



Historic England



Derby City Council



# Monitoring and Legacy Report



## Derby P*S*iCA

The benefits of heritage led regeneration



Anarchitecture







## Contents

|  |    |
|--|----|
| 1.0 Background to the Derby PSiCA.....                                       | 2  |
| 2.0 Derby City Council and Historic England: The Partnership Scheme.....     | 5  |
| 3.0 Scheme Delivery.....   | 6  |
| 4.0 Skills Development, Heritage Values & Community Engagement .....         | 7  |
| 5.0 Partnership Scheme: The Results.....                                     | 8  |
| 6.0 Footfall, Vacancy Rates, Rental Growth and Employment Opportunities..... | 11 |
| 7.0 The New Economic Foundation and Historic England.....                    | 13 |
| 8.0 Case Study One: The Wardwick.....  | 14 |
| 9.0 Case Study Two: The Strand.....  | 23 |
| 10.0 Case Study Three: Sadler Gate.....                                      | 28 |
| 11.0 Lessons Learned.....  | 34 |

Appendix A: Area Map of all PSiCA Grant Aided Buildings

Appendix B: Historic England and New Economic Foundation Reports

Architectural Drawings credited to:

The Old Bell Hotel, Sadler Gate, Derby Conception Architects

41 - 71 Wardwick, Derby Matthew Montague Architects

3, 4 & 5 The Strand Arcade, Derby The Upland Architect: Daniel Bland

21 Sadler Gate, Derby Simon Foote Architects



# MONITORING AND LEGACY REPORT


## Introduction

Historic England's (HE) Partnership Schemes in Conservation Areas (PSiCAs) are collaborations with Local Authorities seeking to ensure the long-term sustainable future of conservation areas through heritage based regeneration initiatives. HE's partnership with Derby City Council (DCC) for the delivery of a PSiCA between 2008-2016 was very successful in terms of the level of investment, the numbers of buildings involved and the economic, social and heritage outcomes achieved.

In 2008, when the PSiCA began, Derby's historic centre was in state of serious neglect and the conservation area was flagged as being *at risk* in the 2009 survey. The partnership has been credited by many of the city's key stakeholders as a major factor in the revival of Derby's historic core, which culminated in Derby winning the Great British High Street 2016 '*Best City Centre High Street*' award.



Category: City Location

 **The Cathedral Quarter, Derby**

In an incredibly close category, Derby took the lead with its hard work to attract inward investment and turn the Cathedral Quarter into a respected brand. Home to over 450 businesses across the retail, professional and leisure sector, Derby is a wonderful example of how to support to all retailers - big and small.

Runners Up: Castle Arcade District, Norwich and Broadmead, Bristol

The Derby Cathedral Quarter Business Improvement District (BID) Board has been another of the driving forces behind the economic and social revival of the historic centre over the last decade. Martin Langsdale, Board Chair of the BID recognised the important role of the PSiCA in their own work :

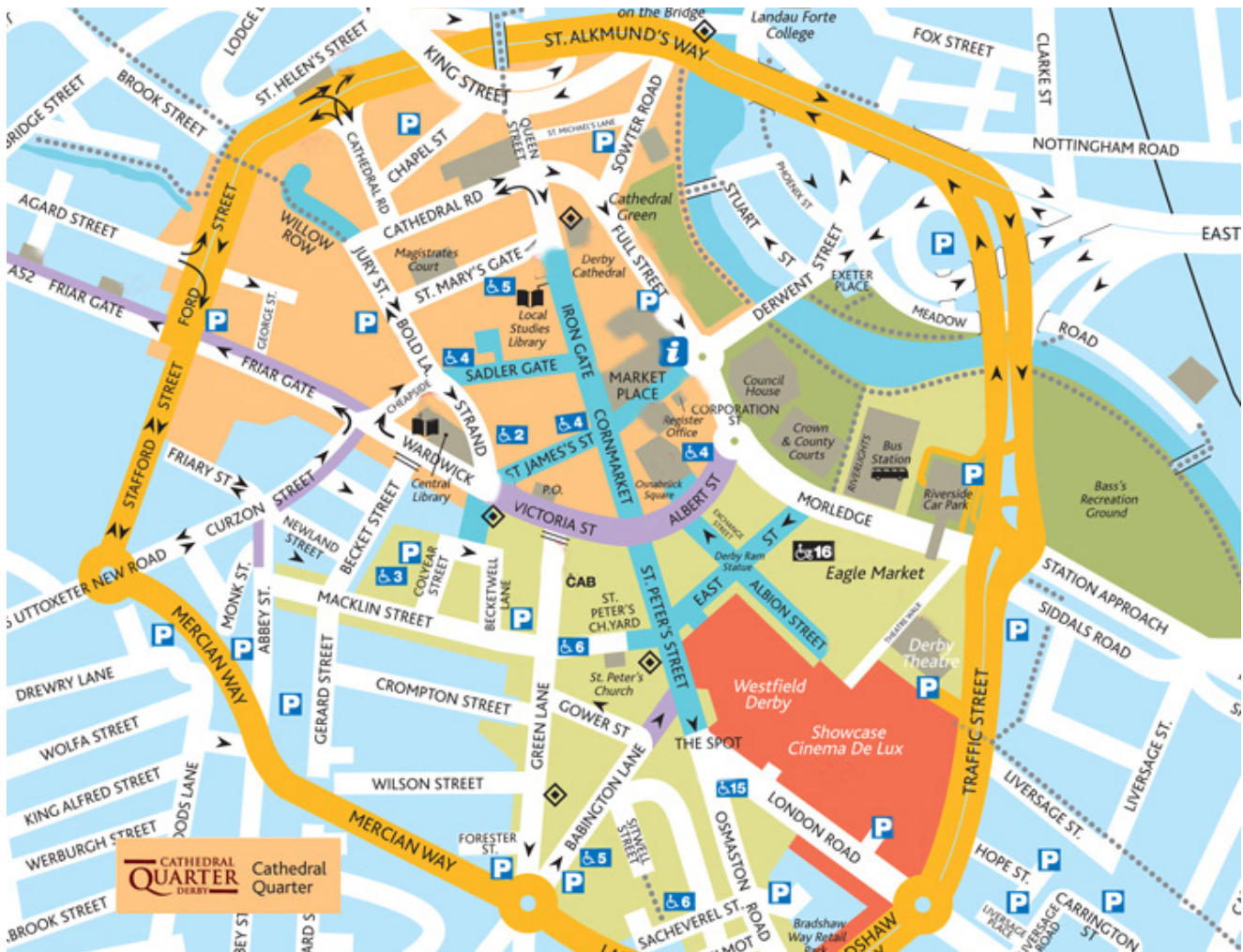
*"This work has contributed greatly to the overall transformation of the area – bringing it back to its former glory. The beautiful restoration of key properties, particularly in The Strand and Sadler Gate has been a major factor in these streets reaching 100% occupancy. It has also been a key factor in the decision by such premium national brands at Whitestuff, Joules and Dr. Martens to join the thriving independent retail offer that the Cathedral Quarter is so renowned for. "*

The purpose of this report is to set out the unique qualities of the historic high street and demonstrate the economic and social benefits of historic buildings in urban regeneration. The benefits are evidenced through a quantitative analysis of the high street's key performance indicators: condition surveys, public realm, rental values, employment, footfall and vacancy rates.

