



# Pembroke Town Walls

A long-term management plan for the restoration and management of Pembroke's medieval town walls, to include training in heritage building skills and to develop a sense of community and place

**Pembroke Town Walls Trust**

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# Pembroke Town Walls Management Plan

December 2022

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- 2 About Pembrokeshire Built Heritage CIC
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## Annexed Documents

These working documents are annexes to the plan which will be continually reviewed and adapted when needed as our work progresses.

1. Model Lease
2. Heritage Partnership Agreements
3. Share Offer for Pembrokeshire Built Heritage CIC
4. Sustainable Fundraising Strategy
5. Wall owners' data base
6. Training programme
7. Engaging the Community
  - *Pembroke Town Tour*, ©Howard Rudge, July 2022
8. Caring for the local environment
9. Continued evaluation and risk assessment
  - *Revaluation of Pembroke Town Walls Management Plan*, Elster Jones Research and Consultancy Limited
  - Pembroke Town Walls CIO Trustee Skills Audit November 2022

## Supporting Documents

These documents provide us with evidence and support for the various aspects of our plan and can be added to or removed over time.

1. *Valuing Freestanding Heritage Assets, Pembroke Town Walls* – Morgan Lockwood, October 2021, School of Mathematics at Cardiff University
2. *Understanding and Managing Heritage Partnership Agreements in Wales* – Cadw 2021
3. *Pembroke Town Walls Condition Survey* 2003

4. *Pembroke: Understanding urban character* – Cadw 2015
5. Pembroke Town Centre Strategic Regeneration Framework (titled Pembroke)
6. *Medieval Pembroke*, Brian Paul Hindle – National Library of Wales
7. *Pembroke Millpond Walk Planting Plan PCC 2020*
8. *Pembrokeshire Wellbeing Plan*, May 2018
9. Listing - Walls from North of churchyard of Church of Saint Mary to Barnard's Tower
10. Proposed Historic Environment (Wales) Bill in progress 2022
11. Cadw - Conservation Principles March 2011
12. Pembrokeshire Community Plan 2010 25
13. Pembrokeshire County Council Conservation Area Management Plan and Map
14. *Building the Future: Sector review of Qualifications and the Qualifications System in Construction and the Built Environment* Wales February 2018



# 1. About Pembroke Town Walls Trust CIO

## Background:

In the mid-1990s, the Pembroke Civic Trust proposed a survey of the town's medieval walls, and in 2001 Pembrokeshire County Council commissioned a full Archaeological Interpretation, Condition Survey and Photographic Record of the Walls (*Supporting Document (SD) 3*).

In 2011 a separate group was constituted to manage the historic site for the long-term benefit of our community. This was registered as the Pembroke Town Walls Trust Charitable Incorporated Organisation in 2013. Membership is comprised of wall owners, representatives of other organisations from the local community and interested individuals, who are all committed to seeking ways to ensure the preservation of Pembroke's historic medieval town walls.

The Charity's remit includes the Town's perimeter (curtain) and burgage plot (garden) walls, all of which have at least Listed Grade II status and are contained within a designated Conservation Area. The footprint of the Conservation Area includes a number of Scheduled Ancient Monuments, that are part of the Curtain Wall structure.

The Trust has completed a major repair and restoration of the perimeter and burgage walls of the large plot to the rear of the Tabernacle Church on the south side of Main Street. This initial project was designed as a Pilot to agree the overall approach and standards of work required to conserve the structure of the Walls in conjunction with Cadw.

## Governance:

Pembroke Town Walls Trust is currently governed by eight local Trustees and is a Charitable Incorporated Organisation registered in Wales No 1157626.

The Trust exists to protect and conserve the unique archaeology of the walls, to promote understanding of and access to the heritage, and to realise the international importance of this historic site. By working with partners and stakeholders, careful conservation of the town walls will contribute to the social and economic benefit of our local community through skills development, local employment, sustainable tourism and a sense of place.

Specifically, the Charitable Objects of the Trust are:

- To maintain, restore, preserve and advance public education of the curtain walling of Pembroke Town, within the conservation area, in the County of

Pembrokeshire, for the benefit of the people of Pembroke and the public at large.

- To advance the education of the public by developing techniques for the maintenance and preservation of the curtain walling of Pembroke Town to train local people in the skills required to carry out these techniques, using local resources.
- Maintain, restore, preserve and advance public education of the industrial heritage of Pembroke Town Walls, within the Conservation Area in the County of Pembrokeshire, for the benefit of the people of Pembroke and the public at large.



