The Redruth Heritage Economic Regeneration Scheme was carried out by Kerrier District Council, and concluded before local government re-organisation resulted in the formation of Cornwall Council in April 2009.
Introduction

This report provides the final, detailed review of the Redruth Heritage Economic Regeneration Scheme (HERS). It was produced in September 2008 by staff of Kerrier District Council in consultation with English Heritage (South West Region), following the conclusion of the Redruth HERS in July 2008.

The purpose of this report is to evaluate the performance and effectiveness of the Redruth HERS. As well as providing a record of the scheme’s achievements, issues and administration processes, it is intended to give feedback regarding the operation of the scheme to the funding bodies. It is hoped that the report will also be of benefit to those considering implementing similar schemes in their area.

This report covers the following areas:

- **Background** – why and how the HERS happened
- **Methodology** – how the scheme was administered
- **Results** – what the HERS set out to achieve and whether these objectives were met
- **Discussion** – key findings, issues, what worked, and what could be done differently
- **Conclusion** – the future and what could be done to take the legacy of the HERS in Redruth forward.
Section 1: Background

Redruth Town Overview

Redruth is situated in West Cornwall, approximately three miles east of Camborne. It is on the main road (the A30) and rail route through Cornwall. It is a market and industrial town. The Cornwall and Scilly Urban Survey (CSUS) states that Redruth combines with its neighbouring Camborne and Pool to form the largest urban area in Cornwall, with a population of c45,000 inhabitants. Redruth on its own makes up a town of c12,000.

The town originally developed from a 6th Century development around St Euny Church, moving to the adjacent valley to the east where the valleys and hinterlands were used for tin streaming, mining, mineral processing and milling.

Redruth has a rich industrial heritage. The industrial revolution of the early 18th Century and the growth of tin mining created rapid expansion in the town, and in the 18th and 19th Century Redruth “became the administrative and financial hub of the mining industry...Its commercial side continued to evolve creating a bustling main street with extensive department stores” (CSUS p.1).

Ancillary industries grew around the town, in particular the foundries. The arrival of the railways between 1826 and 1853 aided industrial growth. Between 1825 and 1840 house building increased, particularly along Falmouth Road, West End, Rose Row and East End. Around the same period better quality housing was built for the considerable managerial, professional and trading class especially around Symons Terrace and Penventon Park (Action Plan p.16).

The downturn in mining in 1870 had a profound effect on the town, provoking unemployment, increased emigration and empty shops and houses. Building work also slowed down.

Topography and Built Fabric

Redruth has a hillside location. Many of its streets are on steep slopes, and this sloping topography allows for impressive views of the townscape.

The CSUS report of June 2004 sums up Redruth’s architectural features:

“Built environment dominated by richly detailed, late 19th Century structures, but also comprising a surprising amount of 18th and early 19th Century buildings. A wide range of materials and high level of architectural enrichment are key factors in the central core”

This richness of architecture can be attributed to Redruth’s affluent mining past.

The CISI (Cornwall Industrial Settlements Initiative) report for Redruth further highlights Redruth’s attributes:

“The greatest market town in West Cornwall, the length and complexity of its history is matched by the range, quality and complexity of its surviving historic fabric.”
Background

Historic Context

The following text is taken from the Cornwall & Scilly Urban Survey, Historic characterisation for regeneration. Redruth. June 2004:

Redruth’s Historical development

Redruth originated as a medieval market town strategically located at an important crossroads and river fording point, 1 km from the parish church town. Although widely acknowledged as one of the centres of the greatest of all Cornwall’s mining areas its principal economic function was as the greatest market town in west Cornwall with its first market and fair charters dating to 1333. Metal ore extraction was an important factor in the town’s economy from at least the 13th century, with the exploitation of the nearby valleys for tin streaming. With the technical advances of the industrial revolution mining became more intensive and more profitable. By the first half of the 18th century the town was surrounded by extensive mining works. This activity, the associated processing works located within the town, and other industrial uses concentrated along the river valley boosted the economy of the town and led to its rapid expansion. During the 18th and 19th centuries the town became the administrative and financial hub of the mining industry. Its commercial side continued to evolve creating a bustling main street with extensive department stores. Although much of the rapid expansion had been mass housing for the local industrial workforce, Redruth had a significant managerial, professional and trading class as demonstrated in developments such as the better quality houses of the Clinton and Albany Roads area.

Historic settlement character

Redruth’s history and geographical location has created a town with a strong, locally distinctive character. Major elements of this include the following:

- Dramatic hillside location with steep gradients in many streets, extensive views of the townscape and surrounding area.

- Settlement form retains much from the medieval town including the principal cross roads, elements of the burgage strips, and echoes of the surrounding medieval strip field system seen within the linear form of the 18th and 19th century terraces.

- Built environment dominated by richly detailed, late 19th century structures, but also comprising a surprising amount of 18th and early 19th century buildings. A wide range of materials and high level of architectural enrichment are key factors in the central core with more modest, plain, robust forms seen in the surrounding residential areas dominated by terraces and rows of industrial housing set close to the industrial places of work.
Background

Socio-Economic Background

Many of the facilities and much of the wealth of Redruth has declined, resulting in the growth of areas of multiple deprivation and an increasing concern over a number of common issues that include:

- Very poor physical environment
- Lack of green space
- Lack of accessible community facilities
- Lack of mainstream service provision at a local level
- Few activities for young people to become involved in
- Low incomes
- Deteriorating built fabric in the town centre
- Few work opportunities relevant to those who live in the area
- A lack of community pride and cohesion.

Heritage Economic Regeneration Schemes

‘Heritage Economic Regeneration Schemes’ (HERS) were launched in November 1998 as English Heritage’s primary vehicle for conservation-led area-based regeneration in England. The scheme was promoted by English Heritage in early 2000 when Local Authorities were invited to bid for English Heritage money, which had to be match funded from other sources, such as the Single Regeneration Budget (SRB) and European Regional Development Fund (ERDF). Funds were mainly to help property owners carry out quality traditional repairs and reinstatements, plus some environmental enhancements. As with earlier English Heritage schemes, the HERS was targeted at historic buildings (not necessarily listed buildings) within the Conservation Area; was limited to a set period; and managed day-to-day by the Local Authority. These schemes were to be focused on areas which required economic as well as physical regeneration. In particular, this would be where property repairs and enhancements could help sustain local employment, provide new homes and encourage inward investment.

West End provides rooftop views of Fore Street
Background
The majority of Redruth’s Conservation Areas fall within the North Ward, of which Fore Street marks the southern boundary.

Seven of the 12 enumeration districts in the ward show poverty levels exceeding 20%, three of which also have an unemployment rate exceeding 20% and six with lack of a vehicle affecting at least 39% of households (which makes accessible town centre employment and shopping particularly important).

1998 CACI PayCheck data estimated mean household incomes in Redruth North as the 5th lowest in Cornwall, approximately 43% of all households have an income of less than £10,000 per year. Nearly 80% of the households in poverty are clustered in the seven enumeration districts that surround the town centre.

Redruth North falls within the worst 10% of wards in England in the 2000 Index of Local Deprivation – indicating conditions as poor as many inner city areas.

There was a clear need to safeguard and improve town centre employment opportunities and incomes generated by local people. Support for the creation of high quality space used for residential and commercial purposes is likely to reduce some of the factors that contribute to multiple deprivation in Redruth in both the immediate and long term future. High levels of deprivation suggest a long term neglect and decline in the fortunes of the town that will require significant long term public support and investment to address.

History of the Bid
In 2002 a successful preliminary bid document was submitted by Kerrier District Council to English Heritage.

In April 2003 £300,000 was secured from English Heritage towards a HERS scheme.

Over the course of the next year the remaining match funding was finalised from the other funders. The other funders were The European Regional Development Fund (Objective One), Neighbourhood Renewal Fund, Kerrier District Council, Cornwall County Council and Redruth Town Council.
The Context of the HERS Submission

When the HERS bid document was submitted in 2002 Redruth was experiencing problems associated with serious economic and social deprivation, inadequate maintenance and investment of the town’s built fabric and traffic issues.

Many of the facilities and much of the wealth of Redruth had declined, resulting in the growth of areas of multiple deprivation. In order to address these issues town centre employment opportunities needed to be improved and safeguarded. The creation of high quality residential and commercial space was identified as a contributing factor to halt the decline and encourage inward investment.

The condition of the built fabric of the town centre buildings, particularly on the upper floors, has gradually deteriorated through poor maintenance. This was largely attributed to the fact that many of the upper storeys were either vacant or underused.

Architecturally, the high level detailing was of an exceptional standard, although through lack of regular maintenance it was often in a poor condition with original architectural features missing.

It was also concluded that there was an opportunity to promote and use local slate and roofing techniques as well as repair or reinstate good quality traditional shop fronts. There also existed a number of opportunities to repair and/or reinstate lost architectural details, such as: oriel windows (with rounded glass), original brickwork, pilasters and mouldings, shop fronts, cast iron rainwater goods, windows, doors, chimneys, slate hanging, lime render and repointing with lime based mortars.
Background

A Buildings at Risk Survey (BAR) and an Empty Property Survey were both carried out in 2002. Every building within the Redruth Conservation Area was assessed according to English Heritage's 'Scale to measure the Degree of Risk'. Out of 335 buildings assessed, 40 properties were identified as 'at risk' in line with the scale categories. Two properties fell within Category 1 (extreme risk), four fell within Category 2 (grave risk) and 34 fell within Category 3 (at risk). All of the buildings which were given an 'at risk' (Categories 1-3) category through the Survey were potential HERS targets. Along with the Empty Property Survey, the BAR highlighted two concentrations of buildings at risk - at the junction of West End, Fore Street, Chapel Street and Penryn Street and the junction of Alma Place, Green Lane and Fore Street.

Restoring Redruth's rich heritage

Redruth welcomes the launch of a three-year grant programme, part of an overall regeneration scheme for the town centre, to improve its historic buildings and the spaces in between them.

£1.8 MILLION scheme to repair and upgrade historic properties in Redruth's Conservation Area was successfully launched in August. The Redruth Heritage Economic Regeneration Scheme (HERS) is a three-year grant programme funded by English Heritage, Objective One, Neighbourhood Renewal Fund, Kerrier District Council, Redruth Town Council and Cornwall County Council.

The scheme funds quality traditional repairs to the town centre's historic buildings. It aims to rescue vulnerable buildings, encourage the occupation of under-used upper floors for residential or commercial use, and the re-use of buildings that are important to the character of the town and which can contribute to the health of the town's economy.

For more information, or to request a grant application pack, contact Vicky Brewis, HERS Community Agent on 01209 614093.

Pictured right: Conservation Officer Andrew Richards and Community Agent Vicky Brewis at the HERS launch in August 2004.

Signs that these problems were apparent in the town were highlighted by the generally run down appearance, poorly maintained buildings, loss of traditional architectural features and detailing and empty shops. These problems were detracting from the character of the Town Centre Conservation Area and created an impression of economic deprivation. In order to address some of these problems it was agreed that the objectives of the Redruth HERS would be:

- The comprehensive repair and enhancement of historic buildings within the target area
- Reuse of vacant and underused premises
- Group improvement schemes in key areas.
- Shop front improvements

Previous Initiatives

One of the HERS principal aims was to build on the success of the previous Redruth Town Scheme (1989-1996) and the Conservation Area Partnership Scheme (1996-1999). The budgets for these schemes were relatively modest (£34,000 and £150,000 respectively), and funded traditional repairs to a total of 26 historic building projects in the Redruth Conservation Area. Following the completion of these schemes there remained potential for substantial further investment. These funds were relatively small and were insufficient to cover comprehensive works. It was obvious when these schemes were in operation that the total grants were insufficient for the total amount of work that was required in the town.
The Strategic Framework

The Redruth HERS was designed to compliment and be integrated into local and regional economic, regeneration and development strategies. Within a wider regeneration strategy the scheme would provide a vital and integral role. The objectives of the HERS were based on strategies outlined in the: Camborne Pool Redruth Urban Framework Plan; North Kerrier Integrated Area Plan; Cornwall Industrial Settlements Initiative (CISI); Cornwall and Scilly Urban Survey (CSUS); Kerrier District Council Local Plan Revised Deposit Draft; Kerrier District Council Housing Strategy and the Government Office South West Cross Cutting Themes.

The HERS and Objective 1 (2000-2006)

In March 1999 Cornwall and the Isles of Scilly were designated as an Objective 1 area under the new European Structural Fund Regulations 2000-2006. This meant that Cornwall was categorised as one of the regions most in need of support within the European Union.

North Kerrier was recognised as one of the most deprived areas within the Objective 1 Programme area. The Objective 1 Single Programming Document for Cornwall and the Isles of Scilly and the North Kerrier Integrated Action Plan outlined the need for public sector intervention to raise income levels and develop sustainable economic activity in Redruth.

Redruth was prioritised by the Objective 1 Programme under Priority 2 Measure 2 (Employment Growth Centres), Priority 4 Measure 1 (Community Economic Development) and Priority 4 Measure 2 (Area Based Pathways to Employment). Measure 2.2 concentrated on the development of towns where integrated investment would lead to the maintenance and growth of employment in a sustainable manner, similar to that promoted under the Redruth HERS.

The Objective 1 Programme had the potential to provide substantial support for the HERS and other regeneration projects in Redruth.
Background

The Redruth HERS

There was potential for the Redruth HERS to contribute to these regeneration strategies by:

- acting as a catalyst in the regeneration of historic property and increasing prosperity;
- encouraging employment through better economic use of underused premises in the town centre and help address the critical shortage of local affordable accommodation;
- investing in public spaces that have a significant effect on the pride and image of the town and that are likely to encourage private sector confidence and inward investment;
- supporting the Town’s vision of a more vibrant town centre based around Arts and Creative Industries and developing a safe, lively evening economy;
- Linking closely with the Town Centre Improvements (Phase 2) which aimed to carry out key environmental works and address problems of signage and gateway entrances to the town.

These aims could be achieved through the HERS by providing quality building repairs using local building materials and techniques, reinstating lost architectural detailing, and bringing unused floor space and vacant buildings back into use.

Redruth Street Overview

The focus of the Redruth HERS centred on the main streets within the Conservation Area, namely Fore Street, West End, Falmouth Road, Station Hill and Alma Place.

Fore Street dates back to medieval times and is the town’s main shopping area. This street contains the largest amount of HERS grant aided buildings. The architecture here is diverse, and reflects the former mining-fuelled wealth that the town enjoyed. Highlights include the Art Deco Regal Cinema, the Baroque-style frontage of 10 Fore Street and Tower House at the bottom of the street with its turret and flag pole. However, upper stories to the properties in Fore Street were often underused or vacant, and this often led to a lack of maintenance and deterioration in the architectural features.