The report will elaborate in detail upon the journey of HE's most comprehensive recent PSiCA, from inception to project completion, demonstrating best practice and identifying lessons learned along the way. The intention is to show that new development within a city centre is not always the most effective form of urban regeneration. Historic buildings are an irreplaceable asset; if given due care and attention they can deliver profitable rewards.

## 1.0 Background to Derby P*S*iCA

1.1 In February 2008 DCC lodged an application to Historic England to establish a P*S*iCA in the City Centre of Derby. The proposed area was in the Derby City Centre Conservation Area, designated in 1987 when four conservation areas were merged, along with part of the Friar Gate Conservation Area, Derby's first conservation area, designated in 1969. Within this there was no limit placed on the geographical extent of the P*S*iCA, and an inclusive approach was taken with the intention of 'casting the net' as wide as possible. Upon completion of the project, the P*S*iCA had refurbished 97 historic properties within the following boundary of Derby City Centre:



*Derby Cathedral Quarter Area Map*

1.2 The project came forwards following the slow decline of Derby's historic core, exacerbated by the loss of its visitors due to competition from the nearby primary shopping precincts of St. Peter's Street and Westfield (now Intu). DCC's efforts to revitalise the town centre were made in the context of a challenging local demographic background; in 2004 Derby was ranked 58th most deprived area in England and the 5th most deprived in the East Midlands.





*Intu shopping centre, Derby 2016, located in the immediate vicinity of the historic centre*

1.3 Derby’s potential as a tourist destination and cultural centre with the Peak District and Derwent Valley World Heritage Site on its doorstep remained largely untapped. DCC required a catalyst for its economic and social regeneration.

1.4 Early moves to revitalize the town centre happened in 2001 with a Heritage Lottery Fund (HLF) Townscape Heritage Initiative (THI) . This delivered works to 16 properties and funded public realm improvements. A subsequent THI programme continues today, due to complete in 2018. The programme aims to further regenerate the town centre beyond the progress made by the first THI project and PSiCA, addressing historic buildings in less prominent locations on Green Lane, St Peter’s Street and Victoria Street.



*Derby Silk Mill on the River Derwent*

1.5 By 2008 vacancy rates had risen to 19% of eligible leasehold properties within the historic centre. Without a tenant in occupation, a historic building’s slow decline into disrepair is often inevitable. Rain water goods block, roofs leak, render cracks, timber rots, stonework erodes and original features are at risk due to the elements. The dilapidation of only a single property can lead to a spiral of decline, and thus the economic decline of Derby’s centre was compounded by the loss of its historic character which is a key aspect of the city’s essence and vitality.



1.6 In a downward economic climate, Landlords respond to falling demand by offering lower rents and more flexible lease terms. This impacted further on Derby's city centre and its historic buildings, as the confidence to invest in the city's character gradually disappeared. Deep, internally illuminated boxes, anachronistic plastic fascia boards, signage and internal window displays became widespread, despite their location in the City Centre Conservation Area - an increasingly difficult challenge for the Local Authority to enforce upon. It therefore became apparent that a major intervention was necessary to restore Derby's historic identity.



*Empty units in historic buildings: Bold Lane / Cheapside 2010*



*Empty units in historic buildings: Corn Market 2010*



*Empty units in historic buildings: Friar Gate 2010*

## 2.0 Derby City Council & Historic England: The Partnership Scheme

2.1 DCC took a proactive approach to the problem with the publication of a historic shop front guide to assist owner / occupiers in submitting planning applications for new retail frontages in the City Centre Conservation Area. Core design principles were endorsed, specifying traditional materials based on historic designs to create an attractive shop front; splayed and recessed entrances, retention / reinstatement of stall risers, pilasters, timber framed windows with slender glazing bars, timber fascias, console brackets and hand painted signage.

2.2 The shop front guidance was reinforced by DCC's commitment to publish Conservation Area Appraisals and Management Plans for the City Centre and Friar Gate Conservation Areas. A positive, strategy was necessary to secure funding and design guidance alone was insufficient to stop the rot. Expert advice required backing in the form of grants to encourage owners to restore Derby's historic environment.

2.3 HE had a proven track record of grant-led interventions through their area grant schemes, delivered more recently in smaller market towns, where the tangible historic and economic benefits are more easily realised. However, earlier English Heritage partnership grant schemes in city centres had demonstrated the potential for larger urban areas. Arguably the most famous example of these is the Grainger Town project in Newcastle, which was pivotal in restoring the city's fortunes.



