

Political and  
democratic

Social

Spatial

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