The Hounds of Geevor, part of public realm works to Fore Street.
West End served as the administrative and financial area of Redruth until the late 19th Century. Like Fore Street, the architecture on West End is diverse, but notably less lavish. The street continues to house the majority of legal and accounting practices in the town. The sloping nature of this street provides impressive views of Fore Street.

In a similar vein to certain properties on Fore Street, Alma Place possesses architecturally impressive buildings, such as the former Coffee Tavern, and the Cornwall Centre, the building that now houses the Cornish Studies Library. The Cornish Studies Library in particular has been a great addition to Redruth, being the world’s leading resource centre for Cornish research.

Redruth Public Realm Scheme

In recent years, a number of attempts were made to rejuvenate Redruth’s main shopping streets. In the 1980’s the main street was pedestrianised with a wall to wall block paving scheme which quickly dated.

The high multiple levels of deprivation for much of Redruth were acknowledged by the provision of funding for regeneration of the town from the South West of England Regional Development Agency & English Partnerships. An Urban Framework Plan was produced which identified a way forward for Redruth, key themes included the promotion of the town as a centre for Cornish arts and culture and the need for improvements to the historic streetscape of the town centre.

The ‘Public Realm Project’, a scheme to enhance the physical fabric of Redruth, was subsequently prepared in collaboration with the Conservation Officer. Constant dialogue between Kerrier’s Conservation Officer and Landscape Architects ensured that a sensible scheme was devised to make sure that the proposed works on the HERS targeted buildings complimented the Public Realm works (and vice versa) with maximum effect on the streetscape.

In 2004 the Public Realm Project received funding to implement high quality environmental improvements across the town.

The Public Realm Project within Redruth town centre concentrated works in the main street (Upper and Lower Fore Street), in the Ope Ways (alleyways) which link to it and the largest car park (New Cut).
Background

The total cost of the phase one works for the town is £2.2 million. This is made up of 12 schemes:

1. **Gateways;** Top of Fore Street  
   £152,000

2. **Car Parks;**  
   New Cut Car Park long and short stay  
   £550,000

3. **Linkages;**  
   Symon’s Terrace  
   Lemins Court  
   Back Lane West  
   £105,000

4. **Streets;**  
   Upper Fore Street  
   Lower Fore Street  
   Green Lane  
   Alma Place  
   Bond Street  
   Station Road  
   £1,410,000

5. **Open Spaces;** St Rumon’s Garden  
   £20,000

The Redruth Public Realm Scheme ended in the Summer 2007.

In November 2007, the public realm works in Redruth won a Gold Award in the *Town Centre Environmental Awards* hosted by the British Council of Shopping Centres. The award was based on the town’s effective use of design, and community involvement to improve the area’s attractiveness or accessibility and promoting the concept of vibrant competitive town centres.

In March 2009, Redruth was honoured with a *Civic Trust Award* for improvements to the look and feel of the town centre at an award ceremony in London. The award was given to schemes that are of benefit culturally, socially or economically whilst making a recognised contribution to the quality and appearance of the environment.
Section 2: Methodology

The Target Area

The target area concentrated on the main streets within the Redruth Town Centre Conservation Area namely Fore Street, West End, Falmouth Road, Penryn Street, Chapel Street, Bond Street, Market Strand, Station Road and Alma Place.

An initial survey was carried out to identify target buildings where work would achieve maximum effect on the streetscape.

The lower part of the town centre is dominated by richly detailed, late nineteenth century buildings. Beyond this there are also a large amount of eighteenth and early nineteenth century properties. It possesses fine architecture and has strong historical links with tin and copper mining. The town’s buildings are eclectic and distinctive, especially at upper floor level.

High quality repair and reinstatement of the traditional shop fronts, windows, local slate roofs and rainwater goods can greatly enhance the fabric and ‘history’ which is lost when inappropriate and unsympathetic repairs have been undertaken.

Target Buildings

A list of Target Buildings was drawn up following external inspection and use of photographic records of every building in the Town Centre Conservation Area. The selection evolved from the Buildings at Risk and Empty Property Surveys which highlighted a concentration of Buildings at Risk in two main areas - the junction of West End, Fore Street, Chapel Street and Penryn Street and the junction of Alma Place, Green Lane and Fore Street. Reference was also made to the Camborne Pool Redruth Urban Framework Plan, the Cornwall Industrial Settlement Initiative (CISI) and the Cornwall & Scillies Urban Survey (CSUS). Opportunities for building improvements and the reinstatement of architectural features were identified and condition surveys were also undertaken on six properties.

The condition surveys provided costs for typical works and were used as a basis to forecast accurate costs in preliminary development plans.

In total 65 buildings were selected as targeted priority buildings through the HERS. 24 properties were considered as priorities for action, with another 42 buildings selected as reserve targets (including the individual properties in the target areas).
**Methodology**

**Target Areas**

There was also scope for the HERS to target group repair schemes in key locations. Three main Target Areas were identified as:

- Market Strand (the entrance to Alma Place Development)
- Bond Street (due to good surviving historical fabric along a compact street)
- Chapel Street (comprising 16, 17 & 18 Chapel Street - being a main entrance to the town from the A30).

Once contact had been made with the property owners it became apparent that these group schemes would not go ahead, however scope existed for individual property owners to apply for the grants.

**Additional Target Buildings**

As all of the buildings were in private ownership there was no guarantee that the property owners would take up the grants on offer. There was scope to add additional buildings should any of the target buildings not proceed. Alternative targets would have ideally been ‘At Risk’ buildings from the BAR Survey (Risk Categories 1, 2 or 3). However, as the scheme progressed, and since the initial BAR Survey was carried out in 2002, additional target buildings could not be selected on this criteria alone. It therefore became apparent that a more robust method of selecting additional target buildings was required.

To assess the eligibility of the buildings they were measured against a number of criteria. In order to make this a valid exercise, all of the buildings in the Conservation Area were included in this matrix. The criteria included the following:

- Level of occupancy of the building
- Listed Building
- Building located in key location
- Buildings with group value
- Works highly visible
- Buildings with scope for restoration of shop fronts.
- Buildings with opportunities for reinstating lost architectural features
- Revised BAR - a BAR survey was carried out by the HERS team in March 2006 to take into consideration improvements/degradation of town centre properties
- Public Scheme Connection.

Through the quarterly monitoring meetings, reports and referral to funders additional target buildings were approved or deferred.

**Administration of the Scheme**


A pre-launch event was held at the Penventon Park Hotel about three months prior to the scheme going ‘live’.

10 Bond Street, new shop front
HERS Officers and supporting roles

- **Project Co-ordinator**

Andrew Richards, Conservation Officer for Kerrier District Council was also the Project Co-ordinator for the Redruth HERS and was responsible for overseeing the overall management of the scheme and providing technical help.

- **Project Manager**

The post of HERS Project Manager was originally advertised on a part-time (20 hours / week) in 2004.

The Project Manager position underwent a Job Evaluation Review at Kerrier District Council. Unfortunately the final salary was lower through this process than similar jobs advertised in neighbouring districts. Difficulties therefore were encountered in the recruitment process.

Although there were personnel employed by the Council within the Planning Team that may have been suitable for the position, the possibility of secondment was not an option due to resource availability.

The post was advertised in the local press and also circulated, with interviews held. No suitable applicants came forward. This was mainly due to the specialised nature of the job in what is essentially a rural area, the amount and type of experience required, combined with the fixed-term nature of the contract. The post was re-advertised, and in order to attract more suitable candidates it was advertised through CPR Regeneration. A candidate was offered the role of Project Manager following interviews, but complicated and lengthy legal delays in drawing up the employment contracts put the him off and he decided not to take up the position.

During this period Georgina McLaren from Cornwall Enterprise (with agreement from the funders) was contracted as an interim Project Manager. This was only a short time measure, however, as it was not financially or practically viable.

Finally, Caius Simmons, was appointed as the HERS Project Manager (1½ days per week) on a two year fixed-term contract commencing in February 2006, under the supervision of Andrew Richards, Project Co-ordinator. Caius combined this work with work as Project Manager on the Helston THI which ran concurrently. It was recognised that Caius did not have the technical expertise required for the post, and so this element of work was provided by Andrew Richards, Conservation Officer and Project Co-ordinator.
Methodology

- Community Agent & Administrative Support

A part-time (two days a week) HERS Community Agent Officer (Vicky Brewis) and a part-time (two days a week) Administrative Support Officer (Victoria Edwards) were originally appointed in July 2004 to act as the first point of contact for the scheme, to help with the initial set up and applications, to liaise with property owners and manage the day-to-day running of the HERS.

In January 2006 both Vicky and Victoria went on maternity leave. Given the uncertainty over whether / when Vicky and Victoria might return from leave, the decision was taken to appoint a temporary (Maternity Cover) Community Agent. Michelle Dobson was appointed on a six month part-time contract. Having decided not to renew this contract she was replaced by Estelle Coleman who worked until January 2007. Victoria and Vicky returned in October 2006 and January 2007 (respectively), but their fixed term contracts ended in July 2007.

Administrative Support was still required throughout 2007 and 2008 and so a temporary Administration Officer, Peter Smith, was employed through Jobline Staffing (a local recruitment agency).

- Additional Advice

Professional advice was also sought from the District Valuer and a local firm of Quantity Surveyors throughout the course of the scheme.

David Stuart, Historic Areas Advisor for English Heritage provided overall guidance and advice on the scheme.

Alec Rice, Community Energy Plus supervised the production of energy efficiency audits which were given to property owners prior to commencement of works.

Administration

The following flow diagram gives an overview of how the administration of the HERS operated:
Methodology

Communications

The Redruth HERS was administered by Kerrier District Council and was run from Kerrier District Council offices in Alma Place, Redruth. This town centre location was hugely beneficial for the running of the entire project as it provided a conveniently located office to meet with potential grantees, agents and contractors, many of which were based in Redruth (particularly before work commenced on site to discuss plans, payments etc). The office also allowed for easy and regular site visits to oversee work with the agents and contractors.

In addition to the Steering Group Meetings, the Community Agent and/or Project Manager attended monthly Redruth Regeneration Group meetings (formerly Redruth Vision and Strategy Regeneration Group), and/or provided an update report on the progress of the scheme.

As one of the main partners and supporters of the scheme, the Redruth Regeneration Group (RRG) meetings were an excellent opportunity to advise the members and representatives of the town which buildings were participating in the scheme.

The RRG was a well attended group, convening monthly and consisted of local councillors, the town mayor, chamber of commerce representatives, local teachers, local constabulary representatives, community regeneration officers, local interest groups, URC representatives and individuals with an interest in the regeneration of Redruth.

Members could feedback any concerns that they had regarding any particular aspects of the proposed projects. Approval was agreed with the RRG for each individual project.

The RRG meeting were also an opportunity for the project team to keep up to date with other initiatives (including the Public Realm Scheme which ran concurrently) in the town.
Methodology

Systems and Project Documentation

At the beginning of the project a file on procedure was created. This helped inform project staff and was useful to illustrate the methodology used. Documentation on the projects was held both on paper and electronic filing systems, allowing it to be easily accessed by project staff.

The guidance notes were based on those produced by English Heritage and they were adapted to include the requirements of the other match funders. Application forms were designed to request information on base line data and were amended on several occasions to include questions related to State Aid and other details that would be required for the analysis of outputs. Digital copies were also received from other Councils in the South West operating other HERS and THIs and these were also utilised to compile the grant application pack. The above information was posted on the Kerrier District Council website.

Photography - Historic

Prior to commencement of the scheme a thorough search was carried out of all available historic photographs of the HERS area. The Cornish Studies Library and local historian & postcard collector, Paddy Bradley proved extremely helpful and gave access to their archive photographs. The use of historic photographs provided evidence of the design of historic shop frontages and missing architectural detail. The use of these archive photos was extremely valuable, particularly during the early discussion and planning stages and enabling architectural reinstatement to be designed with greater historic authenticity.

The Cornish Studies Library gave us permission to photograph their relevant archive collections which allowed us to compile a good digital library of archive material relating to the target buildings. Electronic photographs allowed the project team to zoom in close on the architectural detail. These photographs were often sent electronically to the agents in initial discussions relating to detailing. A hard copy was also kept for quick reference.

Photography – Digital Record

A digital photographic record of the projects was vital to help document the scheme. Photographs were taken of potential buildings in the first instance, and if work proceeded then regular photographs were taken throughout the course of the project. These photographs were stored electronically.
Extensive positive media coverage and HERS website

A key element of making the HERS scheme a success was ensuring that the scheme was adequately promoted. The Community Agent was very pro-active at an early stage in the scheme and met and gained the trust of the property owners, helping them through the grant process. At the start of the scheme a promotional leaflet was produced providing general information on the scheme’s aims, grant eligibility, and grant rates. This information was also made available on the Kerrier District Council website, which had a dedicated page for the HERS.

Regular articles about the scheme also appeared in the local press, including the West Briton, Western Morning News and Kerrier’s Coast to Coast magazine throughout the lifetime of the scheme. The scheme also received good press coverage on the local television and radio.

The start of the HERS was marked by a launch event, and locally important days such as Murdoch Day and the Royal Cornwall Show also provided an opportunity to remind people about the project. In July 2005 there was a public exhibition in the Cornish Studies Library at Redruth which provided the general public with information on the HERS project and other regeneration projects in the town.

In December 2007 the reopening of the Regal Cinema in Redruth, A HERS project, also provided an opportunity for the HERS scheme to be showcased.

An exhibition to mark the end of the scheme was also held at the Cornish Studies Library. The exhibition provided an opportunity to publicise other relevant projects in the area.
Methodology

Selection of Press Articles throughout the Redruth HERS.
Methodology

Redruth’s improvement scheme is taking effect
Methodology

Funding

The scheme was match funded by English Heritage, European Regional Development Fund (Objective One), Neighbourhood Renewal Fund, Cornwall County Council, Kerrier District Council and Redruth Town Council. The total available common fund was £1,203,820.

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</tr>
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The Common Fund was then matched with private contributions from owners. The actual private sector contribution was over £866,558.

The actual Capital spend was in the region of £1,075,132 (or 89.3% of the Common Fund), the remaining Revenue spend (£128,687.44) was for running the project (£72,632.56 less than originally forecast).
Revenue Underspend

The Revenue fund for the project was originally set at £201,320.00. We made significant Revenue savings totalling **£72,632.56** which was all used on Capital projects (as previously agreed with the funders). This was partly due to reduced staffing costs through the staffing problems experienced. The total running costs for the project (Revenue) totalled **£128,687.44**.