*A row of empty units and insensitive modern shop fronts, Queen Street 2009*

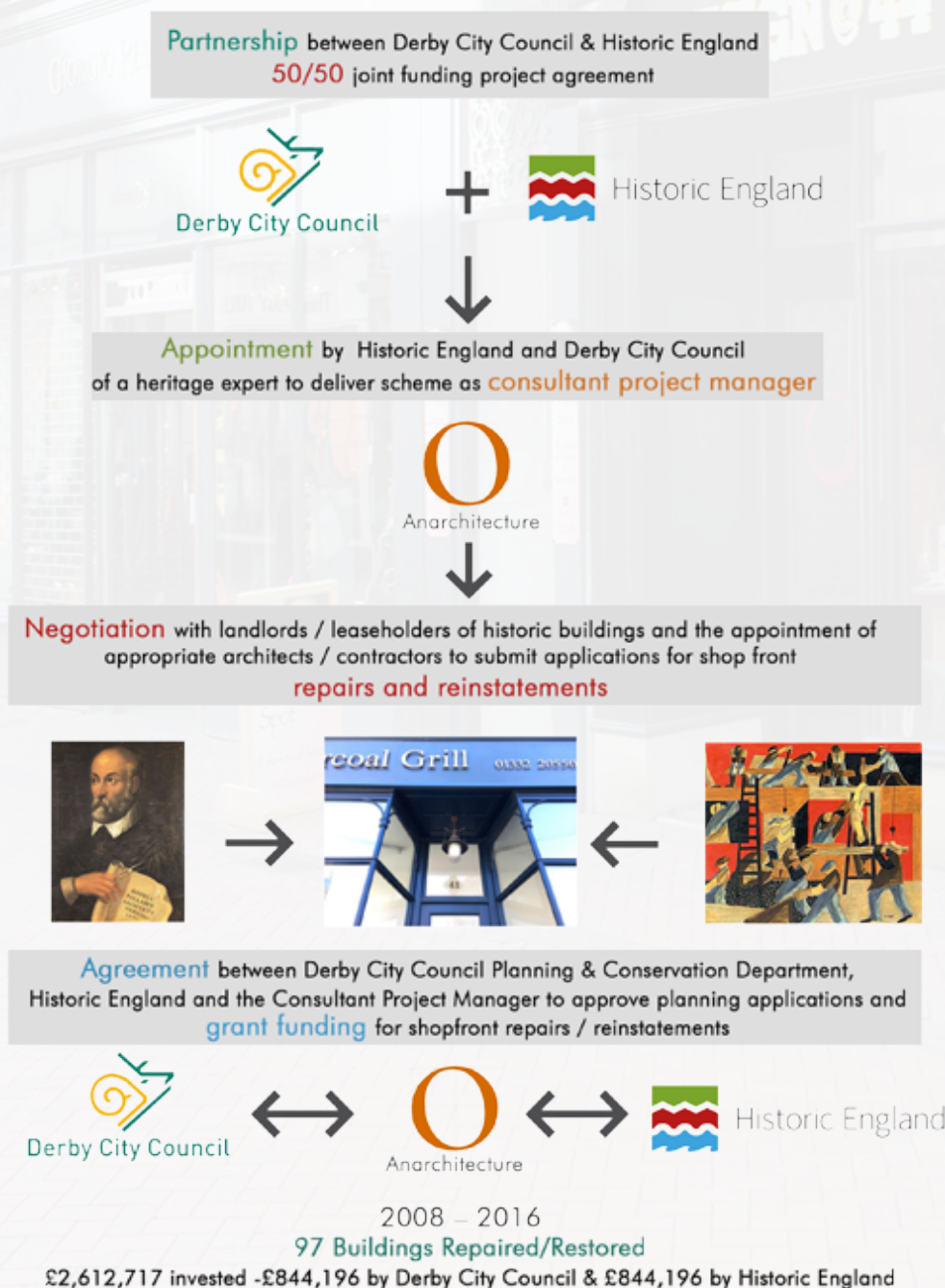
2.4 A historic map regression of Derby City Centre demonstrates the historical continuity of the City's streets, starting from John Speed's 1611 Map of Derby, to late nineteenth century Ordnance Survey maps and a contemporary map showing the layout of Derby today. The brutal interventions of 1960s inner-city highways damaged, but did not obliterate, the legibility of the historic street pattern, and were sufficiently widely drawn to still allow a walk-able network of streets in the city centre.



### 3.0 Scheme Delivery

3.1 DCC’s team for delivery of the PSiCA scheme was led by a Senior Conservation Officer who identified priority buildings and approached owners and leaseholders with the offer of grants for re-furbishment works. The maximum grant for repairs was 60% with and 80% grant for reinstatement. This was funded jointly 50/50 by DCC and HE. An architect was brought into the team, acting as Project Officer, to oversee the programme of works once contracts had been signed and agreements were put in place.

3.2 The key stakeholders in the delivery of the Derby PSiCA can be identified as:





3.3 Working in collaboration with HE and the DCC Senior Conservation Officer, the Project Officer's absolute adherence to the principles of authentic reinstatement ensured the detailing of materials maintained the integrity of Derby's historic buildings. Clear lines of communication between the contractor and delivery team were essential, while the Project Officer worked tirelessly on-site to ensure the works aligned with HE's core principles, published in 2008 as guidance on best practice (Appendix B).

## 4.0 Skills Development, Heritage Values & Community Engagement

4.1 HE set out six high-level conservation principles: community engagement, place-making, values, consistency, learning and above all significance as defined by the evidential, historical, aesthetic and communal values of historic places.

4.2 Engaging the local community, developing their skills, raising awareness of HE's core values and positioning the people of Derby as the 'custodians' of their own historic environment was only achievable through the actions of local businesses to deliver the works by the owners themselves. In certain cases the Project Officer worked with local contractors who lacked prior experience in conservation, helping to develop their knowledge of historic materials; applying the most appropriate lime mortar mixes and understanding the behaviour and performance quality of different stone types. The Project Officer recognized that a thorough investigation and understanding of historic buildings was required and encouraged contractors to support this. When a contractor began the process of removing modern insensitive accretions they were unraveling history: the materials hidden behind modern shop front fascias were often essential indicators of the buildings original detailing, which had an influence on the final design based on accurate historic precedent. Over time contractors became conservation specialists, learning to regard a historic building as a unique asset and taking pride in their newly acquired skills.

4.3 The delivery team's regular communication with all key stakeholders involved in the Derby PSiCA was essential to the project's successful evolution. In addition to liaising with architects and contractors, the Project Officer knocked on the doors of tenants and residents, informing them about the works, ensuring any problematic issues were dealt with swiftly, as well as promoting the commercial benefits of a historic shop frontage reinstatement.

4.4 An over-subscription of owners seeking assistance to repair their historic properties was tangible evidence of the 'ripple' effect. This comprehensive response allowed the project team to methodically identify the most appropriate buildings for refurbishment, rather than granting money indiscriminately.



*28 Sadler Gate: The project officer worked closely with the contractor to ensure a high quality 'lamb's tongue' finish to the glazing bars.*



## 5.0 Partnership Scheme: The Results

5.1 The Derby PSiCA is a story that can be told in numbers:

- £844,196 invested over eight years by Historic England
- £844,196 invested over eight years by DCC
- £2,612,717 total cost of every project (including £924,325 private investment)
- 97 Properties repaired and or reinstated
- 2757m<sup>3</sup> of commercial floor space has been brought back into use
- 42 new jobs were created
- a further 166 jobs safeguarded.

5.2 The scheme has returned almost all grant-aided buildings to occupancy and the project demonstrates the fundamental benefits of historic building conservation within urban regeneration, as published in the 2013 HE document, 'Constructive Conservation' (Appendix B), using the historic environment as an asset, and giving it new life, as a cornerstone of economic and social revival.

5.3 'Constructive Conservation' sets out the case that successful heritage led urban regeneration only works if an economic use can be found to support an initial refurbishment, provide an owner with a reasonable return on their investment and generate sufficient income to ensure the long-term maintenance of the building fabric. In the Derby PSiCA scheme each project was capped at £25,000 per property with grants ranging from 60% to 80%.