## 2. About Pembrokeshire Built Heritage CIC

In 2020 Pembroke Town Walls Trust took the decision to establish a linked social enterprise to help undertake the conservation of the walls. Pembrokeshire Built Heritage Community Interest Company was established as a Company Limited by Shares No 12784873.

The objects of the Pembroke Built Heritage CIC are to carry on activities which benefit the community and, in particular to undertake the conservation of the built heritage of Pembrokeshire.

The assets of the Community interest Company cannot be transferred other than for full consideration and only to the asset locked body which is Pembroke Town Walls Trust CIO. All profits will be reinvested in the Company to develop and continue its work.

The Company aims to maintain, restore, preserve and advance public education of the built heritage within the Pembroke Conservation Area and in the County of Pembrokeshire, particularly the curtain and burgage walls of the town, for the benefit of the community at large. The Company's work will be closely linked to the work of the PTWT CIO and principally its work will be centred on the walls, but it also aims to bid to carry out work throughout the County, an area steeped in heritage and with a large number of pre-19th Century buildings in need of repair and restoration.

The Company will use local stone masons to deliver the work and training in heritage stone masonry for PTWT CIO and eventually employ locally trained masons. They will work closely with Pembrokeshire College's Built Environment Department to assist them to start training in Heritage Stone Masonry with the assistance and advice of the Tywi Centre based in Carmarthen.

Trustees of the CIO (the asset locked body) and Directors of the CIC are jointly developing this collaborative management plan for the continued and sustainable restoration and maintenance of the walls.

### 3. The Challenges we faced

Preliminary work to the North Walls and communication with owners and potential funders, has revealed a number of complex problems that the Trustees believe will only be resolved by a new and innovative way of thinking. We have delivered a successful pilot project to the walls surrounding a plot on the south side of the town and over the past two years have restored the civil war gun platform along the Mill Pond Walk. For the long term we are keen to conserve and restore the long sweep of walls along the Mill Pond walk.

This presented us with several challenges in securing the significant funding needed for this work. Originally a long stretch of walls built to defend the town on the northern side, the walls are listed but each section is generally privately owned by the property behind it, and all are in a bad and deteriorating state of repair which reflects badly on Pembroke as the county's most historic town and in sight of the magnificent Castle and the newly regenerated South Quay site. Although owners are supportive and most have an understanding of their obligations to these listed structures, funding for essential conservation works to privately owned historic structures is not generally considered for public or charitable trust funding.

So, the issues specifically are:

- The wide diversity of ownership of the walls. As stated most sections are privately owned by the property behind it but this is not always the case. Some sections are in the hands of the Crown Estates, some are owned by the local authority and some by the Church in Wales. Some are privately owned but not by the owner of the property behind it.
- Many wall owners need advice with regard to the listed status of their walls, the requirement for them to keep them in a good state of repair and the quality of repair and restoration that is required. Some have already carried out their own work which is not to the required standard, others are frustrated at not being able to carry out their own repairs. Creating access to their property through the walls is an important issue for a number of wall owners but will not be allowed by Cadw so there is a potential clash of positions around this issue.
- The walls are mostly in a bad state of repair, thickly covered with invasive vegetation, bordering long steep gardens. Some have been covered with cement screed that cannot breathe. Over the years some owners have penetrated the walls with steps and access gateways without seeking Listed Building Consent.

- The areas of gardens nearest the walls tend to be neglected with a build-up of soil and invasive overgrowth leading to the slow loss of the burgage walls bordering each plot.
- There is an urgent need for long term major funding to stop this deterioration and begin a programme of conservation followed by long term maintenance.
- The major funders we need to approach are not inclined to fund privately owned property, principally on the basis that it will improve the value of the property.
- Owners are not keen to contribute substantial funding without support.
- There is a considerable shortage of builders with the skills to work on heritage buildings. While some specific qualifications have been developed for traditional and heritage skills, there is very limited (if any) learning provision integrated into mainstream qualifications' training. (Qualification Wales: *Building the Future* February 2018 – SD 14)
- The Millpond area is a Local Nature Reserve (LNR) that requires careful management, and the County Council has established a planting plan along the grass verge to include wildflower meadow areas and trees.



## 4. How we have addressed the challenges

The UK CRF grant we received has enabled us to research and explore innovative solutions to these challenges and develop a management plan to carry them out. We have over 50 interested owners to work with but have started with a group of 6 properties along the northern side of the town as a pilot/template for the major project.