The common fund was then matched with private contributions from owners. The Private Sector contribution was **£866,558**, therefore resulting in a total of **£2,070,378** being spent on grant-aided properties as a direct result of the Redruth HERS.

Completion Dates

The practical completion date for the projects was 30th June 2008 with financial completion set for 31st July 2008.

Available Grants

The grants were made available for ‘eligible’ work only. Works included:

- General structural repairs (including timber or timber frame repairs) and consequential reinstatement, specialist treatments to eradicate established dry rot or beetle infestation, and damp-eradication measures where damp is causing structural damage to the building;
- Re-roofing and high level repairs (provided this is not considered maintenance work), including chimney repairs, leadwork and rainwater goods;
- Brickwork and stonework repairs for structural as opposed to cosmetic reasons, including render repairs and re-rendering;
- The repair of existing windows and external doors and other external joinery;
- The reinstatement of distinctive architectural features, such as missing high level ornamental details and particularly decorative ironwork and also the reinstatement of shop fronts to the original design.

Expenditure on fees for professional advisers and scaffolding was also eligible for grant.

Funding was not made available towards the cost of conversions, alterations or adaptations, modernisation, routine maintenance, the provision or renewal of services, or for redecoration (unless considered part of a larger scheme). There were occasions where some internal works were funded on vacant buildings subject to conservation deficit grant calculations.
Methodology

Grant Rates

The original grant rates for eligible works outlined in the 2002 bid were based on the condition surveys and rates that had been proposed for the Helston Townscape Heritage Initiative (which was also being administered by Kerrier District Council). Prior to the Redruth HERS launch in 2004 the Helston THI grant rates had already been adjusted, following discussion and agreement with the funding partners, to take into consideration the scheme uptake and a marked increase in roofing costs. The higher costs associated with traditional slate roofing using new Cornish slate, wet-laid in random widths and diminishing courses meant that the intervention rates for this type of work needed to be adjusted. The Redruth HERS grant rates were therefore based on the revised percentages:

- 50% for standard eligible repairs
- 60% (minimum) for traditional re-slating and slate hanging with new Cornish slate where the existing slates cannot be salvaged or re-used
- 50% (minimum) for high quality, second hand Cornish slate roof and/or slate hanging *
- 75% for replacement with cast iron or cast (not extruded) aluminium rainwater goods
- 75% for the restoration of lost architectural features which are of no economic benefit in themselves

* Only 50% was offered for use of second hand Cornish slate due to uncertainty of the lifespan of these slates and concerns of not being able to guarantee the source.

Professional fees were also grant aided. The percentage rate for this was an average percentage calculated from the overall intervention rate of the eligible works. Similar calculations had been used for other schemes in the South West.
Professional Agents and Contractors

Applicants were actively encouraged from the outset to engage a professional agent, whatever the size of the project, who could follow the scheme through to completion on site.

A list of local architects (members of RIBA) and chartered surveyors (RICS members) was compiled. This was based primarily from a list of professionals who had been involved in similar local projects such as the Falmouth HERS, Penryn THI and Hayle THI. A list of local building contractors, roofers, joiners and other building specialists was also put together – again this was based on some of the firms/individuals who had been involved with other similar schemes in the area.

No recommendations were made and it was the applicants’ own choice of which agent to engage or which contractor they obtained their quotes from.

A comprehensive list of local specialist contractors and suppliers was created early in the scheme. The list contained firms who had worked on similar schemes or with historic properties. It was made clear on the list that there were other contractors and suppliers who could do the works. This list acted as a starting point for property owners to start the tendering process and was regularly updated.

Design decisions relating to detailing were mostly made by the HERS project team rather than by the professional agent.

Justification of Grant Rates

Grant rates were based on an analysis of:

- Knowledge of the socio-economic profile of the Redruth area
- Detailed Condition Surveys of six empty / underused properties (nine buildings) and features within the target area by an outside firm of surveyors
- Valuation information of the same properties prepared by the same firm of surveyors
- Cost associated with the restoration of local features using traditional materials and construction techniques
- Experience gleaned from other similar schemes, which have been operated by the Council and other Local Authorities in Cornwall.

Grant rates for building repairs are proposed to be a standard rate of 50%.

Grant rates of reinstatement of architectural details which are lost or under threat were 75%. This is seen as an incentive to retain and restore these features, the work in themselves having no economic benefit in themselves.
Methodology

If market conditions had altered then it may have been possible to alter the grant rates during the life of the scheme.

Appropriate claw-back clauses were included in all third party grant offers. The clauses were consistent with the requirements of English Heritage and also the Heritage Lottery Fund (HLF) guidelines set out for Townscape Heritage Initiatives (eg Helston THI).

Appropriate valuation advice was sought to verify appropriate grant rates for development schemes and claw-back situations.
Section 3: Results

Take up of Grants

Prior to the official launch in July 2004, there had already been interest generated in the scheme, from the owners of target and non-target buildings. The first offers (36 Fore Street & Sebastian House) were not made until May / June 2005 and these three well positioned and interesting projects did not start until October 2005.

There were some initial concerns about the slow grant take-up but the Project Team had been speaking with a large proportion of the property owners of commercial target buildings. Many meetings took place on site, where grant eligible work was highlighted. Slow grant take up was not seen as an issue at this stage.

In addition, the majority of the target buildings owners had been given additional scheme guidance and it was becoming clear at this stage which properties were likely to proceed. A number of schemes were progressing well and regular contact was made with the owners and agents.

Once the first three projects had started, and the benefits of the scheme became clear, the level of interest and number of applications quickly rose and 12 months later, by October 2006, a further 11 offers (13 properties) had been made.

A number of property owners looked like they were “waiting to see what would happen”. Initially, the lead-in time from the first enquiry to submission of grant application was about 9-12 months. However towards the end of the scheme this was sometimes a matter of a couple of weeks. This lack of urgency was demonstrated, where with less than three months to run until the absolute project completion, there were still 22 projects on-site (27 properties) with works still to complete.
Results

Throughout the scheme, it was apparent that not all of the target property owners would apply for a grant. There had been considerable interest from the owners of some historic buildings that were not on the target list. With this in mind a review of the target building list was carried out in Spring 2006. After this review and with funders’ agreement the target list was increased to accommodate additional buildings. Some property owners had expressed initial interest in the scheme but did not submit an application.

By summer 2007 (with less than 12 months to go until absolution completion) the majority of the common fund had been allocated. Three sizeable projects (Tower House, 33 Fore Street & 52 Fore Street) had been agreed with offers having been made and/or accepted (total grant offered was in the region of £200,000). For a variety of reasons, however, the property owners decided not to proceed with the works. It was also hoped that that the Old Fire Station, Falmouth Road would come on board, and a window of opportunity was left open for the owner (until early 2008). The Old Fire Station would have been a sizeable project possibly in the region of a £200,000 grant. This project was held up in the Planning process through complications with environment and highways issues.

It was also becoming apparent that there would be a Revenue underspend (totalling over £70,000), which could be transferred to Capital projects (with funders’ approval). In order to allocate all the funds, additional buildings would have to be considered. As with all the other target properties these buildings were measured against the criteria matrix and agreed with the funders.
Some owners of target buildings carried out work at their own expense without taking up HERS grant aid. This is indicated in figure 4. Not all of the works that were identified for repair or replacement were carried out. This was either due to lack of funds and/or time. However the majority of original key target properties have been repaired with the notable exceptions of the Old Fire Station, Falmouth Road which is now on the market for sale, and Tower House and 33 Fore Street which opted not to take up grant aid.

The target list was slightly expanded using the criteria which had been developed as part of the initial bid. All additions were discussed at steering group meetings with the funding partners.

As confidence in the HERS increased, more projects starting and a number of positive articles in the press appeared. In the last 12 months of the scheme, approx. 50% of all grant applications were received and approximately 30% of the Capital fund was offered. This was the result of a number of smaller projects coming on board.
Results

Outputs

On completion of the scheme, the following measured outputs were expected:

- Town centre enhanced
- 24 buildings improved of which at least 6 will be Listed Buildings
- Approx 2,204sqm of underused floor space returned to residential use
- Approx 1,257sqm of underused floor space returned to commercial use
- 24 buildings with architectural features restored
- 24 SME’s assisted
- 1 Conservation Area improved
- Significant contribution to North Kerrier IAP
- £1.08 million gross sales safeguarded
- £3.29 million gross additional sales
- 8.9 FTE net additional jobs safeguarded
- 27 FTE net additional jobs created
- 2 new business start-ups
- 1 Town Trail leaflet revised and expanded
- £661,075 private sector contribution
- 8 buildings removed from the Buildings At Risk register
- 45.5 FTE direct temporary jobs created
- 7 FTE gross direct jobs safeguarded
- 55.5 FTE gross direct jobs created
- 24 energy audits carried out and the information and recommendations included in the third party grant applications to the scheme to increase energy efficiency
- 24 occupiers offered advice on energy efficiency and signposting to relevant funding
- 24 Equal Opportunities Questionnaires to be completed by third party grant applicants
- 24 ICT related questionnaires completed by third party grant applicants
- 24 occupiers given information about the services of Actnow
- Extensive positive local media coverage
- HERS website set up

How Success was Measured

Measurement of project outputs was to be achieved through the following:

- Comparison of the number of successful applications against targets for action
- Measurement of floorspace made available for use
- Measurement of number of shop fronts repaired/replaced
- Measurement of number of buildings removed from Buildings at Risk register
- Measurement of number of buildings removed from Empty Property Strategy
- Number of Equal Opportunities questionnaires completed
- Number of energy audits completed
- Number of ICT questionnaires completed

The above information was provided by third party applicants as a requirement of their grant application. Offer letters to third party applicants also asked for information such as number of hours worked by contractors and details of jobs created to be provided with grant claims.

Completed cross cutting themes questionnaires and comparison with the earlier Buildings at Risk Registers and Empty Property Surveys also provided data that was used to qualify outputs.
Results

Breakdown of outputs

Appendix 1 provides a breakdown of the data discussed in this section by individual project in tabular form.

Looking at the combined data the following outputs have been achieved during the lifetime of the scheme:

Town Centre Enhanced and Conservation Area Improved

All the targeted properties were within the Redruth Town Centre Conservation Area. The HERS has had an extremely positive impact on the town centre. The use of traditional materials, enhancement to the shopfronts and the restoration of architectural features has made a notable impression. The restoration of over 30 town centre properties, in key locations, has most definitely enhanced the Town Centre Conservation Area and the work of the HERS has helped secure these buildings in the long term.

Buildings Improved

Target: 24
Actual: 35

Based on the costings established from the Condition Surveys that were carried out in 2002 it was felt that there would be sufficient funds to target 24 buildings. In total 35 individual properties were actually funded through the HERS.

It was also originally estimated that the average cost of each project would be in the region of £36,775.00. The actual average cost of each project was £56,021.96 of which the average grant awarded was £31,586.40 (average grant rate: 56.3822%), with the lowest grant offer being £3,607 (4 Symons Terrace) and the highest was £136,372 (83 Fore Street).

Buildings with architectural features restored

Target: 24
Actual: 32

It was originally considered that 24 of the priority target buildings had architectural features in need of attention / reinstatement. In addition the other priority properties also had important architectural features which contributed to the overall quality of the town centre.

Throughout the course of the scheme 32 buildings had lost architectural features restored or reinstated which contributed to the overall quality and appearance of the town centre.

Listed Buildings

Target: 6
Actual: 12

It was anticipated that at least 6 Listed Buildings would receive assistance through the scheme. In total 12 Listed Buildings (all Grade II) received grant aid:

- Malayan Tin Dredging Company, Station Road
- Abbott & Wickett Building, Station Road
- The Old Warehouse, Alma Place
- 10 Fore Street
- 34 Fore Street
- 3 Chapel Street
- 3 & 3a West End
- 2 Falmouth Road
- 4 Falmouth Road
- 3 Symons Terrace
- 4 Symons Terrace
- 9 Fore Street (REAP lighting)

See Appendix 2 for photographic record
Results

Buildings removed from the Buildings at Risk Register

Target: 8
Actual: 13

The Buildings at Risk Register was one of the main guides in targeting the properties through the HERS. The target was to remove a minimum number of eight buildings that were classified as Buildings at Risk (Risk Categories 1, 2 or 3). In total 13 buildings were removed from these categories.

- Malayan Tin, Station Road (Category 1)
- Abbot & Wickett, Station Road (Category 2)
- 83 Fore Street (Category 2)
- 36 Fore Street (Category 2)
- Regal Cinema, 8 Fore Street (Category 3)
- 10 Fore Street (Category 3)
- 26 Fore Street (Category 3)
- 34 Fore Street (Category 3)
- 92 Fore Street (Category 3)
- Rear of 75 Fore Street (Category 3)
- 4 Falmouth Road (Category 3)
- 10 Penryn Street (Category 3)
- Old Grain Warehouse, Alma Place (Category 3)

Only one property had been originally prioritised in the bid as a Risk Category 1 (Extreme Risk) - 83 Fore Street. When the application was submitted in 2006 for this building, however, it had been downgraded to a Risk Category 2 (Grave Risk). Although only partially occupied it was in a very poor condition, with many structural problems. This property was one of the main recipients of grant aid. Although the building was unoccupied when the project was completed the owner has plans to convert the upper two floors to flats and was negotiating a use for the ground floor commercial space, internal works are currently under progress.

The former Malayan Tin Dredging Building on Station Road (highly visible from the train station and many people’s first impression of the town) was originally classified as a Category 2 on the register, when works commenced it had deteriorated to a Category 1. Two additional Risk Category 2 properties were removed from the list, with both the former office of Abbott & Wickett, Station Road and 36 Fore Street being improved through the HERS. All of these properties have been since occupied. Unfortunately funding for the former Fire Station on Falmouth Road never progressed and this is now a Category 1 Building at Risk.

Nine buildings in total were removed from Category 3 (At Risk).

A further 12 buildings in total were removed from Category 4 (Vulnerable).
**Floor space returned to residential use/commercial use**

The measure of underused/vacant floor space and potential usage was based on detailed condition surveys, Ordnance Survey building floor space areas (net) and discussions with property owners. In order to reduce the risk of significant differences between anticipated and actual outputs an average target output was established for creation of commercial/residential space.

**Residential**

- **Target:** 2,205 sqm
- **Actual:** 1,170 sqm
- **Potential extra:** 1,445 sqm

Although only 1,170 square metres of residential floor space was improved through the duration of the scheme, an estimated 1,445 square metres is earmarked by property owners for future conversion to residential use.