5.4 The New Economic Foundation's (NEF) research into the 'virtuous circle' (Appendix B) is an exploration into the sense of wellbeing and its relationship with socio-economic factors of investment confidence and value. The self-proclaimed 'people-powered' think tank explored the many drivers of wellbeing and why a person's happiness and welfare leads them to undertake activities which can benefit others. The virtuous circle is relevant to the regeneration of historic buildings, as the historic environment is improved, confidence grows in an area, wellbeing is enhanced and people value their surroundings more. This ultimately generates a greater sense confidence for owners / occupiers to invest in their properties, and the virtuous circle is complete.



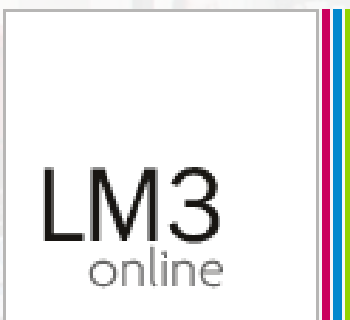


5.5 Historic England have been emphasizing the cyclical benefits of ‘investment, value, confidence’ since 2005 (below), when they published ‘Making the Past Part of Our Future’ in which they demonstrated the ‘heritage cycle’, a strategy which intergrates the past into the future thereby creating a cycle of understanding, value, caring and enjoying our historic environment. The purpose of the Derby P*Si*CA was to promote these aims, ultimately seeking to maximize the city’s historic assets and make effective use of them.



|   |  |  |  |
|---|--|--|--|
| <p><b>Understanding</b></p> <p><b>AIM 1</b><br/>Help people develop their understanding of the historic environment</p> | <p><b>Valuing</b></p> <p><b>AIM 2</b><br/>Get the historic environment on other people's agendas</p> <p><b>AIM 3</b><br/>Enable and promote sustainable change to England's historic environment</p> | <p><b>Caring</b></p> <p><b>AIM 4</b><br/>Help local communities to care for their historic environment</p> | <p><b>Enjoying</b></p> <p><b>AIM 5</b><br/>Stimulate and harness enthusiasm for England's historic environment</p> |
| <p><b>AIM 6</b> Make the most effective use of the assets in our care</p>   |  |  |  |

5.6 The identification of such tangible benefits are not only based on qualitative methods and can be measured by the Local Multiplier 3 (LM3), a methodology that can be used by local government to measure how their spending generates local economic impact and benefit to communities.



The multiplier effect of income into a local economy takes into account the local authority project cost and where money is spent to demonstrate the local economic impact of public spending. Of the £1,688,392 invested by HE/DCC, at least 95% of the contractors employed were based within a ten mile radius of the P*Si*CA. 99% of the project architects whose designs were submitted and approved were local companies within the same radius.

5.7 Clive Fletcher of HE was involved in the P*Si*CA scheme from the beginning. He identifies a ‘cluster effect’ in which the work on a single shop front became a catalyst for a ‘cluster’ of building refurbishments along a row. As landlords and leaseholders of historic buildings noticed the impact of neighboring works, they came forwards to seek their own grants, thereby meeting the new standards of design in their area. It is a repeatedly observed phenomenon which happens as the grant schemes foster confidence, encourage emulation and generate competition, and it can rarely be contrived top-down.



*“The cluster effect had a high impact on the street scene but rather than being achieved by a targeted approach, it was fostered by a policy of inclusivity. By casting the net wide, the potential for reaching out to owners with the means to achieve this scale of project was maximised. The newly reinstated shop fronts along the Wardwick are the best example of the cluster effect; the delivery team targeted a take-away located on the ground floor of a Grade II listed Georgian building, but it then became clear that it was possible to transform the entire row from 41-71. Aside from enhancing the setting of these historic buildings, there are tangible social and economic benefits to the area through increased rental income and maximum occupancy rates.”*



5.8 Integral to many heritage led regeneration schemes is the enhancement of public realm. Good quality materials simply laid, which distinguishes the historic pavements from the carriageway, allows the historic street patterns to be recreated and the original proportions restored. In 2007 Derby City Council produced a Public Realm Strategy which included high-quality repaving material pallet. Schemes across the City's 'pathways' interlinking the City and Friar Gate Conservation Areas under the Connecting Derby Scheme used this palette. Although the public realm enhancements were not part of the PSiCA grant scheme, the parallel improvements were closely aligned with the historic shop front repairs / rein- statements, achieving maximum impact.



## 6.0 The Cathedral Quarter: Footfall, Vacancy Rates, Rental Growth and Employment Opportunities



6.1 The Cathedral Quarter (CQ) is committed to improving the retail and business experience in the city centre. The PSiCA has allowed the specialness of the area to be revealed, creating a unique selling point for the CQ to attract inward investment and potential new occupiers. Tom Erskine, Inward Investment Executive for the Cathedral Quarter, states:

*“As a city, Derby creates significant wealth, but has previously found it difficult to retain it in the city centre. The Cathedral Quarter, as the city’s historical centre, plays a huge role in this as it is the most attractive part of the city centre.”*

*The impact of the PSiCA has been significant. Retail vacancies are extremely rare, there is a great blend of independent and branded retailers and it has made the area a great place to spend some time. When we show potential investors, developers and businesses around the city, they are always impressed. The attention paid in restoring heritage shop fronts helps to reinforce the concept of the Cathedral Quarter as a high-quality, vibrant location.”*

6.2 Marketing Derby used video recordings of pedestrian traffic in the Cathedral Quarter throughout the lifetime of the PSiCA Scheme to provide quantitative footfall data that demonstrate the economic and social benefits of historic building regeneration. In the first five years of the PSiCA project from 2008-2013, high streets across the United Kingdom suffered a dramatic loss in business due to the global economic crisis, out-of-town retail parks, integrated shopping centres and online retailing. Over this period of time the national average for footfall on the high street dropped by an unprecedented 26%. In comparison, footfall in Derby’s Cathedral Quarter reversed the trend by +12%, and Sadler Gate, at the heart of the PSiCA scheme, achieved +15% against the national level.