We took the following approach:

- There is clearly a need to develop and build good relationships with each owner to give them the confidence that our plan is the best way forward, to work together and trust in each other. Over the years one of our Trustees has spoken to most of them and before we submitted the application for the UK CRF Grant, we had a commitment from the owners of six properties to be the first to test the process we developed. However, these owners had not met with the Trustees as a whole. We have now met together with them on two occasions during the project to inform them of our plans and to keep them updated and invited the owners of all properties with town walls to a further meeting. The owners of seven other properties came to that meeting and have indicated their interest in this process and others, unable to attend the meeting, have asked to be kept involved and informed.
- We tested the proposal of a lease on the walls with each owner, including a few metres of land inside their individual plots to enable the long-term conservation work to be funded as one heritage project. This was an idea that came out of the pilot project in 2017 before Cadw and the Welsh Government proposed Heritage Partnership Agreements. The proposal was generally accepted as a way forward by the six initial owners.
- Heritage partnership agreements are voluntary agreements between owners and consenting authorities for the long-term, sustainable management of listed buildings and scheduled monuments. An agreement can cover multiple assets and grant listed building and/or scheduled monument consent for an agreed programme of works to be carried out over an extended period of time. This will eliminate the need for repeated consent applications for similar works, saving time and resources for all parties. The guidance, *Heritage Partnership Agreements in Wales, (SD 2)* sets out the statutory elements required in an agreement and identifies best practice to promote consistency in the implementation of works as well as regular monitoring and review.

Cadw and the Welsh Government introduced Heritage Partnership Agreements in Wales in January 2022. PTWT took part in the consultation of these agreements in 2020/21 and now plan to establish contracts between the PTWT, owners and the County Council. Scheduled sections will need to include Cadw. Developing this template will have wider benefits for building conservation nationwide. They have already been tested and adopted by English Heritage.

What has developed through investigating both these legal options is that the Heritage Partnership Agreements will be of much longer term benefit for all parties. A model Lease has also been developed to be available for wall owners who would feel more reassured.

- At the beginning of the CRF project, we planned to establish a Community Benefit Society to encourage wall owners to contribute towards the costs of restoration through the purchase of shares which can be sold to future owners.

Originally advice about the Community Shares issue was taken from Cris Tomos at PLANED as part of the Pilot Project. The objective for this project was to explore this further and set up a scheme. We had a number of conversations with the team from Social Business Wales about a Community Share issue. The outcome was that we need to be able to issue more than one class of share to deliver a sustainable funding model going forward, so a Community Share Issue is not an appropriate route and those discussions have come to an end.

The challenges are complex, In particular:

Community shares have to be strictly defined to a particular characteristic (normally geographical) to enable their issue under either a CBS or CIC scheme. This is to do with Financial Services Regulations. General schemes require registration whereas community schemes do not. We are still considering how to scope that area.

Whilst shares can be fixed for a period of time before they can be available to be redeemed at some point a mechanism has to be in place to make available a set percentage for redemption in anyone year. This means that the sustainable funding model has to allow for this. Consequently, the community share issue is difficult to scope in overall size to allow for the repayment whilst generating enough useable capital to make the issue worthwhile.

Pembrokeshire Built Heritage CIC does have the ability to issue different classes of shares. Currently, there is consideration to issuing Founding Director Shares (a requirement of the Mem & Arts), Director Shares (also a requirement), Wall Owner Shares (linked to a Covenant that ensures transfer of the share upon a

transfer of ownership of the property) and a possible Community style share that would have to be based on a defined geographical area.

We are exploring Social Investment Tax Relief (SITR) which will give our tax paying shareholders a return through tax relief. Other than SITR we are not proposing a return on the shares that are issued.

- The Pilot Project was undertaken to agree methodology for conserving the walls with Cadw, as well as developing a sustainable funding model that would allow for many phases of work to be undertaken over the next decade or so.

A requirement of the National Heritage Lottery Fund (HLF who had funded that project) was for us to explore a valuation model that would ascribe a value to owning part of the curtilage wall and provide an answer as to whether owning a wall as part of a property increased or decreased the value of the property. From a grant perspective betterment (i.e., an increase in value) is not allowed.

Initially an analyst at the Department of Transport volunteered to produce a revealed preference valuation by developing a hedonic model based upon house prices. A database of properties within Pembroke was therefore compiled. The model was independently evaluated and found to be insufficiently robust, mainly due to the software used.

As part of the CRF funded project we addressed this issue by contacting the Operational Research and Applied Statistics (ORAS) Department at Cardiff University and offering the project as a Dissertation to establish a valuation model for the Curtilage Wall using a similar technique. The offer was taken up by one of their MSc students to carry out research to establish the value of the improved historic structures to the heritage of Pembroke and the county. A copy of this dissertation is *SD 1*.