**Commercial**

- **Target:** 1,257 sqm
- **Actual:** 1,199 sqm
- **Potential extra:** 1,060 sqm

Although only 1,199 square metres of actual commercial floor space was improved through the duration of the scheme, an estimated 1,060 square metres is earmarked for conversion back to commercial use. The scheme has secured and weatherproofed buildings previously at risk, providing the potential for future conversion.

**Small or Medium Enterprises (SME’s) assisted**

- **Target:** 24
- **Actual:** 24

All of the buildings in the scheme, which are owned by or contain an SME, received support through the scheme in the form of providing grant aids towards improvement of premises and providing energy efficiency advice. In addition to the SME’s who have been grant-aided there have been an additional two properties who were given the energy efficiency reports at an early stage but did not pursue a grant.

In total 24 SME’s were directly assisted through the scheme. An increase in sales within the town have also been created by wider regeneration activity (including the Public Realm works), and the SME’s have been assisted as an indirect result of the projects (ie contractors, suppliers, agents etc).

**New business start-ups**

- **Target:** 2
- **Actual:** 6

Improvement works to commercial space through the HERS has encouraged six new businesses to take on previous empty premises.

**Private Sector Contribution**

- **Target:** £661,075
- **Actual:** £866,558

Property owners were encouraged to make works as comprehensive as possible (especially high level work), once scaffolding was erected. Due to increased building costs and the large scale of some of the projects, individual property owners have contributed far in excess of the original target. Additional non eligible works were also undertaken at the same time as the HERS work and this has not been included in this figure. A number of property owners that received a HERS grant are looking to carry out additional internal work in the future (e.g. 83 Fore Street, 34 Fore Street).
Results

Full Time Equivalent (FTE) direct temporary jobs created

Target: 45.5
Actual: 35.6 + 8.0 (Professional Fees)

Temporary jobs that have been created through construction works are the most significant element of spend within the HERS. Total construction costs of grant works totalled £1,940,495 (grant aid + private sector contribution and not including separate works invested by grantees). Research carried out by Atlantic Consultants on construction projects (Economic Impact of the Mineral Tramways Strategy, commissioned by Groundwork Kerrier on behalf of the Mineral Tramways Maintenance Group, 1996) indicated that 40% of the gross budget for such projects is spent on labour costs. On this basis £776,198 of eligible project costs can be attributed to labour.

This figure is then divided by the average full time construction wage in the South West region. However, the average full time construction wage of £17,555 when the bid was submitted was based on 1999, Regional Trend figures.

More recent figures from the Annual Survey of Hours & Earnings (2007) show that the average full time construction wage for the South West is £21,813. This would give a sum of 35.6 FTE direct temporary jobs created (or 44 FTE if based on the original calculation of £17,555).

Professional staff have been employed to implement the proposals and manage the construction work that has resulted from THI spend. This equates to £173,645.88 of which £167,893.38 represents agent fees & £5,752.50 relates to QS, Valuations and Condition Surveys. Therefore the total spent on professional staff costs was 14.4%. Using a comparable Local Authority salary of £21,645 (2001/2 figures) this results in the creation of a further 8.0 FTE jobs.

Full Time Equivalent (FTE) gross direct jobs safeguarded

Target: 7
Actual: 7

This figure is based on the number of jobs that have been sustained within businesses operating from target buildings considered to be at Extreme Risk and Grave Risk on the Buildings at Risk Register (i.e. Categories 1 or 2). The buildings that fall within this category are close to collapse and/or closure, threatening the loss of those jobs sustained within.

Only four buildings that were improved fell into these two categories prior to works commencing.

- Malayan Tin, Station Road (Category 1)
- Abbot & Wickett, Station Road (Category 2)
- 83 Fore Street (Category 2)
- 36 Fore Street (Category 2)

Unfortunately, at the time of this report, 83 Fore Street remains empty and is therefore removed from the calculations.

Full Time Equivalent (FTE) gross direct jobs created

Target: 55.5
Actual: 37.1 (expected to increase to 70.5)

1.5 FTE new jobs were created by the employment of project staff to manage the HERS.

Figures for the remaining FTE gross direct jobs are based on average gross sales per square metre. The following methodology (outlined in the original bid) was employed.
Gross direct jobs created are based on survey work undertaken within the Camborne Pool Redruth area. A figure for average sales per sqm was established across a range of businesses by dividing annual sales by commercial floor space area – this gives £2,624 per sqm. This is then multiplied by the projected commercial floor space to be brought back into use (estimated 1,257sqm) to give an estimated figure of £3,298,368 total sales generated.

Calculation 1
In order to establish the level of annual sales that supports one FTE employee, total sales across the surveyed businesses were divided by total number of employees, resulting in average annual sales per FTE employee of £49,418. The figure for total sales generated is then divided by average annual sales per employee which results in a figure of 66.75 FTE jobs created.

Calculation 2
In order to test the reliability of this figure the average number of FTE employees per sqm is calculated by dividing total floor space in survey buildings by total number of employees (0.049 FTE per sqm). This is then multiplied by the area of commercial floor space to be brought back into use (1,257sqm) resulting in a figure of 61.6 FTE jobs created. This figure compares favourably to that calculated above.

Calculation 3
A final check on the above figures is carried out by comparing with guidance from SWERDA that indicates general anticipated new job creation at 4 FTE jobs per 1000sqft. This equates to 1 new job per 23.36sqm. Thus total commercial floor space brought back into use (1,257sqm) divided by 23.36 gives 53.8 FTE new jobs created.

In order to ensure that projected targets can safely be secured it is felt that the output figure for gross direct jobs created should be set at 55.5 FTE (1.5 + 54 FTE)

**Actual Calculations**

It is estimated that 736sqm has already been brought back into use (across eight commercial properties).

Calculation 1
£2,624 x 736sqm = £1,931,264 total sales generated
£1,931,264 / 49,418 = 39.1 + 1.5 (project staff) = 40.6

Calculation 2
736sqm x 0.049 = 36.1 + 1.5 (project staff) = 37.6

Calculation 3
736sqm / 23.36 = 31.5 + 1.5 (project staff) = 33.0

The average across the three calculations above is 
((40.6 + 37.6 + 33.0)/3) 37.1 FTE

At the time of writing this report, four substantial commercial properties that partook in the Redruth HERS remain unoccupied (totalling approximately 672sqm). There is generally a lag time (up to 18-24 months on other projects, as we gather was observed at the end of the Paignton HERS) before properties are filled, following renewed confidence in the town. Trade in Redruth was particularly badly hit when the Public Realm scheme works were being carried out – there was also a lot of scaffolding up around key buildings on the main streets. The current credit crisis / threat of a deepening recession may be contributing to delay in these properties being occupied.

When trading conditions in Redruth improve, it is expected that the four currently empty commercial premises will be occupied adding 672sqm to the existing 736sqm. This will therefore mean that 1,408sqm will have been brought back into use (across twelve commercial properties), thus changing the calculations as follows:

Calculation 1 (expected)
£2,624 x 1,408sqm = £3,694,592 total sales generated
£3,694,592 / 49,418 = 39.1 + 1.5 (project staff) = 76.3
Results

Gross additional sales

Target: £3.29 million
Actual: £2.05 million

Gross additional sales are based on survey work undertaken within the Camborne Pool Redruth area. A figure for average sales per sqm was established across a range of businesses by dividing annual sales by commercial floor space area – this gives £2,624 per sqm. The target figure was calculated by multiplying the projected commercial floor space to be brought back into use (estimated 1,257sqm) to give an estimated figure of £3,298,368 total sales generated.

The actual gross additional sales are therefore calculated from the average commercial space brought back into use (736sqm) multiplied by average sales per square metre (£2,624.6) to give a figure of £1,931,264.

These calculated additional sales are limited only to the properties that will be targeted by the scheme and do not take into account the % anticipated general increase in sales within the town that will be created by wider regeneration activity.

Five commercial properties provided details of gross additional sales (from the Economic Development Surveys) totalling £228,000 taking the total figure (£228,000 + £1,931,264) to £2,049,472

Gross sales safeguarded

Target: £1.08 million
Actual: £1.08 million

The value of gross sales safeguarded has been based on the value of sales that are protected through intervention in respect of properties in the Extreme Risk and Grave Risk categories (BAR <2).

This is based on the value of sales that are protected through intervention in respect of properties in the targeted buildings that are within the top two Buildings At Risk categories. In Redruth there were four commercial properties that fell into these two categories.

- Malayan Tin, Station Road (Category 1)
- Abbot & Wickett, Station Road (Category 2)
- 83 Fore Street (Category 2)
- 36 Fore Street (Category 2)

Sales figures for businesses in these categories were estimated at £120,000 per year per property (based on figures from 2002).

As 83 Fore Street remains unoccupied, the actual figure is calculated as thus:

£120,000 x 3 properties x 3 years = £1,080,000

Full Time Equivalent (FTE) net additional jobs safeguarded

Target: 8.9
Actual: 8.9

This is derived from calculation of Supply Chain and Income Linkages in relation to safeguarded sales income. It was estimated that 90% of safeguarded sales income would be spent
Results

A survey of micro business in South Kerrier (May 2002) estimated that 60% of business purchases are made locally. This equates to 60p of every £1 spent by these businesses remaining in the local economy. Furthermore, the Needs of Micro business research also reported that 83% of businesses identified were local, so assuming 83% of money would go to local suppliers, this results in a multiplier of 1.5 for Supply Chain linkages.

To establish a multiplier for Income Linkages it is assumed that of the 50% of safeguarded sales income spent on wages 40% will be spent in the local economy. It is felt likely that only 40% will be spent locally because of the prevalence of national companies that compete for this income. This assumption is backed up by comparison with research undertaken in support of the Mineral Tramways Project bid to Heritage Lottery Fund (2002). This results in a multiplier of 1.4 for Income Linkages.

The safeguarded sales income figure (target & actual) used for this calculation is £1,080,000

\[ £1,080,000 \times 90\% \times 50\% = £486,000 \ (\text{EA}) \]

\[ £A \times 1.5 - £A = £B \text{ spent in the local supply chain} \]
\[ (£486,000 \times 1.5) - £486,000 = £243,000 \ (\text{EB}) \]

\[ £A \times 1.4 - £A = £C \text{ of wages spent in the local economy} \]
\[ (£486,000 \times 1.4) - £486,000 = £194,400 \ (\text{EC}) \]

Therefore additional safeguarded jobs of 8.9 FTE are calculated through the following:

\[ £B + £C / £49,418 = \text{FTE net additional jobs safeguarded} \]
\[ £243,000 \ (\text{EB}) + £194,400 \ (\text{EC}) / £49,418 = 8.9 \text{ FTE additional jobs safeguarded} \]

Full Time Equivalent (FTE) net additional jobs created

Target: 27
Actual: 16.8

Using the above rationale of Supply Chain and Income Linkages in relation to gross additional sales income (the actual figure being £2,049,472), it was estimated that 90% of additional sales income would be spent on goods, services and wages through these two routes. It was assumed that 50% of this would be channeled through each route.

Therefore:

\[ £2,049,472 \times 90\% \times 50\% = 922,262 \ (\text{ED}) \]

\[ £D \times 1.5 - £D = £E \text{ spent in the local supply chain} \]
\[ (£922,262 \ (\text{ED}) \times 1.5) - £922,262 \ (\text{ED}) = £461,131 \ (\text{EE}) \]

\[ £D \times 1.4 - £D = £F \text{ of wages spent in the local economy} \]
\[ (£922,262 \ (\text{ED}) \times 1.4) - £922,262 \ (\text{ED}) = £368,905 \ (\text{EF}) \]

Therefore additional jobs of 16.8 FTE are calculated through the following:

\[ £E + £F / £49,418 = \text{net additional jobs created} \]
\[ (49,418 = \text{average annual sales per employee}) \]
\[ £461,131 \ (\text{EE}) + £368,905 \ (\text{EF}) / £49,418 = 16.8 \text{ FTE net additional jobs created} \]

Town Trail leaflet revised and expanded - Appendix 3

A series of trail leaflets had originally been printed as part of the Redruth Town Regeneration Project in 2000, which included one entitled the Redruth Town Trail. A lot of research had previously gone into producing these leaflets and their content and format did not necessitate any major alterations. A number of HERS targets were already on the town trail.
Results

When updating the leaflet these buildings were highlighted to illustrate that they had received funding through the HERS. Further reference was also made regarding the Regal Cinema. An overall description of the HERS was added as well as thanks to the funding partners.

A total of 10,000 leaflets were printed and distributed to the Cornish Studies Library, Murdoch House and Redruth Town Council. A copy of the amended leaflet can be found in Appendix 3.

**Significant contribution to North Kerrier Integrated Area Plan (IAP)**

The outputs listed for the HERS took into consideration the aims of the North Kerrier IAP. As a result of the success of the HERS there will be a significant contribution to achieving their strategic objectives.

**Equal Opportunities Questionnaires**

*Target:* 24  
*Actual:* 26

These questionnaires were completed by third party grant applicants (or their agents). This was aimed at raising the awareness of equal opportunity practices and also to assess the wider impact of the HERS on the town and local businesses.

The public realm work in Redruth will have had a direct impact on accessibility to the town. Together with the HERS, improvements to the streetscape has helped promote the town, encourage visitors and improve the environment for those living and working in the area. It therefore has a direct financial impact although this would be extremely difficult to measure or record.

Grants for repairs to the buildings have been open to all. They have not been means tested but have been totally dependent on the building project fulfilling the criteria.

By improving access to the buildings and to shop fronts this must have improved trade although again this is difficult to measure.

**Cross Cutting Themes**

In addition to the projected measurable outputs, there was also a need to improve the integration of ‘cross cutting themes’ into the HERS. Guided by Government Office South West (GOSW) and Actnow a number of questionnaires were developed that would help promote environmental, equal opportunities and ICT related issues. Each grantee was required to complete and return these questionnaires.

**ICT related questionnaires**

*Target:* 24  
*Actual:* 26

These questionnaires were completed by third party grant applicants (or their agents). This was aimed at raising the awareness of Information Communications and Technology and also to assess the wider impact of the HERS on the town and local businesses.
**Economic Development Questionnaire**

*Target: 24  
Actual: 26*

In addition 26 Economic Development questionnaires were completed by the third party grant applicants (or their agents). This was to help assess the economic development impact of the project on the town and local businesses.

**Actnow Information**

*Target: 24  
Actual: 25*

Occupiers of the grant-aided properties were given information about the services of Actnow. Actnow was an Objective One funded project led by Cornwall Enterprise offering financial support and help to businesses in Cornwall. It was specifically aimed at IT support, in particular access to broadband.