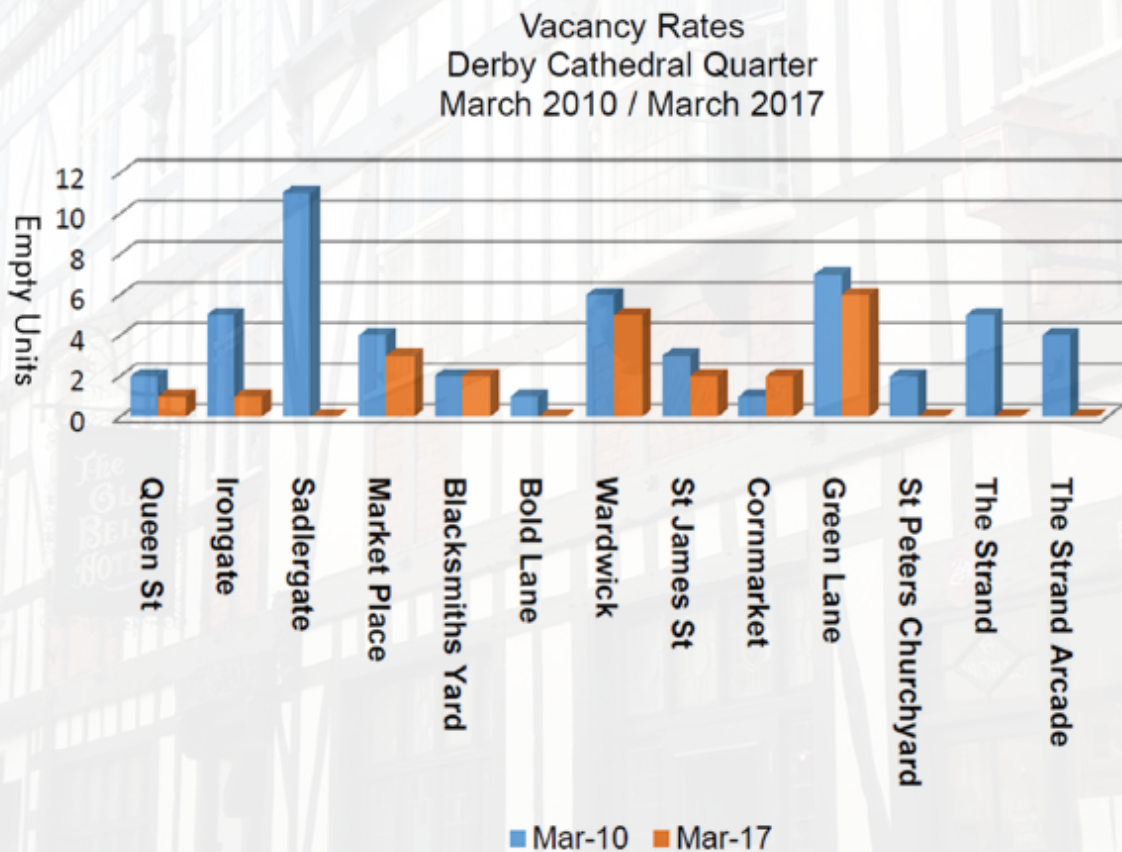




6.3 Trevor Raybould, commercial property agent of Raybould & Sons, has worked in the city for over twenty years and has seen the decline and recovery of Derby’s historic centre. His statistical analysis of vacancy rates and rental growth within The Cathedral Quarter demonstrates the economic and social regeneration of Derby’s historic core over the lifetime of the PSiCA: vacancy rates from 2010 to 2017 have fallen dramatically, most notably on Sadler Gate(-11), the Strand(-9) and Iron Gate(-5), locations that were all targeted by the PSiCA.

Raybould says:

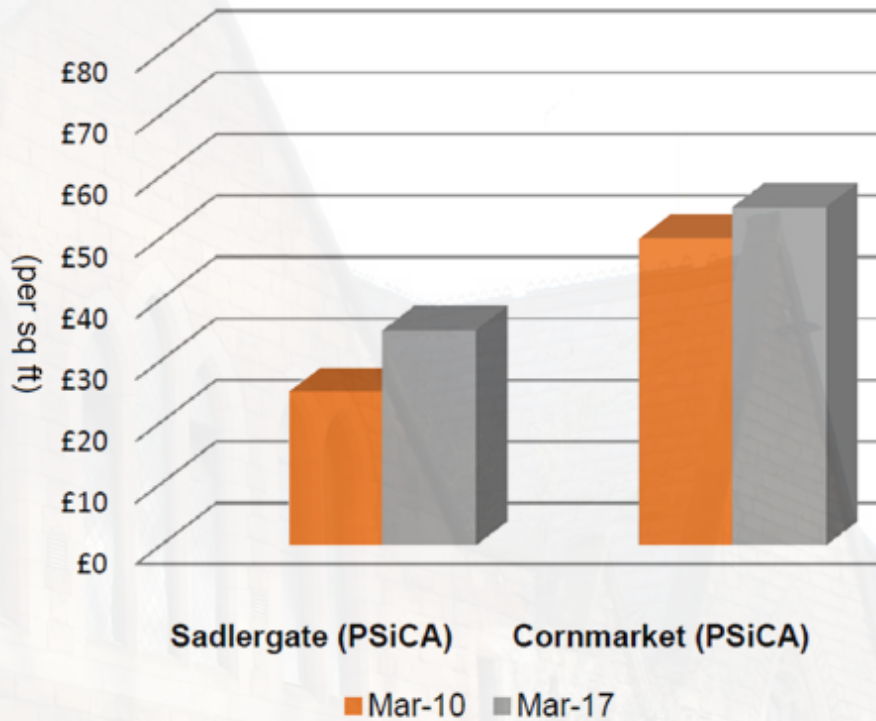
*“There is no doubt in my mind without the investment of Historic England in Derby the Cathedral Quarter would have failed. The opening of the Westfield (now INTU) shopping centre in the outskirts of the City exposed the poor quality of the retail offer in the Cathedral Quarter. Fortunately the Cathedral Quarter was rich in beautiful buildings and heritage and Historic England saw the opportunity to restore, one by one, building after building, back to their original appearances, which gave businesses the encouragement to continue trading or open new businesses.”*



6.4 Raybould’s analysis of retail performance in the Cathedral Quarter 2000 – 2017 is testament to HE’s belief in the economic value of historic buildings in urban regeneration and is worthy of greater recognition in the commercial property sector. Two notable statistics stand out from the analysis; the dramatic fall in vacancy rates on Sadler Gate and The Strand since the PSiCA’s inception (case studies, Chapters 8 and 9) and the continual decrease in rental values from 2000 to 2017 on St Peter’s Street, a prominent shopping street located outside of the Cathedral Quarter and therefore not targeted in the PSiCA project.



Rental Values  
Derby Cathedral Quarter  
March 2010 / March 2017



## 7.0 The New Economic Foundation & Historic England

7.1 In 2004, four years before the beginning of the Derby PSiCA scheme, The New Economic Foundation (NEF) published the report 'Clone Town Britain' (Appendix B) in which it stated:

*'A clone town is a place that has had the individuality of its high street shops replaced by a monochrome strip of global and national chains that means its retail heart. A home town is a place that retains its individual character and is instantly recognisable and distinctive to the people who live there, as well as those who visit'.*

7.2 A decade on and following the global economic downturn, HE's 2013 report 'The Changing Face of the High Street' acknowledged the NEF's findings and offered a contemporary reflection on the health of town centres and their historic buildings:



### Clone Town Britain

The survey results on the bland state of the nation

*'The growth of out-of-town shopping has created enormous challenges for the traditional high street. These challenges have been exacerbated by a prolonged economic downturn. The result is an increasingly polarised spectrum of centres and high streets, ranging from successful destinations which continue to attract shoppers and visitors from within and beyond their natural sphere of influence, to failing centres and high streets with increasing vacancy rates.'*

7.3 Walking down Sadler Gate today, located in the heart of Derby's conservation area, the presence of active, independent retailers confirms the findings of the NEF and HE; firstly by demonstrating that Derby is a 'home city', and secondly that it is a successful destination which attracts visitors from 'within and beyond its natural sphere of influence.' (Appendix B). The diversity of independent occupiers on this street is the key indicator: fashion boutiques, florists, delicatessens, hairdressers, graphic designers and a micro-brewery, all locally owned and run businesses.