This research demonstrated that not only did properties with a view of the walls enjoy an uplift in value but that properties exposed to the liability of maintaining the walls suffered a degradation in value.

The modelling used (Linear, Log Linear and Random Forest) all suggest that if the property on the north side of Pembroke Main Street has possession of a heritage curtilage wall on their land, the value of the property is reduced. The Linear model shows this to be a set cost of £42,470. The Log Linear Model has more variables and shows this change to be a reduction of 16.75% which on average attributes £34,200 reduction to the value of these properties.

Furthermore, being able to see the curtilage wall, but not actually having one, enhances the property value by £57,470 in the linear model (Table 3 in the report) The log Linear model translates this into a 22.35% uplift to £45,520.

The Random Forest Model provided a more accurate fit relative to the linear model, but the way it's formulaically calculated means the variables do not provide a value which can be transcribed for valuation purposes, it can only rank independent variables importance in the explanation of house prices (which is the main dependent variable).

The researcher recommended using other techniques such as stated preference valuation using Contingent Valuation Metrics augmented by Choice Experiments. We are also appraising the option of using a subjective well-being approach, for example calculating a cost-utility measure such as a WELLBY (wellbeing valuation) for both wall owners and other members of the community.

- Our plan was to continue to develop piloted skills training with Pembrokeshire College and Tywi Centre in heritage stone masonry for local young people and work experience with professional stone masons, leading to apprenticeships.

Early in the project we met again with the Arwyn Williams, Head of Built Environment at Pembrokeshire College, Helena Burke, Heritage Skills and Project Officer with the Tywi Centre in Carmarthen, Helen Murray, Engagement Advisor with CITB South West Wales, and Paul Falzon of Cyfle Cymru Building Skills. All these were stakeholders from the previous training trial.

A ten-day training programme was agreed as an introduction to heritage stone masonry skills for Level 1 and Level 2 students in construction at Pembrokeshire College. Dates were agreed to run two courses which took place in March and May 2022. 10 students took part in the first course and 9 in the second. The courses were run by Oliver Coe of Coe Stone Ltd in Haverfordwest with a tutor from the College attending each day.

The plan was for the first week to take place in the College to learn theory and gain a basic understanding of heritage stone masonry with some practical work, and the second week to take place on site working on some of Pembroke Town Walls. It was hoped that at least one student from each course would proceed to ten days of work experience with Oliver Coe.

The courses all went very well. All the students completed and thoroughly enjoyed the work and received certificates to show that they had completed the course. Evidence of this can be seen through presentations and a documentary film on our website at <https://www.pembroketownwallstrust.org.uk/news>

There was a difficulty with arranging the work experience. Cyfle suggested that the students taking part in the first course have the benefit of their On Site Hub which provided them with use of a laptop to do the written work and a set of tools to use. It transpired that once they had been signed up for that scheme, they were not also eligible for Cyfle to arrange work experience. Also the students who were signed up found the on-line work very difficult. As a result, none of the students on the second course were signed up for the On Site Hub and one of them was thus able to take up 12 days full work experience with Oliver Coe working on the town walls, which was the outcome we had planned. The young people undertaking the training benefited in the short term through an introduction to significant skills, learning about stonework and mixing and using lime mortar.

- Pembrokeshire Built Heritage CIC was able to start work by engaging Oliver Coe to carry out the training and work experience and the capital work to some of the town walls. The funding enabled payment of a fee for the CIC to establish their services to manage the training/capital works aspect of the project. This project has enabled the CIC to begin to establish itself as a local social enterprise. The CIC has gained two more Directors. A business plan is being written by one of the Directors which will pave the way for the social enterprise to establish a list of local stone masons to carry out work on the walls and on other sites in the local area, and to continue to progress the training and work experience leading to apprenticeships.
- It is important to engage with and involve the community in our work. We have always used the strap line that we are “more than the walls”.

When developing this project and applying for the UK CRF grant, we obtained 18 letters of support from local groups, Councillors and other elected representatives and the local community, demonstrating the basis of the support we have in the town.

We engaged with volunteers from the local branch of the Wildlife Trust, and also the Friends of Pembrokeshire Coast National Park Authority to help to clear the walls of ivy and other overgrowth in a sustainable and responsible way.

We worked with the Postcards & Podcasts project at the local Tanyard Youth Project to make two films for us. One is about the medieval town of Pembroke; the other is a documentary about the training programmes. Both are exceptional films made by the young people who have now set up and established their own

business making films in the community. The films can be viewed on our website.