**Energy audits**

*Target: 24  
Actual: 28*

Energy Audits were carried out by Community Energy Plus (part of Cornwall Sustainable Energy Partnership). Ideally the information and recommendations made on these reports should have been included in the third party grant applications so that they could incorporate the measures in the building works. However due to the timings of the receipt of the grant application and CEP being able to carry out the survey this was not feasible. Copies of the report were still distributed to the grantee so that they could consider any other energy saving measures in future works. The issues associated with the energy audits are discussed in more detail in the following section.

The energy audits were given to owners at the time of obtaining quotations in order that energy saving measures could be incorporated into the overall scheme although funded directly by the owners.

**Advice on energy efficiency and signposting to relevant funding**

*Target: 24  
Actual: 28*

Occupiers/owners of the grant-aided properties were given further advice on energy efficiency and signposting to relevant funding. This was all included in an information pack that was compiled by Community Energy Plus (www.cep.org.uk).

A follow up energy efficiency report was created and sent out to all HERS participants at the end of the scheme. A copy of this report can be found in Appendix 4.
Results

Summary of Outputs

In summary the following Outputs were achieved (the original target figures are in brackets):

- 1 Town centre enhanced (1)
- 35 buildings improved (24)
- 12 Listed Buildings improved (6)
- 1,170sqm of underused floor space returned to residential use (2,204sqm)
- 1,199sqm of underused floor space returned to commercial use (1,257sqm)
- 32 buildings with architectural features restored (24)
- 24 SME’s assisted (24)
- 1 Conservation Area improved (1)
- Significant contribution to North Kerrier IAP
- £1.08 million gross sales safeguarded (£1.08 million)
- £2.05 million gross additional sales (£3.29 million)
- 8.9 FTE net additional jobs safeguarded (8.9)
- 16.8 FTE net additional jobs created (27)
- 6 new business start-ups (2)
- 1 Town Trail leaflet revised and expanded (1)
- £866,558 private sector contribution (£661,075)

- 13 buildings removed from the Buildings At Risk register (8)
- 43.6 FTE direct temporary jobs created (45.5)
- 7 FTE gross direct jobs safeguarded (7)
- 37.1 FTE gross direct jobs created (55.5)
- 28 energy audits carried out and the information and recommendations included in the third party grant applications to the scheme to increase energy efficiency (24)
- 28 occupiers offered advice on energy efficiency and signposting to relevant funding (24)
- 26 Equal Opportunities Questionnaires to be completed by third party grant applicants (24)
- 26 ICT related questionnaires completed by third party grant applicants (24)
- 25 occupiers given information about the services of Actnow (24)
- Extensive positive local media coverage
- HERS website set up
Additional Benefits

Other beneficial outcomes, results and impacts as a direct or indirect result of the Redruth HERS include:

- Active engagement of the local community and property owners in the regeneration process, creating a more sustainable community
- Increased awareness of sustainable energy principles and their practical application
- Encouragement of further private and public sector investment in Redruth
- A more vibrant town centre in which people want to live, work, shop and spend their leisure time
- Attraction of new business and the improvement of existing business competitiveness
- Enhanced local and external perceptions of Redruth as a high quality, distinctive historic location with a strong sense of civic pride
- A significantly improved ‘public product’ as part of the Cornish World Heritage Site
- Traditional materials and construction methods used
- Improvement of the historic built environment through high quality building work
- Protection of the natural environment through concentrating activity in the town centre and through reusing existing buildings
- Comprehensive regeneration scheme involving both the Redruth HERS and the Public Realm Scheme.

Dry-laid slate roofing was used at 2 and 4 Falmouth Road, to replace the worn out existing roof. Traditional Cornish slate was specified for the roofing work.
Original Art Deco features were restored at the Regal Cinema with reference to archive photographs and advice from the Cinema Theatre Association.
The Regal Cinema – A Success Story

Built in 1935, this building retains much of its original art deco architecture. In recent years it had fallen into decline and the exterior of the building had suffered considerable deterioration.

Grant funded work was carried out in two phases.

The first HERS grant funded reinstatement works to the front of the building including tower fin details, external lettering and entrance canopy. Structural repair works, rendering, painting and window replacement to the side and rear elevations were also discussed initially with the owner. This work did not proceed as it was not thought viable for the owner or a priority for the funders. The phase one works at the front of the building were further enhanced by the public realm scheme in Fore Street.

The reopening of the Regal Cinema in Redruth provided an excellent opportunity for the HERS scheme to be showcased, with a lot of positive press and comments from local dignitaries, councillors and members of the public.

As the Redruth HERS came to an end it became apparent that there was going to be a significant saving from the Revenue budget (totalling £72,632.56). Works to the front of the building were well received and resulted in increased visitor numbers to the cinema. Consequently a second phase of works were negotiated with the owner tackling the rear and side elevations of the building, which were an eyesore on the main approach into the town from the A30.

A further grant of approx. £69,500 (transferred from the revenue budget) was awarded to fund repairs to the render and steelworks, replacement of original windows to the side and rear elevations and redecoration. A large amount of additional work was also carried out by the owner without grant aid including reroofing over the asbestos sheet roof and a bold colour scheme for the external paintwork.

The owner had previously bought the building adjoining the cinema and converted it into a restaurant/bar with internal access through to the cinema. The HERS also funded replacement first floor traditional sash windows to this building which provided further enhancement to the main street.

Works were carried out very quickly and efficiently – with initial discussions starting in May 08 with the final payment being made by the end of July 08.

The two phases of work under the Redruth HERS provided a dramatic improvement to the town centre streetscape and a reinvigorated local amenity. The works have also made a stunning and dramatic impact for visitors entering the town from the A30.

The works to the Regal Cinema has recently (May 2009) been recognised by the Cornwall Building Group Awards and has been given a Special Commendation Award. The judges were impressed with the works as a whole carried out in Redruth, with the Cinema standing out as ‘exceptional’ and added …

"as well as being a vast improvement to the building itself, the work has enhanced considerably that part of the town”.

A Delabole slate plaque acknowledging the award will be fixed to the building and the wording on the plaque will refer to the works being part of the Redruth HERS.
Results

Map illustrating completed projects under Redruth HERS
**Redruth Car Park Figures**

The income from the four Pay and Display Car Parks (New Cut, New Cut Extension, West End and Flowerpot Chapel) in Redruth increased over the periods 2002/03 to 2005/06.

A notable drop in revenue (approx. £43,500) occurred during 2006/07, reverting back to 2002/03 figures. It is generally accepted that the Public Realm works and (to a lesser extent) the Redruth HERS works could have been a decisive factor for causing this decline in visitors to the town.

A general increase in visitor numbers can be seen in 2007/08 and 2008/09 since the completion of both the Redruth HERS and the Redruth Public Realm redevelopment schemes.

In 2008/09 the Q1 & Q2 quarterly figures showed a positive improvement in the number of users of the Car Park; however these improvements tailed away in Q3 & Q4. This could be attributable to the current economic climate which appears to be hitting Redruth quite hard.
Results

Architectural Lighting

A local initiative to provide architectural lighting to landmark buildings in the town also ran concurrently with the HERS and public realm schemes. A HERS grant was used for lighting the exteriors of four properties (Malayan Tin, Abbot & Wickett Building, Redruth Library and 10 Fore Street) using LED lamps. A sustainable lighting company was used through the Redruth Economic Arts Partnership (REAP) who co-ordinated the initiative to provide lighting projects throughout the town.

The LEDs used have a low carbon footprint and the exterior of each LED-lit building lit in Redruth will have a total energy usage of less than 100W. With a life span of up to eight years there is little maintenance required; a major factor in urban light design where a failed bulb can involve the high expense of a scaffolding rig or a maintenance contract.

The lighting scheme draws attention to Redruth’s attractive historic buildings, highlighting interesting features and generally improving the appearance of the town while saving energy.

The first buildings lit by the scheme include two Malayan Tin buildings, the town library, the Town Council Chambers (not funded through Redruth HERS) and St Rumon’s Gardens (not funded through Redruth HERS), mostly lit in white light with some coloured effects.

The REAP offer was the last grant awarded under the Redruth HERS – the total amount awarded was less than was requested to match the remaining funds. The majority of the capital for this project came from the revenue under-spend.

Architectural lighting to the HERS funded buildings was not as effective as envisaged. This was thought to be a combination of too many lights with too narrow a beam, lighting too many architectural features. Although it was raised initially, more consideration could have been given to colour coordinating of external wiring on main elevations of buildings.
Section 4: Discussion

The purpose of this section is to highlight the number of the issues experienced during the setting up and management of the Redruth HERS. It attempts to demonstrate how complex the scheme was to operate and describe how various problems were addressed. The following issues encountered are by no means exclusive but the points raised summarise the main problems encountered. It is hoped that by raising these issues they can be avoided/addressed by other local authorities and project teams who are running similar schemes.

Target Buildings

When the list of priority target buildings was drawn up the condition of each building was carefully considered. However, this list was drawn up based on information collated in 2002 (BAR, Empty Property Survey), two years prior to the scheme commencing. By the time the scheme commenced in 2004 a number of buildings on the list had already been improved and other buildings, not included as original priorities, had degraded sufficiently that they were worthy of consideration for grant aid. However, until all of the owners / leaseholders on the original schedule had been approached about the scheme the list could not justifiably be revised.

Target Area

The Redruth HERS was restricted to historic properties within the Redruth Conservation Area. Buildings were chosen as targets that made the most impact on the street-scene.

Conservation Area Appraisal and Management Plan

Conservation Areas are defined by Planning Policy Guidance 15 as ‘areas of special or architectural interest, the character or appearance of which it is desirable to preserve or enhance’.

The Redruth Conservation Area was designated in October 1981 and since then has been extended twice (in 1988 and 1991). The aim of a conservation area is to preserve and enhance the features which contribute to an area’s special architectural and historic interest.

Kerrier District Council is responsible for the long term management of the Conservation Area and acknowledges its statutory duty to review Conservation Areas and make provision for their preservation and enhancement. Kerrier will continue to follow the principles described in the practical guide to Conservation Area Management published in 1988 by the English historic Towns Forum and in the recent Royal Town Planning institute (RTPI) Conservation Good Practice Guide.

A further Conservation Area Appraisal and Management Strategy was commissioned by Kerrier District Council in May 2008. These reports have gone through Public Consultation and will shortly be finalised. The Appraisal will soon become available through the new Cornwall Council website: www.cornwall.gov.uk
Discussion

Group Schemes

Opportunities existed for the HERS to target three target group repairs schemes on Bond Street, Chapel Street & Market Strand, each area having its own individual merits. Group schemes were proposed with the intention of getting neighbouring property owners together at the same time in order to carry out comprehensive works to a group of buildings in need of repairs. This enabled a comprehensive approach to be taken encompassing all of the properties, ensuring work was completed to a consistent quality and design.

Ownership and lease complications, however, proved too much of an obstacle for many. Considerable time and effort was spent on possible schemes for both Chapel Street and Market Strand but lack of interest in the scheme by one or more of the owners meant a comprehensive group repair scheme could not proceed. A number of individual property owners on Bond Street did make improvements to their buildings through the HERS.

Two properties (3 & 4 Symons Terrace) did progress as a group scheme. The management time for these projects was surprisingly low. The scheme was relatively straightforward and the result was beneficial.

Grant Takeup / Dropout

Contact was made with a number of building owners prior to scheme commencement. The Community Agent spent much of her time during the first year talking to owners of target buildings, the majority of whom were interested in applying. The pro-active involvement of the Community Agent, who would often meet potential applicants face-to-face, helped to overcome the general scepticism of a council run grant scheme. However, it took almost 18 months before work started on site and there were few outputs achieved during this period. By May 2006, five properties had either been completed or started, with a further three grants offered and a number of schemes being prepared. Six months later there were nine projects in progress/completed with eight further offers made. In summer 2007 three sizeable projects (totalling nearly £200,000 of allocated grant-aid) had not proceeded, with the property owners opting not to start works even though a grant had been offered. A number of projects fell through within the last few months of the scheme. Although a lot of time and effort had gone into preparing these schemes and grant offers, it was the property owner’s decision whether to proceed or not at the end of the day. The main reason for not proceeding seemed to involve costs and returns.

In hindsight working on and funding staff prior to the scheme commencing was thought to provide strong benefits. This has not been possible in the past through funding requirements on expenditure.

The downtrend in the economy had an impact on the grant uptake, particularly towards the end of the scheme. This was largely due to rising building costs, but also because of low returns expected in Redruth.
**Condition Surveys & Estimated Costs**

Condition Surveys were carried out on six empty / underused properties (nine buildings) in 2002 in order to assess the extent, nature and costs of remedial work required for each property, including potential conversion. All of the properties selected were large projects and it was not expected that they would all proceed. Out of the nine buildings that were surveyed only three took up the grant offers: 83 Fore Street, 36 Fore Street and 92 Fore Street.

Based on costings from the Condition Surveys it was calculated that the average cost for repair work would be in the region of £36,775 for each project (excluding internal work). These costings included an estimate for inflation, but costs had risen considerably by the time the projects started in 2004/2005 and the average by the end of the scheme was £56,021.96 which was approximately 66% higher than originally anticipated. This was largely due to the costs of materials, especially local materials and traditional building techniques such as scantle roofing.

**Traditional Materials**

Towards the end of the scheme there was an issue with obtaining sufficient Cornish slate from the Delabole and Mill Hill Quarries (Trevillet slate). The Redruth HERS commenced when the Helston THI, Hayle HERS and the Penzance THI schemes were in operation. In Redruth and Helston alone there were approximately 16 sizeable roofing projects in the last seven months that required large quantities of slate. As a result, the lead-in time for delivery was anything from 3-4 months. As a result some projects that were finished towards the end of the scheme had to utilise slightly larger slates than would have been preferred. A combination of the size of the properties and the use of experienced roofers, however, made little difference to the end product.

Through-colour lime render was used on a number of the properties in the town. The advantage of this product for property owners was that it was self-coloured and in theory required no further painting. However, approximately six months after its application, during its drying out process the render developed blotchy darker patches. This was thought to be because the render had not been thoroughly mixed before it was applied, resulting in a patchy appearance after a number of months and site supervision from the appointed agent was infrequent.

Another problem associated with using the lime render is that it is much softer than its harder cement based alternatives. One property on the Redruth scheme was the target of vandals who took the opportunity to damage the walls by gouging out areas of the render. A slightly harder mix was utilised but vandalism is still an issue on this property. The owner was encouraged to look at other methods of protection such as planting and advertising boards to restrict access to the wall, but he was unwilling to pursue these proposals.

