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.
Redruth, HERS target area
Contents

Introduction 2

Background
- Redruth Town Overview 3
- Topography and Built Fabric 3
- Historic Context 4
- Heritage Economic Regen. Schemes 5
- Socio-Economic Background 5
- History of the Bid 6
- Context of the HERS Submission 7
- Previous Initiatives 8
- The Strategic Framework 9
- The HERS and Objective 1 9
- Redruth Street Overview 10
- Redruth Public Realm Scheme 11

Methodology
- The Target Area 13
- Target Buildings 13
- Target Areas 14
- Additional Target Buildings 14
- Administration of the Scheme 14
- HERS Officers 15
- Additional Advice 16
- Administration Flow Diagram 16
- Reporting 17
- Communications 17
- Systems/Project Documentation 18
- Photography 18
- Media coverage & HERS website 19
- Newspaper articles on the HERS 20
- Funding 22
- Revenue Underspend 23
- Completion Dates 23

Results
- Take up of Grants 27
- Outputs 30
- How Success Was Measured 30
- Breakdown of Outputs 31
- Summary of Outputs 40
- Additional Benefits 41
- Regal Cinema – A Success Story 42
- Completed target building map 44
- Redruth Car Park Figures 45
- Architectural Lighting 46

Discussion
- Target Buildings/Area 47
- Conservation Area Appraisal Info 47
- Group Schemes & Grant Take up 48
- Condition Surveys and Costs 49
- Traditional Materials 49
- Public Realm 50
- Recruitment Problems 51
- Statutory Consents 51
- Agents 52
- Contractors/Quantity Surveyors 53
- Funding – General 54
- Profiling Spend & Clawback 55
- Recording Outputs 56
- Measurable Outputs 57
- HERS & Wider Regeneration Issues 58
- CPR Regeneration & KDC 59
- Ongoing & New Initiatives 59

Conclusions
- The Impact of the Redruth HERS 61
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.
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

A £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 Brevis, HERS Community Agent on 01209 614093.

Pictured right: Conservation Officer Andrew Richards and Community Agent Vicky Brevis 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 complement 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.

Part of the public realm works.
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;** £550,000
   New Cut Car Park long and short stay
3. **Linkages;** £105,000
   Symon's Terrace
   Lemins Court
   Back Lane West
4. **Streets;** £1,410,000
   Upper Fore Street
   Lower Fore Street
   Green Lane
   Alma Place
   Bond Street
   Station Road
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’.
**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.

The project office was some distance from Kerrier’s main offices and the Project Co-ordinator (in Camborne). Communication was via telephone and e-mail. Systems were put in place to ensure that relevant information was readily accessible for the Project Officer / Conservation Officer and Finance Department.

Reporting

Quarterly reports were produced for the match funders as part of the funding claims and for quarterly steering group meetings. As priorities and requirements changed over the course of the scheme, these regular funders meetings offered an opportunity to raise any concerns or queries regarding operation of the scheme, funders’ requirements and individual projects. Other representatives who attended the Steering Group meetings included local councillors, community regeneration officers, URC representatives, KDC Finance and Legal officers, the town mayor and individuals with an interest in the regeneration of Redruth.

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.

Work complete at 59/60 West End
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.
Methodology

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.
Redruth’s improvement scheme is taking effect