We produced two bilingual newsletters about the project which were e-mailed to all our members, delivered to every house in Pembroke Main Street and other areas in the town, and left for pick up in the Town Hall, Castle and Community Centre. They were handed out at local events throughout the project and electronic versions were put on our website.

Howard Rudge, one of our Trustees who is a Guide at Pembroke Castle, has written a guide to a Historical Tour of the Town and delivered one tour which was very well received. A copy of the guide is attached with *Annex 7* and is available for us to develop the tours and train other tour guides. We also delivered a programme of three events for the community to come to view films and hear talks about the history and heritage of Pembrokeshire which were well attended.

We have continued to develop and improve the website, constantly updating news and photographs, using Local Giving for people to make donations or pay membership subscriptions, and made use of our Facebook page to promote the events and the project. Four press releases have also been sent to and printed in the local papers the Western Telegraph, the Tenby Observer and the Milford Mercury.

- Prompted to improve our evaluation plan and increase its budget to the minimum requirement of £10,000 by appointing an external evaluator, we decided upon Elster Jones Research and Consultancy Limited of St Dogmaels, Pembrokeshire. The key attraction was Jake Elster Jones' use of Revaluation ([www.revaluation.org.uk](http://www.revaluation.org.uk)) for the evaluation of complex systems. This approach is consistent with the supplementary guidance to the Magenta book issued by the Treasury in 2020.

Revaluation uses a six-box matrix looking at both known (visible) and unknown or emergent (invisible) outcomes across three dimensions of value creation; Calculate, Calibrate and Capacitate. The technique was developed for the NHS by Darnton & Harrington, but it has since demonstrated its worth in a wide range of contexts. Jake worked closely with the Trustees and all stakeholders throughout the project and PTWT will be able to apply the approach to future projects.

Jake provided a detailed method statement for trustees covering inception, initial appraisal, evidence gathering, coproduction of the Calibration and

Capacitate elements of the evaluation, and reporting. He has met with all stakeholders and Trustees and has produced a full report of his evaluation of the project which is attached with *Annex 9*.

- The Trust is fortunate to have a good team of eight Trustees with a broad range of relevant skills and experience, an enthusiasm for restoring the walls and a knowledge and understanding of their local community and its history. Possibly because of this they are aware of the need to regularly assess and manage the risks to their work and ensure that their governance is well managed. As part of this project the Trustees carried out an audit of their skills so that they could identify where there are gaps. A similar audit was carried out as part of the pilot project in 2017.

A copy of the audit is attached with *Annex 9*. The main gap identified was an understanding of the Charity Statement of Recommended Practice (SORP) accounting system. However, as all Trustees are confident in their understanding of Profit & Loss accounting this can be addressed with them reasonably easily. There is also a lack of confidence in fundraising, campaigning and marketing. These aspects will be addressed in the early part of 2023, when we can see what training needs to be given or whether we need to recruit more trustees with these specific skills.

## 5. Our way forward

The plan we have developed as a result of this work is robust and sustainable due to the quality of the research and evaluation and what we have learned and improved as we progressed. We have also benefited from the independent evaluation process and have taken on board the observations made by Jake Elster Jones and the suggestions he has made for progressing our work.

The principal approach we will continue to take will be adaptive, listening and communicating as much as possible. We will continue to foster and develop our relationships with wall owners, to engage with and consult the community and to work with other groups and organisations in all aspects of our work.

We have already established good relationships with the Local Authority's Conservation Officer and Cadw Officers. We communicate regularly and have taken their advice throughout this developing process, and all have visited the site and met with us on several occasions.

Over the last nine years we have built a trusted relationship with partners to develop the training, and this is now producing a sustainable strategy.

More and more owners are prepared to support us and work with us and we believe that this will increase as time goes on and more walls are restored and repaired.

There is considerable and increasing interest in what we are doing in the community and support for all aspects of our work. We need to develop this and consult the community on a regular basis.

Our way forward now needs to build on this while being clear about what we want to achieve, and sticking to our values, aims and objectives.

- Working with wall owners – This is central to our aims and objectives. We will continually communicate and meet with owners, involve them in the training and other aspects of the project and encourage as many of them as we can to agree to work with us to restore and maintain their walls as listed heritage structures. We will take on board the suggestion in the External Evaluation of working much more closely with wall owners, to encourage their understanding of the heritage they own and its significance in the story of Pembroke and Wales as a whole. We will consult them more closely and test the idea suggested in the Independent Evaluation report of establishing a “one-stop shop”/Owners’ Group for advice and support.