**Lesson for Future Schemes**

Ensure that contractors and agents fully understand how to use lime render, and seek evidence of any training, qualifications or previous work involvement that they have. Also ensure that the Project Team meet on site with contractor, site supervisor and agent before and during any use of lime renders.

A number of contractors experienced problems with the theft of material from the site during the works, in particular roofing lead, machinery and timber. **Over 25%** of the projects experienced varying degrees of theft from the sites (in particular lead, timber & tools).
Discussion

Many contractors raised questions on the viability of using lead as a roofing material. Now that lead prices have fallen again, the theft of lead has reduced.

Lesson for Future Schemes

Initially look at site security measures. Ensure that all materials are secured on-site or taken away. Advise the Police, local Regeneration Groups and members of the community to keep an eye out if thefts start occurring.

Public Realm

Throughout the course of the HERS, the Public Realm streetscape work was being carried out. Most of this work occurred in Fore Street, the town’s main pedestrian commercial street. This caused disruption to businesses over a couple of years, and generated a lot of negative press. Although the scaffolding around the properties caused some inconveniences it was mainly the street works which were problematic. However, the loss and closure of businesses and reduced number of visitors to the town were blamed by some on ‘regeneration projects’. Some property owners were reluctant to pursue a grant as they felt it may have adverse effects on their business/tenants.

The main problems relating to the Public Realm works were that they mostly occurred on the main commercial streets and by the nature of the works were noisy, dusty and took up a lot of space which restricted movement. The need for scaffolding on the HERS works added to the general disruption, but was unavoidable. In general terms the long term benefits of the works outweigh the short-term disruption. There is still a need in future schemes, however, to build in realistic timescales for phased work in order to minimise overall disruption and liaise closely with local regeneration groups and businesses.
Recruitment Problems and Staffing

Throughout the lifetime of the scheme the project was, for a variety of reasons, understaffed due to recruitment difficulties as a consequence of the Council’s Job Evaluation (which made a specialist position in a remote location uncompetitive), and that two project staff working on the HERS went on maternity leave at the same time. Similar problems were experienced with the Helston THI, as it was intended that the two schemes would share staffing resources.

Recruitment of the key HERS Project Manager post proved difficult due to the specialised nature of the job and the experience required. It was also considered that the short term nature of the post and its location in Cornwall considerably reduced the number of prospective candidates. The budget had anticipated that the Project Manager would be employed for a three year period splitting his/her time between the Redruth HERS and the Helston THI. Problems experienced recruiting meant that the schemes were without a dedicated Project Manager for 18 months. Similar problems were also experienced by other Cornish Local Authorities.

The Action Plan staff proposal was for a Project Manager supported by a Community Agent, with Administrative Support (all part-time). Technical help was to be provided by the Project Co-ordinator. The disruption to a tight small team as described above provided huge staffing problems early in the scheme.

Administration support was provided through the Community Agent and Administrative Support Officer. However, due to maternity leave, the staffing provision was severely disrupted. Maternity cover was provided by Michelle Dobson on with a six-month temporary contract. Georgina McLaren also helped as a temporary project manager. The Project Co-ordinator filled in for the Project Manager, as required.

Statutory Consents

The services of a local temping agency were used to cover the gaps in the Administrative support. Unfortunately in the last three months of the project, our relatively long serving temp had to leave due to a long illness, adding to the strain on resources.

Towards the end of the scheme, it became apparent that additional resources would be required to bring the scheme to an end. A tendering process was carried out for a temporary part-time Project Manager to assist over the last six months. The winning tender was Vicky Brewis who had previously worked on the scheme as the Community Agent, so was able to work efficiently on the scheme straight away.

The grant offers were conditioned and made it clear that the applicant had to obtain all necessary consents prior to works commencing on site. There were a number of occasions, however, where works commenced without conditions being discharged and necessary consents obtained. As the grant project was normally worked up in advance of applications for Planning or Listed Building Consent or Building Regulation Approval, there were occasions, especially with the latter, when the proposals were amended or work commenced and the grantee omitted to inform the HERS Project Team. Consequently experience in managing the HERS scheme has demonstrated the importance of all services and departments working closely together.
Discussion

**Lesson for Future Schemes**

There was often a tight timescale in getting statutory consent prior to work commencing – to help with this we often conditioned detail rather than asking for it on submitted drawings. We found that often the conditions were not complied with before relevant works commenced. In hindsight more effort should have been made to get a final set of drawings including all necessary details.

There was a need on a number of cases to get Building Control drawings and these often differed from the Planning and Listed Building Consent Approvals. It became obvious on a number of occasions that builders were often building from drawings that were incorrect.

All Statutory Consents should be in place and checked by the HERS team prior to commencement of works.

Staffing structures are usually for a three year period with the local authority team members completing work in the remaining two years of the scheme. Perhaps future schemes should have staffing contracts beyond the three year period.

**Agents**

At the beginning of the HERS project, there were few problems with owners finding an agent who was willing to submit grant applications on their behalf. One local practice of surveyors based in Camborne acted as agents for a large number of projects. Property owners later in the project needed to find alternative agents, which was often time consuming and slowed the grant application process down.

The professional agents submitted the grant applications on behalf of the property owner and then oversaw and managed the works. The project team, however, spent a lot of time correcting specifications, checking details of materials, querying prices and ensuring all the paperwork was in order. When work commenced there were a lot of instances when it became obvious that the agent was not checking work on site regularly and decisions were being left to the contractors. There is perhaps a need for conservation accredited agents more used to working on historic buildings. Regular meetings with the project team and both the agents and contractors were vital. Frequent site inspections ensured that if work was not satisfactory or needed to be amended, the problem could be rectified without delay or without the works going too far.

Professional staff have been employed to implement the proposals and manage the construction work that has resulted from THI spend. This equates to £173,645.88 of which £167,893.38 represents agent fees & £5,752.50 relates to QS, Valuations and Condition Surveys. Therefore the total spent on professional staff costs was 14.4%.

The Sandwich Shop, Alma Place—work complete
Contractors

Towards the end of the project it became more difficult to find contractors who were willing to submit tender prices for the works. The reasons given have been that there was plenty of work around (particularly if they were asked to quote in the summer months) and the complexity of the paperwork seemed to be putting a number of people off. Meeting deadlines set down for submitting tenders, for start dates and also for contract periods was also an issue. In the case of the smaller projects it was also difficult to obtain quotes from builders, joiners and small roofing companies as many of the experienced and proven craftspeople were tied up working on other HERS and THI projects.

The services of a Quantity Surveyor were employed on a number of occasions to verify that the tenders and quotes were accurate. This was undertaken if there were noticeable discrepancies between the tender prices and/or quotes, and for the occasional spot check or detailed pricing audit.

Lesson for Future Schemes

At the beginning of the scheme build a comprehensive list of local contractors and suppliers who have worked on other local schemes or on historic properties within the district (and monitor and update regularly) Speak with them and find out what projects they have worked on (in particular Listed Buildings), which you can look at or obtain references from. Speak with Conservation Officers in adjoining Councils and ask for their recommended contracts (particularly if they have run THI or similar projects). List the contractors in alphabetical order (with a disclaimer), with address and possibly provide examples of their work. This list can then be sent to all interested bodies.

Although we did not do this on the Redruth HERS, we have carried out skills training events with local contractors and have found it has created a good bond and working relationship. Organising training events and workshop days also have benefits in bringing on board the local agents as well as upskilling the local tradesmen in historical building techniques.

Quantity Surveyor

The services of a Quantity Surveyor were employed (after a tendering process) on a number of occasions to verify that the tenders and quotes were accurate. This was undertaken if there were noticeable discrepancies between the tender prices and/or quotes, and for the occasional spot check or detailed pricing audit.

Generally it was felt that on smaller projects this was “money for old rope”. Having worked on a few projects you get to know roughly how much a roof costs per sqm and the average cost of a timber sliding sash window and a section of rainwater goods for example. Comparisons with figures from other ongoing jobs provides a means of roughly checking the accuracy or prices in submitted tenders.
Discussion

It is agreed that using the services of a QS is necessary, particularly to avoid any possible collusion. It is felt that we could use the QS to provide costing details to allow the project team to easily calculate the approximate costs (e.g., cost per sqm of wet laid scantle slate roof using Delabole slate).

Condition Surveys were carried out two years before the launch of the HERS and in many cases works did not start for a further two years which meant that the costings were out of date when the scheme commenced. The QS could be used to update the Condition Surveys prior to the commencement of the schemes (to allow for inflation etc).

On top of this the number of claims was immense, particularly towards the end of the scheme with less than three months to run until the absolute project completion, there were still 22 projects (27 properties) yet to complete, with all the associated claims and payments.

Cash flow for many property owners is a big issue, and without providing assistance through allowing Interim payments, many schemes would not have proceeded.

There are a number of big issues regarding Interim payments.

- There is a lot of work involved in processing these from the Project Team
- If an Interim payment is made, there is an element of risk where a project may have to stop (e.g., Contractor insolvency, or the property owner not paying the contractor). The building would then remain unfinished after a proportion of the funding had been paid out.

In total 62 Interim payments (not including final payments) were made over the duration of the project. Some of these Interim payments were very small and probably should not have been processed. One example was an Interim payment made for approx. £1,700 (REAP Lighting). However, had we not issued the payment, the project would almost certainly not have proceeded due to the property owner’s cash flow / savings.

Lesson for Future Schemes

Lesson for Future Schemes

Build a comprehensive price list of local building material and cost comparisons (e.g., imported compared to natural slate) at the beginning of the scheme. Get an idea from a QS (or an up-to-date Condition Survey) the (eg) cost per square metre of dry laid roofing using Cornish slate. This list can be provided to interested bodies who would be looking to Project Manage themselves, to ensure prices are kept in line. It would also help in negotiating with property owners over the long term benefits of the use of local natural building materials.

Funding - General

The financial management for the HERS has been complicated. This has largely been the result of having a number of different match funders, each with different accounting systems. The Project Manager had to put in up to three returns per quarter, each with progress reports that reflected the individual funders particular interest.

In total 62 Interim payments (not including final payments) were made over the duration of the project. Some of these Interim payments were very small and probably should not have been processed. One example was an Interim payment made for approx. £1,700 (REAP Lighting). However, had we not issued the payment, the project would almost certainly not have proceeded due to the property owner’s cash flow / savings.

Lesson for Future Schemes

Set a level whereby you would offer assistance through making Interim payments (eg £30,000) or state the number of Interim Payments that will be paid, but remember to be flexible and realistic in order to see a project through to completion. Ask the Contractors / Agents to set out the paperwork to match the headings laid out in the grant offer letter. We found this saved a lot of time when preparing the claim.
Profiling Spend

The European Regional Development Fund profile had to be adjusted regularly because of the slow start.

The English Heritage funding further complicated matters as, unlike any of the other funders, it was based on offers made. Thankfully we were allowed to amend the returns as a number of the original offers did not materialise. Had these amendments not been made, the scheme would not have been able to draw down the entire match funding. It should be emphasised that the English Heritage method was awkward to manage and its implications difficult to explain to others involved in the scheme.

Eventually 100% of the common fund was spent.

Clawback

The provisions of clawback were initially quite confusing. With guidance from Carrick District Council, Kerrier District Council Legal Department and the match funders it was finally determined that the clawback period was similar to that of the Helston THI. For grants under £100,000 the clawback period is three years and for over £100,000 the clawback period is 10 years.

The issue that there may be a clawback on the grant didn’t really deter property owners of target buildings from taking up grant funding.

To date there have been no sales of grant aided buildings within the clawback period, although we believe one property owner is considering selling. As it has been three years since their grant was awarded, however, and their grant offer was below £100,000 clawback will not be applicable.

There is no significant evidence to show that property owners were deterred from taking up grant funding because of the claw-back provision, although concerns were expressed in early discussions.

Discussion

On paper the claw-back formula looks complicated and daunting. To assist and help ease property owners’ minds, the Redruth HERS project team created a simple Microsoft Excel programme which gave an idea on how the claw-back worked in a simplified format. This programme was usually sent to property owners, via e-mail, to calculate their likely claw-back, using their projected valuation / project cost figures. Where property owners did not have access to a computer, printed examples were provided.

To date Kerrier District Council has not clawed back any funds through the Redruth HERS. Under the Helston THI £628.00 was clawed back following the sale of 15 Coinagehall Street, Helston within the 3-year claw-back period. The amount of man-hours (council and client legal advisers) time to sort this out was considerable and probably cost in the region of the amount retrieved.

It is worth noting that one of the Redruth HERS property owners deliberately held onto his properties for the full three years period where the claw-back applied. On Year Three plus a couple of days, the property was put on the market.

It should also be noted though, that by taking advantage of the HERS grant, we have finely restored buildings on the high street, which previously were in a poor state of deterioration and often on the Buildings at Risk register. The HERS grant scheme also funded high quality repairs that came at a cost, and in many cases property owners could have undertaken lesser quality repairs (e.g. using imported slate) for similar cost but without grant aid.

Lesson for Future Schemes

Set up a simple Excel program which allows property owners to calculate their estimated claw-back.
Discussion

Recording Outputs

Considerable time has been invested in developing a methodology for recording outputs that demonstrate the economic and regenerative benefits of a scheme such as the Redruth HERS. One of the main problems was the vastly differing methods of recording outputs practiced by the match funders.

It should be noted that even the most basic baseline data is calculated differently. This includes information on whether the grant-aided building is subdivided; if it is semidetached and a grant has been given for both parts, this may count as either one or two buildings depending on the funding body! Methods of calculating full time equivalent direct temporary jobs in the construction trade differ between English Heritage, SWERDA and the European Regional Development Fund, the former recording specific weeks worked the other using a calculation relating to the total construction costs.

A large proportion of the outputs are determined indirectly from the number of Commercial “Buildings at Risk” (Categories 1 & 2) that were improved. On the Helston THI scheme, we calculated these figures from Buildings at Risk Categories 1, 2 & 3 (therefore inconsistency across the schemes).

It should be emphasised that this has been problematic for quarterly returns and has proved an unnecessary drain on staff resources.

Lesson for Future Schemes

Set aside time to carry out a yearly or mid-project review of the Outputs as the project is fluid and continually changes. This is not simply for the project team to catch up and review the already recorded Outputs, but for the funders, to assess whether the set Outputs are realistic and achievable. It is not possible to make the owner apply for a grant – and there should be greater flexibility with some outputs. A wider catchment of target schemes in the Action Plan would be beneficial in terms of getting schemes off the ground quicker.
Measurable Outputs

The targets set in the measurable outputs were based on the original target list and made the assumption that these outputs would be achieved if they all applied for grant aid. However, because some of the properties with a large proportion of vacant floor space did not proceed with the grant it made it difficult to achieve some of the given outputs. Three properties (33 Fore Street, Tower House & 52 Fore Street) which could have contributed significantly to these outputs had actually been offered a grant but the owners opted not to proceed with the works at the last minute. A large proportion of the outputs are determined indirectly from the amount of floor space brought back into use – if this is not achieved then it has a knock on effect on all the other outputs. The project team was therefore left with limited choices of target buildings that could contribute to these outputs. If this situation had arisen earlier on in the project then they would have been in a better position to reassess and re-profile the measurable outputs.