## 8.0 Case Study One: Wardwick

8.1 A short walk from Sadler Gate is Wardwick, where the greatest impact of the PSiCA is perceived. When the delivery team learned that an entire row of buildings from 41-71 was under the ownership of one landlord, willing to participate in the works.

8.2 Each shop frontage at ground level drastically undermined the aesthetic, historic and evidential values of each building, undermining to the character of the conservation area. Original features above the shop fronts of quoins, stone surrounds, shaped key stones, moulded cornices, decorative gables, finials and mullioned windows were overpowered and hidden by the deep, internally illuminated boxes, bulky aluminium framed windows, plastic fascias, inappropriate signage and peeling paintwork and indiscriminate window displays.



*Empty units and inappropriate signage, Wardwick, Derby*



*Empty units and inappropriate signage, Wardwick, Derby*

8.3 41-71 Wardwick demonstrates a changing architectural narrative; a pair of two-storey Georgian houses (both listed Grade II), two late 19th Century, Jacobean-revival three-storey in-fills and a two-storey Georgian warehouse. Each building retained its original fenestration above ground level with many surviving sash windows.



8.4 A postcard from 1908 formed a starting point for the reinstatement of authentic Victorian shop fronts at 41-47. Where possible, original cornice and pilasters were retained and historically appropriate shop fronts reinstated with timber and glazed brick stall riser.



*Early 20th Century postcard of Wardwick*

8.5 The slender, arched glazing bars and recessed doorways were complimented by cast iron pendant lamps, and the frontages were decorated in a heritage blue with gold painted individual cut lettering, allowing the refined Georgian sash windows with imposing stone squared surrounds above came to life.



*41-47 Wardwick, Derby before the shop front reinstatement*



*The newly reinstated shop front, 41-47 Wardwick, Derby*



Charo

*Curved corner timber shop front detailing to  
51 Wardwick, Derby*



*Proposed shop front elevation, 41-47 Wardwick, Derby*

8.6 The adjoining mid-eighteenth century Georgian building at 49-55 originally featured an arch-way, with an assortment of Victorian and Edwardian shop fronts. Historic photographs and the survival of a remaining original shop front at no.53 influenced the design. Where possible fascias, cornice and pilasters were retained and carefully repaired. The row of frontages were painted in a crimson red, distinct from the heritage blue of 41-47, and a matching gold typeface was applied to the fascia. Once again, the work at ground level aligned with the significance of the building above, revealing the grandeur of its facing brickwork finish, rusticated stone lintels and moulded eaves cornice.

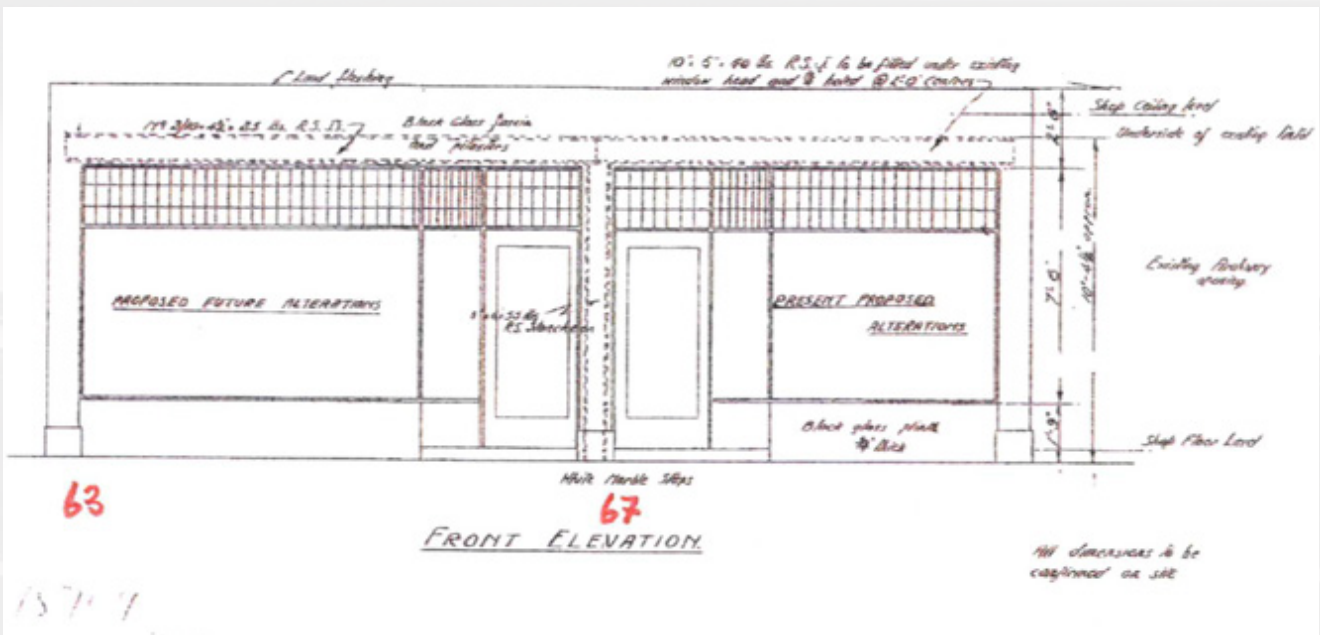
8.7 The architectural narrative transforms immediately from the unadorned eighteenth century townhouse facades of 41-55 to the fin-de-siècle extravagance of 57-61, with stone mullioned and transomed windows and decorative, shaped gables. The original shop front at 57 was retained while new hardwood shop fronts at 59-61 were reinstated with stone thresholds and matching brushed brass pendant lamps. The charcoal painted timber fascias provided continuity with the frontages of 41- 55, while remaining complementary to the elaborate architectural detailing above.