We are establishing a database of wall owners but need to assure ourselves of the legal ownership of each section. This will be carried out by our Solicitor who will be able to contact the Land Registry for this purpose.

Documents produced to establish agreements with owners to carry out the restoration of their walls are:

- *Annex 1* is a Model Lease which will be available if requested by wall owners to include the lease of their curtain wall and some land inside it to the Charity.
  - *Annex 2* is a draft Heritage Partnership Agreement which has been written for the six initial owners having their walls restored. This Agreement has been submitted to Pembrokeshire's Conservation Officer and a meeting arranged with him to obtain his approval before it is agreed and signed with the owners.
  - Once we have the Heritage Partnership Agreement agreed and signed by all parties we will work with the first six owners to apply for listed building consent to restore their walls.
- Community engagement

A significant gap in our research has been the lack of data collected from and consultation with the wider community. This was difficult given the long delays in being able to start the project and the restrictions of the Covid Pandemic. Major funding sources will expect a picture of the impacts beyond physical restoration of heritage assets, including positive impacts for local communities and wellbeing. Indeed, a significant likely benefit of restoration will be a positive contribution to the wider development and attractiveness of Pembroke and this may be a significant driver for securing funding and support for wall restoration. Further, built heritage only survives and is cared for if people living with it see its benefit and value. Hence community engagement remains a significantly important part of the work.

The researcher who carried out the effect on the value of the heritage walls recommended using other techniques to assess the value to the community such as stated preference valuation. We are also appraising the option of using a subjective well-being approach, for example calculating a cost-utility measure such as a WELLBY (wellbeing valuation) for both wall owners and other members of the community.

We will continue to engage with the community and keep them informed of and involved with our work in the following ways:

- Quarterly bilingual newsletters to be delivered throughout the town centre and electronically on our website.
  - Regularly updating and improving our website and making use of Facebook to promote aspects of the programme.
  - Maintaining contact with local press and issuing regular press releases.
  - Deliver a regular programme of events and activities based around the walls and the heritage and history of Pembroke and the County.
  - Providing training in taking guided tours around the walls and the town, as well as training in slaking lime and heritage stone masonry, and carrying out historical research.
  - Encouraging owners of heritage stone walls, not just the town walls, to care for them and make good repairs is also important. We have produced a bilingual leaflet on *The Repair and Care of Heritage Stone Walls* because Pdf document we had done of it had proved popular at events and with our owners.
  - Develop and improve volunteering opportunities
  - Work with other organisations and groups in the community and involve ourselves as much as possible with the Pembroke Town Team and Community Organisation activities.
- A sustainable work plan will be set out between the Charity and the CIC based on the properties where owners sign Heritage Partnership Agreements, as well as obtaining listed building consent and securing the funding required. The CIC will also work to establish a small team of heritage stone masons to be called on to carry out the work.
  - The Directors of Pembrokeshire Built Heritage CIC plan to employ someone part-time to develop the business over the coming year, building on its experience of this project and establishing a track record from which to move forward.
  - The Training Strategy  
Having successfully tested a 10 day introduction to Heritage Stone Masonry with students from Pembrokeshire College Built Environment courses, we now have a simple, three year Service Level Agreement with the College to deliver at least one course each academic year to 8-10 students. PBH CIC will employ Oliver Coe of Coe Stone Ltd to deliver the course and they will work closely with the College who will provide a member of their staff to support the students. The course has been designed by the Tywi Centre in Carmarthen and they will continually review and update it where necessary, and they will provide certificates for all students who complete the course. Advice will continue to be taken from the Tywi Centre

and CITB in South West Wales when needed. Pembrokeshire College are looking into the possibility of signing up the students for the John Muir Award programme to which the training can contribute, or the Level 1 / 2 BTEC Award. *Annex 6* is a copy of the training course curriculum, and the SLA which has been agreed with Pembrokeshire College.

- Financing it – *Annex 4* is a Fundraising Strategy for both organisations to cover organisational overheads, specific project costs, training costs, wall restoration costs and long-term sustainable income. We have set out a clear and well costed strategy with a three to five year predicted cash flow. Fundraising will need to be consistent and constant, working proactively to involve members and the community. Voluntary work and in-kind contributions will need to be valued fairly and used as in-kind contributions.

While the CIC will principally aim to fund itself from earned income as its work increases and from the sale of shares, the Charity will plan initially to achieve at least 50% of the income required from grants, 20% from owner contributions and donations and 5% from its own active fundraising. The CIC will develop itself as a sustainable social enterprise offering services not only to Pembroke Town Wall owners but also to the restoration of pre-19<sup>th</sup> Century buildings throughout South Pembrokeshire.