Another issue was the occupancy of the buildings following the works. A number of properties were either already vacant or part vacant when works started, and in some cases the property owners took advantage of the fact that the lease on the property had expired and carried out works while the property was empty. To date not all of the properties that have been grant aided have new tenants. Although CPR Regeneration and local commercial estate agents are encouraging/negotiating with investors and new businesses to come to the town it may be a little while before they are all occupied. Some property owners also have some internal ineligible work to undertake before their properties can be viably leased. Other similar schemes in the South West found that it was almost 24 months before the grant aided properties were fully occupied (Paignton HERS is an example). Therefore, until these spaces are occupied they cannot realistically be included in the output figures.

Lesson for Future Schemes

A regular report should be circulated to the Town Manager / URC business managers, Town Council, Council Economic Development Officers and the Chamber of Commerce providing details of forthcoming empty properties.

One of the requirements of the scheme was to undertake energy audits, the results of which could be incorporated into the grant application. Initially it was thought that energy audits would be carried out on all of the proposed target properties, the cost of which would be covered by the HERS, at a cost of £100 per property (although these were going to be free when the Action Plan was written). This approach became unrealistic with the additional fee for the reports. The time and staffing required by Community Energy Plus (CEP) (CEP is part of Cornwall Sustainable Energy Partnership, CSEP) was also an issue. The only realistic option was to have the energy audits undertaken when it was certain a grant application was going to be submitted. However, by the time CEP completed the reports work had often already started and the recommendations not included in the schedule of works. The reports, however, were still given to the property owners for use on any future work on the property.

Lesson for Future Schemes

A generic report should be written, which can be used by everyone, and circulated at the first meeting. In addition, a specific report can be commissioned once a grant application has been made.

The generic report for the Redruth HERS is now being used on the Camborne, Roskear & Tuckingmill Townscape Heritage Initiative. This report could be made available on the Council’s website.
Discussion

Although formal links had been established with CSEP prior to the scheme commencing regarding completing the audits, it became evident that there was some unfamiliarity with works to historic buildings which slowed the report process down further. Production of the reports proved difficult and there was a far greater input to them from the HERS Project Team than was originally envisaged.

Redruth HERS and Wider Regeneration Issues – The Camborne, Pool, Illogan and Redruth Area Action Plan

In order to manage the way Camborne, Pool, Illogan and Redruth will change in the future, it is proposed that an Area Action Plan (AAP) is produced.

The vision for Redruth focuses on:

- Chapel Street as the main entrance to the town. This new gateway would provide a high quality entrance, reduce congestion and provide easy access to the town centre. There would be opportunities for new commercial uses alongside new and existing homes. Any development would respect the town’s heritage and fine old buildings.

- The town centre, where shops, cafes and pubs are attractive and busy, providing an excellent place to visit for Redruth’s local community.

- Vacant sites and buildings within the centre have been replaced by housing, small businesses and new shops, galleries, restaurants and cafes, creating a lively place to live.

- Street improvements make it a pleasure to walk around.

The work carried out through the HERS and Public Realm works have already contributed to this vision. Work to the Regal Cinema has made a dramatic impact as visitors enter the town from Chapel Street and the improvements to New Cut Car Park have improved access to the town. In the region of 21 shops, cafes and pubs were improved and vacant sites were made weather-tight, structurally secure and provided flexibility for future use, therefore safeguarding important historic buildings.

The vision for the town centre will take forward and build upon the theme of heritage led regeneration which was promoted with the HERS and Public Realm works, to strengthen the town centre by building upon its unique historic character.

This document is still under consultation and a draft final Area Action Plan is programmed for publication in Autumn 2009.
CPR Regeneration and Kerrier District Council

CPR Regeneration and Kerrier District Council worked towards creating a Major Project Team (now Planning Delivery Team West). The team, which is part of the Regeneration Service, was funded by CPR Regeneration and Objective One until March 2008. Its role is to prepare masterplans and development briefs within the CPR area. In Redruth these included:

- Redruth Corridor Masterplan - covering the area along the main approach road to Redruth town centre from the A3047 and A30, coordinating both new and existing development opportunities vital to the regeneration of the town.

- Redruth Brewery Development Brief - the brewery site has been vacant since 2004. The site is allocated for an employment use and has a significant role to play in shaping perceptions on entering Redruth and acting as a catalyst for other development in the town.

Ongoing and New Initiatives

CPR Regeneration also support a number of initiatives in the town, including:

- Creative Industries Culture - CPR Regeneration has worked with Cornwall Arts Centre Trust (ACT) to establish the principle of a Creative Industries Cluster in Redruth on the former Grammar School site. Work has already started to provide offices for strategic countywide arts organisations and managed workspaces for Creative Industry practitioners. Additional funding is now being sought by ACT to develop further the Creative Industries Cluster.

- Business Growth Initiative - The business growth initiative is a project set up to address the role of the town centre. A Business Growth Manager has been employed to work with individual companies, business communities and other
Discussion

partners and stakeholders to rejuvenate and stimulate town centre retail in Redruth and to support SMEs with business development issues across the area.

The CPR regeneration Urban Designer and Business Manager also attended Steering Group Meetings.

In addition to above initiatives there are a number of other new schemes aimed at promoting businesses and attracting visitors to the town centre:

- The Tidy Business Awards Scheme – led by Kerrier District Council, this scheme was launched in the town in August 2008 and aims to encourage businesses to have a good system in place for waste management and recycling.

- Redruth Farmers’ Market – Every Friday, Market Place, under the town clock tower is lined with traders from across the local area and since it was launched in June 2008 continues to attract locals and visitors to the town looking to buy local produce.

The work and effort of both Redruth Town Council and the Redruth Regeneration Group should also not be underestimated. Their belief in the future of the town should be commended.
Section 5: Conclusions

The Impact of the Redruth HERS

Investment in the historic fabric will benefit the appearance of the town, improve pride and confidence, quality of life and economic performance, and initiate a cycle of investment. Within the historic townscape, Redruth HERS has helped to tackle some prominent run down buildings that had become eyesores, and in many cases structurally unsound, with quality traditional repairs utilising local material and building techniques. It has highlighted the importance of the historic built environment of the town and encouraged better use of underused properties.

By supporting repairs and reinstatement using local materials, traditional building techniques and local craftsmanship, the HERS helped reverse a legacy of low grade repairs. We would hope to see examples of non-grant aided, quality repair and reinstatement schemes in the town in near future.

Although some shops and upper stories remain vacant at present, the buildings are secure, weathertight and safeguarded to allow for future use and conversion.

The HERS was developed with the public realm scheme in the town to provide a comprehensive approach to regeneration. Target buildings and areas were drawn up and the public realm scheme was developed by Kerrier’s Landscape Architects with this in mind.

By supporting the use of appropriate materials within the Public Realm Scheme, the HERS has assisted in helping to make a stronger link between historic buildings and their surrounding spaces.

The vision of the Redruth Regeneration Group is that:
‘Redruth is a prosperous and inclusive Town working together to promote success and pride of place’

The HERS has stimulated a readily identifiable increase of pride in the town centre and its buildings. The improvement in the quality of the built environment should hopefully attract new businesses into the town, which will in turn attract more visitors.

The Redruth HERS has widely been deemed a success story, fulfilling the majority of the original aims of the scheme.

Guided by the scheme aims, the Redruth HERS was designed to ensure a greater appreciation of the need to invest in the historic built environment, the value of which was based on sound long term economic principles. By contributing to a step change in the economy of Redruth, the quality and condition of its buildings and the policy and management context surrounding it, the scheme should reduce the need for future grant aided solutions. We were aware from site visits during the course of the HERS, however, that a lot more repair work, especially at high level, was needed in many more of the town’s historic buildings.

The Redruth HERS has highlighted the importance of the historic built environment of the town and encouraged better use of underused properties. Unfortunately the current economic climate is not helping attract inward investment at present, although we hope this will quickly reverse as economic conditions in the county improve.

The Exit Strategy - Safeguarding Investment

It is important that the amount of support that has gone into the scheme is not wasted.

The HERS contract highlighted the responsibility of the grantee to maintain their building. Paragraph 3.23.2 of the grant contract stated that following completion of the eligible works the grantee should – ‘maintain the Property in a manner consistent with the then character, appearance and amenity of the area’.
Conclusion

This, ideally, should be for a minimum period of three years to safeguard any investments. Kerrier District Council’s Conservation Team (with assistance from the Redruth Regeneration Group) will continue to review the built fabric and completed schemes to ensure they are in compliance with the maintenance contract. It is already nearly three years since some of the first projects were completed and these buildings are almost ready to be reviewed.

One of the problems associated with maintenance of the properties is damage by birds, mainly pigeons, and vegetation growth. Property owners, especially those owning three storey properties, were encouraged to erect some kind of bird protection whilst the property had scaffolding up (although this protection was not grant aided). The fact that a number of empty properties, which were infested with pigeons, have been safeguarded through the scheme should also help to curb the numbers of pigeons in the town centre. Although vegetation, in particular buddleia, was removed from many of the buildings during the grant aided works there is little control over vegetation growing from neighbouring properties.

The locations of the grant aided properties have been marked as constraints on the Planning GIS mapping system. This will inform Officers dealing with any applications received for Planning Consent, Listed Building Consent, issues relating to enforcement or sale of the property (for claw-back purposes). In addition Officers involved in Property Searches have also been advised of addresses and conditions relating to grant payments. If a search is made on any of these properties the Conservation Officer is notified and appropriate action will be taken.

Further Investment

To date, no discussions have taken place in conjunction with English Heritage to ascertain whether there is a case for continuation, or extension, of HERS funding for a second phase. Local authorities can apply for funding under English Heritage’s ‘Partnership Schemes in Conservation Areas’ scheme and this could be operated in a similar fashion to that of the HERS. New match funding would also need to be sought for this to occur. Other options such as THI may also be available.

It would be beneficial to see the impact that the Redruth HERS and other regeneration initiatives have had before applying for further funding. The current economic climate is likely to discourage some property owners from investing heavily in their properties at present. Although there have only been a few property owners who have since expressed an interest in the grant scheme, it is thought the number of buildings requiring attention would not constitute another full scheme at present.

The decision whether Cornwall Council would consider bidding for further funds in future will depend on corporate priorities and resources and how these can best be achieved. There is a huge amount of uncertainty within the Local Authority at present due to formation of Cornwall Council, the Unitary Council. Experience from this scheme has also highlighted the considerable input and coordination required to successfully manage a project, and the fact that its success may lay outside the Council’s control even with strong support of the local community. These factors need to be taken into account in considering whether any future bids would achieve best value.

Additional Sources of Further Funding

Other possible sources of finance could include:

- Developer funding through Section 106 agreements. There are well-established precedents for the use of such contributions for improvements which are not directly related or adjacent to the relevant development. However, it may prove difficult to direct this source of funding to specific enhancement works in areas where there is relatively little pressure for development.
Owners of commercial or residential properties, in addition to their own funds, may be eligible for grants for improvements or repairs, e.g. from the Architectural Heritage Fund.

Charitable trusts and government agencies

Opportunities to carry out enhancement works through the application of Section 215 Untidy Site notices. There are precedents for the creative use of these notices to reinstate historic walls around sites as a way to improve their appearance whilst also having long term heritage benefits.

The Impact of the Redruth HERS and Other Initiatives

Other than the specific HERS target projects it is difficult to identify exactly which improvements to the town and its businesses could be directly attributed to the Redruth HERS. Along with other regeneration initiatives, in particular the Public Realm project, the HERS has stimulated a readily identifiable increase in a sense of pride in the town centre and its buildings. The improvement in the quality of the built environment should hopefully attract new businesses into the town, which will in turn attract more visitors.

Redruth HERS Team

The Redruth HERS team was led by the Project Coordinator, **Andrew Richards**, who submitted the original bid and monitored and provided technical support on all of the projects.

Vicky Brewis, the Community Agent was responsible for generating interest and encouraging the majority of the projects forward. Caius Simmons, Project Manager who joined scheme halfway through did a fine job finalising the grants and seeing the projects completed. Thanks should also go to Karen Pritchard (Conservation Officer) and Georgina McLaren for temporary project support. Valuable administrative support was provided, at various stages, by Victoria Edwards, Michelle Dobson, Estelle Coleman and finally, Peter Smith who must have photographed every brick, stone, slate, gutter, chimney, window, and shop front in Redruth.

Kerrier’s Finance & Legal Teams have also been extremely helpful. Keith Rule, Helen Kneale and Kim Penberthy monitored budgets, spend and processed payments. Legal assistance was provided by Mark Pearce and Alan Perry.

Thank you also to the help and support of all our funders, in particular David Stuart (English Heritage), Brenda Edmonds, Jane Caro, Maria Bowen and Steve Tweedie (ERDF).
Conclusion

We would also like to thank the members of the Redruth Regeneration Group, in particular Barbara Ellenbroek and John Hayward for their support. Finally, Tim Kellet (Urban Designer) and Matt Powell (Business Manager) of CPR Regeneration.

Some Projects That Got Away ....

A plaque commemorating the Redruth HERS was installed on the clock tower in Fore Street.
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Actnow website – www.actnowcornwall.co.uk

North Kerrier Integrated Area Plan, Kerrier District Council.


Penzryn Townscape Heritage Initiative Final Report. Dr Alyson Cooper, Carrick District Council, June 2008.


The appendices are attached.