*The newly reinstated shopfronts, 49-61 Wardwick, Derby*

8.8 The seventeenth century former warehouse at 63-71 is the oldest building on the row but the shop front of greatest interest was the most modern, identified as inter-war, informed by the discovery of beautiful original hand drawn elevations for a new shop front in 1934. The designs specified the use of a black glass fascia, capturing the spirit of the 1930's shop front revolution, when architects employed geometric patterns and a modern palette of materials - enameled steel, structural glass, Vitrolite and Bakelite to symbolize modernity and hope for a better future.



Hand drawn 1934 shop front application, 63 & 67 Wardwick, Derby

# HLEY'S

01332 347777

Hley's  
LIMITED

55

OPEN

OPENING HOURS

Mon 9.00 - 5.30pm  
Tues 9.00 - 5.30pm  
Wed 9.00 - 5.30pm  
Thurs 9.00 - 5.30pm  
Fri 9.00 - 5.30pm  
Sat 9.00 - 5.30pm  
Sun 9.00 - 5.30pm

Easter  
IN THE  
PARK  
MARKETON PARK  
DERBY - DE22 4AA  
Sat 8<sup>th</sup> to Sun 23<sup>rd</sup> APRIL

HOUSE DRESSES • SKIRTS  
ZIPS • SEAMING

FREE PICK UP  
& DELIVER

WEDDING  
DRESSES

Hley's  
WEDDING DRESSES  
ALTERATIONS  
SEAMING  
ZIPS

Reinstated timber shop front with recess entrance and daisy grille to 55 Wardwick, Derby



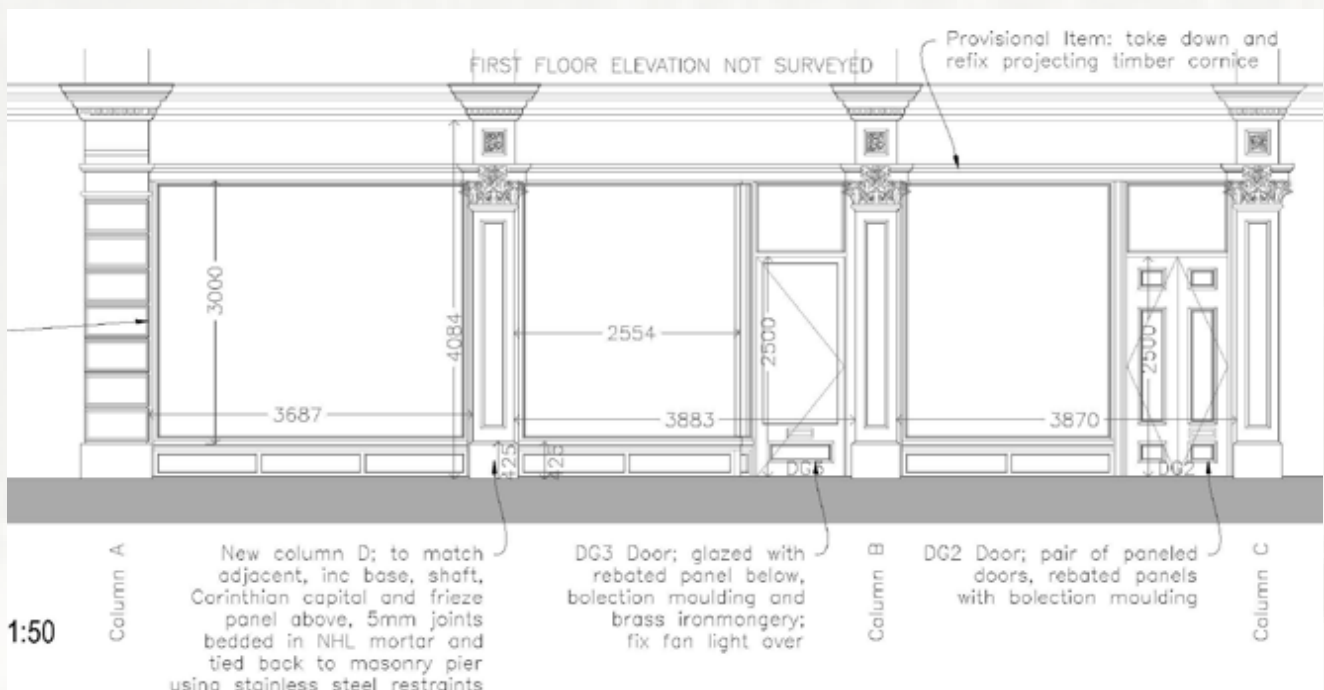
*Details of newly reinstated shop front cornice, fascia with individual lettering signage, architrave, corner post and the transome at 59 Wardwick, Derby*

## 9.0 Case study Two: The Strand

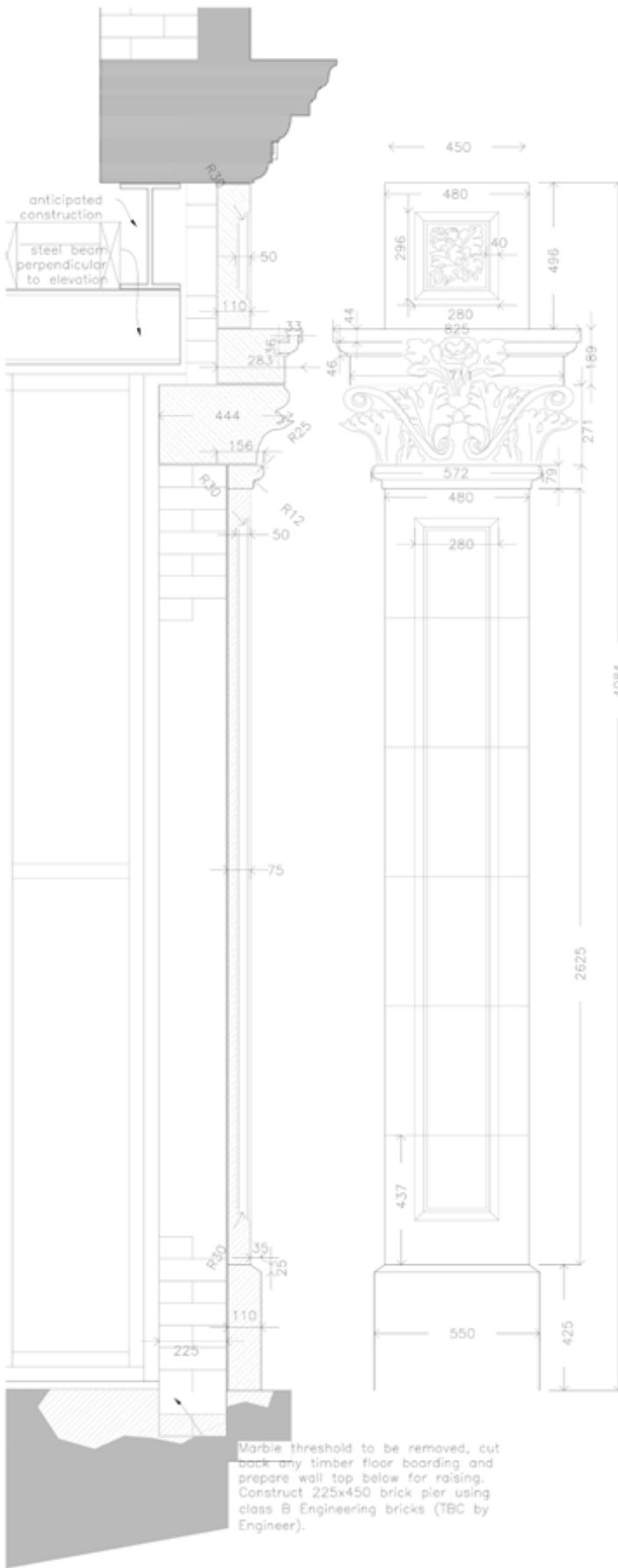
9.1 The delivery of a PSiCA scheme is only viable when the area has sufficient historic and architectural interest in the first place. The Strand Arcade is a cornerstone of the Derby City Conservation Area, directly adjacent the Wardwick, and forming a pedestrian link to Sadler Gate. The refurbishment of the facade and interior of this elegant late nineteenth century neo-classical building was another critical PSiCA scheme intervention.