However, for the long term the Charity and the CIC together will aim to establish deeper relationships and partnerships with local organisations and businesses to provide sustained support and sponsorship. The Charity also puts a meaningful value on work that is contributed voluntarily, requesting time sheets from its trustees and other volunteers, calculating an in-kind hourly rate depending on the skills contributed.

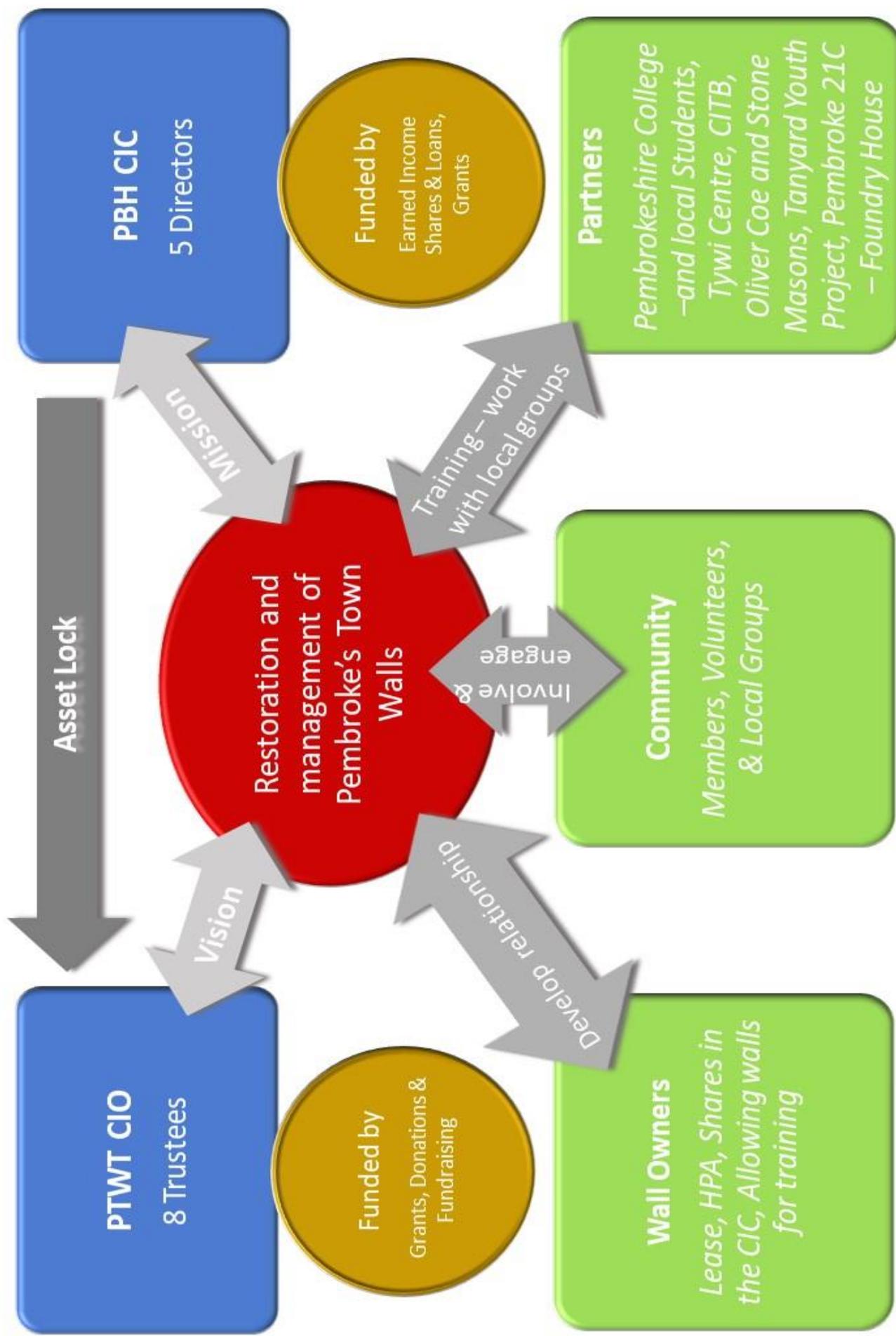
- Share Offer for PBH CIC – this is work in progress as described above. A draft share offer is *Annex 3*.
- Applications can then be made for grants and sponsorship and a specific fundraising campaign organised.
- Caring for the local environment  
*Annex 8* is an Environmental Strategy to ensure that our work to restore the walls has minimal impact on the County Council's planting plan along the grass verge in front of the walls. We have taken advice from the Wildlife Trust Officer for Pembrokeshire on managing the biodiversity in and around the walls sustainably, responsibly, and seasonally, and are in communication with officers from Environmental Services at Pembrokeshire County Council to keep them informed

of when and where we are working. We have assured them that we will reduce our impact and make good any damage.