Appendix 1 – HERS Output breakdown

Appendix 2 – HERS Projects & Map

Appendix 3 – Town Trail Leaflet

Appendix 4 – CEP Energy Efficiency Report
### Redruth HERS - Target Outputs Tracking Sheet

<p>| Name of Property | HERS Team | Address of Property | Last Updated | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | Application Received | Offer Made | Offer Accepted | Work Started | Work Complete | Commercial - Actual | Residential - Actual | Work Started | Work Complete | ApplicationReceived Offer Made Offer Accepted Work Started Work Complete Commercial - Actual Residential - Actual Work Started Work Complete Commercial - Actual Residential - Actual Work Started Work Complete | 83 Fore Street | 36 Fore Street | 34 Fore Street | 36 Fore Street 5/6 West End | Station Road | 92 Fore Street 2 Chapel Street | Station Road | 26 Fore Street 2/4 Bond Street | Alma Place | 3 Symons Terrace | 36 West End | 4 Symons Terrace |
|-----------------|------------|-------------------|--------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|----------------|-------------------|-------------------|-------------|----------------|----------------------|------------|----------------|-------------|---------------- |</p>
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<th>The Green Room</th>
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<th>Residential</th>
<th>Book Shop</th>
<th>The Regal Cinema</th>
<th>Old Fandangles</th>
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<td>Approx 2004 sqf of underused floor space returned to residential use</td>
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<td>Plans to convert to residential use</td>
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<td>Approx 1257 sqm of underused floor space returned to commercial use</td>
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<td>100</td>
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<td>Plans to convert to commercial use</td>
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<td>24 SME's assisted</td>
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<td>1</td>
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<td>1</td>
<td>1</td>
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<tr>
<td>Vacant Buildings which will assist SME's when filled</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<td>x</td>
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<td>EMT (75) private sector contribution</td>
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<td>22,123</td>
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<td>1.1</td>
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<td>7 FTE gross direct jobs safeguarded</td>
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<td>5.5 FTE gross direct jobs created (SWERDA Calculation)</td>
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<td>0</td>
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<td>5.5 FTE gross direct jobs created</td>
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<tr>
<td>6.9 FTE net additional jobs safeguarded</td>
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<td>x</td>
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<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>7.9 FTE net additional jobs created</td>
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<td>17.98 million gross sales safeguarded</td>
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<td>3</td>
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<td>23.39 million gross additional sales</td>
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<td>4 new business start-ups</td>
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<td>Vacant Buildings with potential for new business start-ups</td>
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<td>24 energy audits</td>
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<td>4 Equal Opportunities Questionnaires</td>
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<td>24 ICT related questionnaires</td>
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**GENERAL**

**Output Target**

- Town centre enhanced
- Conservation Area Improved
- Significant contribution to North Kerrier IAP
- Town Trail market restored and expanded
- Innovative local media coverage
- HERD website set up (www.kerrier.gov.uk)
Redruth HERS - Target Outputs Tracking Sheet

<table>
<thead>
<tr>
<th>Address of Property</th>
<th>18 Chapel Street</th>
<th>3 Bond Street</th>
<th>73 Fore Street</th>
<th>46 Fore Street</th>
<th>52 Fore Street</th>
<th>Total</th>
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<tr>
<td>Application Received</td>
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<td>Offer Made</td>
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<td>Offer Accepted</td>
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<td>x</td>
<td>x</td>
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<tr>
<td>Work Started</td>
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<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>Work Complete</td>
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<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>28</td>
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</table>

Grant Offered  
Actual Grant  

Commercial - Actual  
Residential - Actual  
Vacant /Partially Vacant Building brought back into use  
Shop Fronts Improved  

45 buildings improved  
24 buildings with architectural features restored  
6 Listed Buildings  
Buildings @ Risk - Category 1  
Buildings @ Risk - Category 2  
Buildings @ Risk - Category 3  
Buildings @ Risk - Category 4  

Approx 2004 sqm of underused floor space returned to residential use  
Plans to convert to residential use  
Approx 1257 sqm of underused floor space returned to commercial use  
Plans to convert to commercial use  
24 SME's assisted  
Vacant Buildings which will assist SME's when filled  
24 energy audits  
24 ICT related questionnaires  

Output Target  

1 Conservation Area improved  
2 Town Trail leaflet revised and expanded  
3 Extensive positive local media coverage  
4 HERS website set up (www.kerrier.gov.uk)
10 Penryn Street
This building is at a prominent junction between Penryn St., and Station Road. This building displays original features such as its traditional shop front and single glazed bay windows at first floor level. Before HERS aided works commenced this property had a vacant shop. Works carried out under HERS included; re-pointing, replacement and repairs to windows, replacement rainwater goods and restoration of shop front.

Total grant offer = £6,034

11 Penryn Street
This building adjoins number 10 Penryn Street.

Works carried out under the Hers included; windows, shop front, chimney repairs, stone cleaning and re-pointing.

Total grant offer = £16,205
25 10 Bond Street

This building has a prominent shopfront within Bond Street.

The HERS funded a traditional replacement shopfront, together with repairs to the original surrounds.

Total grant offer = £7,918

24 2&4 Bond Street

This property is an end of terrace building at the junction of Bond Street and Basset Street.

HERS grant aided works included; repairs to windows, doors, chimneys, new cast iron rainwater goods and timber boarded soffits.
The upper floors are now converted into 6 one bedroom flats, providing valuable accommodation close to the town centre.

Total grant offer = £6,961
2 Falmouth Road

This building is a three storey, grade II listed building. Built next to the railway viaduct on a prominent access road into the town centre.

HERS grant aided works included;
A new Cornish slate roof, chimney repairs, replacement Georgian sash windows, replacement fascias, soffits and shopfront repairs.

Total grant offer = £32,277

4 Falmouth Road

Located adjacent to No. 2 Falmouth Road, this building shares the same impressive location. The exterior differs mainly in the use of vertical hanging slate above the shopfront, which prior to works was in a poor state of repair with loose and missing slates.

HERS grant aided works included;
Replacement of rainwater goods, fascias, soffits, re-decoration, rendering to the rear elevation, new windows, slate re-hanging to the front of the property and re-roofing using traditional Cornish slate.

Total grant offer = £40,552
22 **Abbott & Wickett Building, Station Road**

This building is thought to have been a former office of a mining share broker, coal merchant or inspector of weights and measures. Built in 1891, the building has a unique and elaborate late Victorian façade in the Art Deco style. It is located opposite the railway station on a busy road.

The building was vacant prior to works and in a deteriorating condition.

HERS grant aided work included:
- Roof, chimney, brickwork and stonework repairs,
- New cast iron guttering. The roof was re-hung to preserve the unique fish scale banded slate work.

This building is now occupied by an estate agent.

Total grant offer = £34,744

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23 **Former Malayan Tin Building, Station Road**

Again, this building is thought to be a former office of a mining share broker, coal merchant or inspector of weights and measures.

It sites next to the Abbott & Wickett building. This building was vacant and falling into disrepair prior to the works.

HERS grant aided works included:
- Repairs to the parapet, stonework, stone detailing including the replacement of a decorative urn on the parapet, repairs to the windows and replacement of an inappropriate UPVC door.

Total grant offer = £63,417
1 **56 West End**

This is a residential use property. It is architecturally interesting, with large first floor windows, detailing to the red brickwork around the top window and granite pillars surrounding the shopfront on the ground floor. The HERS funded reinstatement of a traditional shopfront was modelled on the corner shopfront of the same building.

Total grant offer = £3,667

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2 **59 & 60 West End**

This is an important three story, historic building, at the lower end of West End, used as an accountants office.

The HERS grant aided works included; Replacing modern windows with original timber sash. Other works included replacement rear windows, slate hanging, new cast iron rainwater goods and re-pointing.

Total grant offer = £78,772
3 & 3a West End

This building dates from the early 19th century and has subsequently been altered and extended. It features course dressed granite with ashlar dressings and quoins, a slate roof and original sash windows on the upper floors. With its three bays and floors, finished in a classical style, this building stands impressively at the lower part of West End. To the rear of the building a substantial tripartite sash window can be found.

HERS grant aided works included;
Roof and chimney repairs, re-pointing, window repairs and reinstatement of original ground floor windows.

Total grant offer = £26,166

4 West End

Situated in the lower part of West End, this former drapery store is unique to Redruth in its single glazed wrap around glass frontage.

HERS grant funded works included;
Roofing repairs (fillets, renewal of slates, ridge and hip tiles, lead work, carpentry), replacement of rainwater goods, pointing repairs to all elevations, window repairs including replacement of window panes, general exterior decoration and restoration of the original shop sign which was revealed during the works programme.

Total grant offer = £15,679
**91 Fore Street**

The completion of this project adds a group of HERS aided projects at the bottom of Fore Street. Prior to works the front of the building was in a poor state of repair, particularly the first floor central window which was in desperate need of replacement.

Grant funded works included:
- Structural repairs to the roof, brickwork repairs, new bressummer to shopfront, replacement shopfront, window repairs (including reinstatement of original base to bay window) and new cast iron rainwater goods.

Total grant offer = £42,982

---

**92 Fore Street**

This is a prominent building at the bottom of the town’s main street, opposite the cinema, which forms part of Tower House. It had serious structural problems, especially to the front elevation with unsupported, crumbling brickwork.

HERS aided works included:
- Replacement shopfront, new scantle roof, brickwork repairs, repainting and securing of the high level decorative brick balls, which were in a dangerous state.

Total grant offer = £45,166
**34 Fore Street**

This grade II listed building is an 18th century former coaching inn, which was rebuilt in 1837. Prior to works this building was derelict and in need of considerable attention, particularly to the roof. The proposed use for this building is residential on the upper floors, with commercial use on the ground floor.

Works carried out under HERS included:
Re roofing (front grant aided only), in Cornish slate, replacement doors and sash windows, arch and chimney repairs, replacement cast iron rainwater goods.

Total grant offer = £93,658

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**36 Fore Street**

This property was originally a hotel and was changed to retail and residential use in the 1930s. Prior to works commencing, the ground floor shop was unoccupied and the building was generally in a very poor state of repair. The roof required replacement and the vertical slate hanging above the shopfront was in a very dilapidated state, suffering from missing and broken slates. The upper floors have been converted to flats and the shop occupied.

HERS grant aided works included;
Reinstatement of a traditional oriel bay window with curved glass, roof and slate hanging replacement in local, natural slate, re-rendering and replacement cast iron rainwater goods.

Total grant offer = £95,146
3 Symons Terrace

Symons Terrace is a grade II listed terrace at the top of New Cut car park on a main pedestrian route to the town centre.

HERS grant funded works included; re-roofing in dry laid, natural, Cornish slate.

Total grant offer = £8,246 (both properties)

4 Symons Terrace

This building had the same work done as number 3 Symons Terrace, which enabled the whole roof to be replaced.
83 Fore Street

This building is in a prime location in the town’s main street. Prior to works the building was in a perilous condition with major structural problems which rendered the upper floors unsafe and unusable. The building received one of the larger grants to make it safe and weather tight.

Grant funded works included; re-roofing in Cornish slate, reinstatement of original bay windows, pilaster and carved stone capitol, replacement shopfront, new cast iron rainwater goods and re-rendering of front elevation.

Total grant offer = £130,963

Rear of 75 Fore Street
Clinton Passage

The building is former storage warehouse, sited to one side of a historic alleyway leading from Fore Street to Back Lane West.

HERS funded works included; Replacing poor quality windows with original style, traditional Georgian sash, cleaning down and re-pointing lower brickwork, re-rendering, new timber fascias and soffits and new rainwater goods.

Total grant offer = £57,255
Murdoch Corner

This is a prominent group of buildings at the corner of Alma Place and Station Road, in close proximity to the town's railway station and main bus station. The ground floor contains four shops and provides an important setting with the Cornish Studies Centre in Alma Place and Abbott & Wickett/Malayan Tin buildings in Station Road.

Comprehensive works took place including;
Re-roofing in Cornish slate,
new fascias, soffits and barge boards, new cast iron rainwater goods, new slate hanging to rear elevations, repairs and reinstatements to traditional shopfronts.

Total grant offer  
= £80,399

Old Warehouse
Alma Place

This building was originally used as a grain store. To the top of the building the remains of the hoist for winching up goods can still be seen. Unfortunately, prior to HERS work the building had been occupied for some time, with boarded up shopfront and inappropriate windows.

HERs grant aided works included;
Reinstate original Goergian, timber, sash windows.

Total grant offer  
= £11,188
Regal Cinema, Fore St.

Built in 1935, this building retains much of its original art deco architecture. However, it had fallen into decline in recent years and the outside of the building had suffered considerable deterioration. The result of this work is a greatly improved town centre streetscape and a reinvigorated local amenity, further enhanced by the public realm works.

1st phase, HERS funded works included; reinstating key features to the front of the building, mainly the brick tower and finial (new tower fin, raised framework, cladding, removal and replacement of lettering), renovation of canopy, lower pillars, tile skirt, front of house doors and transom.

2nd phase, HERS funded works included; targeted render and steelworks repairs, replacement of original windows to the side and rear elevations.

Total grant offer = £67,913

Regal Cinema, Phase 2 works
26 Fore Street

No. 26 Fore Street dates back to 1894, as can be seen from the engraving at the top of the building. It is situated in the middle of Fore Street, near the junction with Alma Place and Green Lane. It retains many of its original features. The finely carved architraves that scale the building are a particularly noteworthy feature. However, the modern shopfront was of an inappropriate design and detracted from the look of the building, and the decorative spheres that used to adorn the top of the building were missing.

HERS aided works included; historic photographs were referenced to reinstate a traditional shopfront, decorative balls to parapet, refurbishment of the front render and new cast iron downpipe.

Total grant offer = £21,462

3 Chapel Street

This 19th Century Grade II listed townhouse is now used as an accountant’s office. Before HERS work commenced, the roof was slurred over, the soffits were rotten and the rainwater goods were in need of replacement.

HERS grant aided works included; a new dry laid, scantage slate roof, new timber soffits, replacement cast iron rainwater goods and replacement traditional windows.

Total grant offer = £45,529
10 Fore Street

9 & 10 Fore Street combine to make one of the most architecturally striking buildings in Redruth. This grade II listed building features a striking Baroque style frontage of intricately decorated faience above the ground floor, and large arched windows with lead lights above.

HERS aided works included;
The brickwork and cornice were repaired and cleaned, replacement doors of a more sympathetic design to the front of the building, cast iron rainwater goods replacement & re-rendering to the rear.

Total grant offer = £22,730
The Redruth HERS..
...is a property based grants scheme that targets & engages property owners/leaseholders in the improvement of historic property in the Town Centre Conservation Area. It started in 2004 and has now reached completion.

The scheme is heritage based and has a strong economic theme in order to secure long term sustainable benefits. The aims of the scheme have been achieved through targeted grants for quality building repairs (using local materials where possible), reinstatement of architectural detailing and bringing buildings and vacant floorspace back into use.

The scheme had a common public fund of £1,203,820 made up through contributions from the following funders:

- English Heritage
- European Regional Development Fund (Objective One)
- Neighbourhood Renewal Fund
- Kerrier District Council
- Cornwall County Council
- Redruth Town Council.

The scheme also worked in close partnership with the Redruth Regeneration Group and the Camborne-Pool-Redruth Urban Regeneration Company.