We will, as much as possible, re-use stone from within the town or the nearby area and will slake the lime on site and make our own mortar to a traditional mix. The tops of restored burgage walls will be covered with wildflower meadow turf to encourage biodiversity. Over time we will monitor and record the improvement in biodiversity in and around the walls.

- Evaluation, data collection, continued review, assessment and risk assessment will be essential. Trustees have a range of annually reviewed and updated policies covering all aspects of governance. Having carried out an audit of their skills they will look at what training is required for them.





## 6. Outcomes and impact

We believe this to be an innovative approach to the challenges we face, which will have benefits for the whole community of Pembroke and could inspire other communities facing similar challenges.

The restoration of the walls is going to take some years. This management plan can be updated as required using the working documents we put in place and adapted in the light of experience and emerging issues. We anticipate that this will enable us to address the challenges already identified as well as issues and problems that arise as we progress.

We have always stated that we are “more than the walls”. This is clearly demonstrated when we set out the outcomes and the dimensions of impact we aim to achieve.

### **Wall Owners:**

Wall owners will have a better understanding of the heritage they own, no longer regarding their walls as just boundaries to their property but as a valuable asset in the story of Pembroke and to the history of Wales.

The wall owners will benefit by from a mechanism to insure against their contingent liability for the walls by entering into a Heritage Partnership Agreement (HPA) and by pooling their risks through Community Shares. The HPA allows us to carry out the work on a listed structure and provides PTWT with a vehicle with which to raise money to co-finance repair and restoration. Wall Owners will obtain a voice in the collective management of the walls, and co-funding for the repair and restoration of their walls. They are unlikely to receive any significant direct financial return when they come to sell the shares, an event that would be triggered by the sale of their property. Rather they will enjoy an indirect return arising from any uplift in the capital value of their property occasioned by the restoration and ongoing repair of their walls.

### **The Community:**

The main beneficiaries of the project will be the local community of Pembroke. We have already demonstrated that value is created for those with a view of the walls. We aim to deepen the evidence base with respect to the impact of the walls on well-being across the community.

Pembroke is an area with pockets of high deprivation within a county that has a long coastline and is distant from the markets of affluent communities. One ward is in the top decile in the Welsh Index of Multiple Deprivation. Training is much needed

improve skills and access to good jobs. The restoration and maintenance of the walls will create jobs, increase visitor numbers and improve the prosperity of the local community.

The improvement to the walls along the Millpond Walk will enhance amenity and this outcome will, we believe, also enhance well-being. There will also be synergies with the regeneration of the South Quay site that should encourage visitors to lengthen their stay in the town, and increase their spend in local shops and cafes. This should have a spill over benefits in terms of higher income and more jobs

We work in partnership with a number of local groups and organisations and will continue to do this wherever it is mutually beneficial. We strive to always use local businesses and services.

### **Training:**

The training and work experience will be focussed for the next year or so on local young people who attend Pembrokeshire College Built Environment courses at Level 1 and 2. We aim to continue and develop this work with the College, continuing the short courses for 8-10 students and in the long term developing higher level courses resulting in a qualification. This will assist the College to start to deliver the requirement for training in heritage building skills and provide the learners with highly employable skills, and it should contribute to the accumulation of human capital in the local economy.

Pembrokeshire Built Heritage CIC will enable us to deliver this aspect of our work by carrying out the work on the walls and delivering the training. The CIC will also be able to bid for work to other pre 1900 buildings throughout the local area, providing work experience, apprenticeships and local employment.

### **Regeneration:**

Our proposal aligns with many of the themes and outcomes of the following strategic local plans for growth that meet the requirements of the UK Government's *Regeneration to Enable Growth – A Toolkit supporting community led regeneration*, published in January 2021:

- *Pembrokeshire Recovery and Regeneration Strategy 2020-2030*
- Pembrokeshire County Council Local Development Plan Supplementary Planning Guidance documents for Historic Environment and Biodiversity.
- *Pembrokeshire Conservation Area Character Appraisal and Management Plan 2018*

The most essential at this time of recovery from the effects of the Covid Pandemic is the County's *Recovery and Regeneration Strategy*. Our project contributes to all of the key themes set out in the plan – business, tourism, community and places.

**Pembroke Town Walls Trustees**

**December 2022**