9.2 The Strand was built between 1874-1878, heavily influenced by the Regency-era Burlington Arcade in London. The neo-classical arcade was purpose-built as a premier shopping destination at the height of Derby's industrial prominence. The building was continually occupied by prosperous retailers until its rapid decline in the 2000s following the construction of the Westfield shopping centre. When the PSiCA scheme began in 2008, the arcade had lost its sense of grandeur, and had become a tired looking shopping precinct with over half of the units sat empty and poorly maintained.

9.3 A series of insensitive twentieth century shop frontage alterations, cement render and extensive spalling to the stone columns had caused significant harm to the arcade. This required careful consideration for an appropriate refurbishment and shop front reinstatement. An example of this was the like-for-like replacement of a column within the arcade; complete with a hand carved Corinthian capital containing acanthus leaves, scrolls and flower designs, constructed in Stoke Hall stone, a locally quarried sandstone. A hydraulic lime mortar mixed with well-graded sharp sand was used to allow movement between the joints.



*Proposed shop front reinstatement, 3-4 & 5 The Strand Arcade, Derby*



*The Strand Arcade shop front before reinstatement*



*The Strand Arcade shop front with newly reinstated Corinthian column and occupied units*



*10 - 28 The Strand, Derby prior to multiple shop front repairs and reinstatement*



*10 - 28 The Strand, Derby following multiple shop front repairs and reinstatement*



EXCELLENT &  
AT AFFORDABLE

*Lamb's tongue moulded corner post detail at  
3-4 The Strand Arcade, Derby*





9.4 Applying the same conservation formula as the Wardwick, historic photos and postcards allowed the Project Officer to ascertain the original design of the shop fronts. A detailed template for the overall layout, scale and appearance was taken from neighbouring historic shop fronts within the arcade. Entrances had been relocated during previous works and these were taken back to their original positions. The replacement entrance doors to the first floor offices were detailed to echo the design layout of a pair of similar aged doors on a neighboring property. The shop entrances were splayed, recessed and granite slabs set into the floor.

9.5 Joinery details were specified to match existing historic shop fronts. Glazing bars featured a distinctive broken lambs-tongue profile, constructed in timber and finished in a water-based, heritage green satin paint, avoiding the use of oil-based paints to promote breathability and longevity.

9.6 Routine site visits ensured the joinery details were carried out in accordance with approved plans. If the profile of a glazing bar was imprecise, the contractor was asked to start again; something absolutely necessary to ensure authenticity and secure an uplift in values.

9.7 Following completion, independent retailers carefully selected by the managing agents occupied empty units and the building regained its status as a sophisticated shopping precinct. The project's success was enhanced by its position as the pedestrian link between Sadler Gate and the Strand, reinforcing the practice of targeting buildings in a city centre location with a collective identity.



*Entrance to the Strand Arcade, Sadler Gate, Derby 2017*

## 10.0 Case-Study Three: Sadler Gate

10.1 A walk down Sadler Gate in 2009 revealed the combined damage caused by an economic downturn and a newly built integrated shopping centre. Almost 40% of all retail units on this historic street sat empty. Each empty shop was located within historic C18 and C19 buildings that need to be occupied and regularly maintained. Once vacated, they fell into disrepair and the site of empty shop fronts and decaying buildings gave shoppers further encouragement to abandon the high street.



*Empty retail units, Sadler Gate 2010*

10.2 In 2009 the BBC reported on the desperate situation on Sadler Gate as part of a wider story covering the demise of the British high street. Statistics produced by the Local Data Company (LDC) showed that the Derby was suffering from 22% vacancy rates, the highest retail vacancy rate of any major urban centre in the United Kingdom. To put this in context, in that year alone 19,000 shops closed across the country and 12,000 of these had been occupied by independent retailers. The BBC report used Sadler Gate as a case study to portray a disheartening vision of boarded up shop windows, capturing the bleakest moment of the economic downturn and the emergence of a 'clone town' Britain.

10.3 Returning to Sadler Gate in 2017, where ten separate historic shop fronts were reinstated or repaired as part of the PSiCA scheme, the street has now returned to maximum occupancy. The majority of the shop fronts targeted by the PSiCA are in occupation by independent retailers and flourishing small business, with footfall increasing year-on-year. The increasing presence of shoppers on Sadler Gate (2% increase in footfall against a national average of -1.9% in 2015) has reversed the national trend of a continuing gradual decline on the British high street over a decade on from the economic downturn.



*Occupied retail units, Sadler Gate 2010*

10.4 In March 2017 Sadler Gate reached 100% occupancy, an inconceivable prospect at the time of the 2009 BBC report. The last unit to be occupied, 21 Sadler Gate, is a success story for ever key stakeholder involved in the process; the Cathedral Quarter, Historic England, Derby City Council and Everyman Barbers, the new tenants. Previously the building had acquired poor modern shop front and sat vacant for over four years. By 2015 the Landlord recognised the need for change and contacted the PSiCA project team to undertake a historic shop front reinstatement.

10.5 The works were completed in August 2016 and immediately new enquiries were received from a variety of small businesses interested in the property. Everyman Barbers signed a new lease in December 2016 and opened for business three months later. Managing Director Noel Gilronan runs four barber shops in the United Kingdom and is pleased with their new location on Sadler Gate:

*“British high streets have been hit hard over the past few years but we’ve managed to expand due to the customer facing nature of our business. Our main aim above all else is to become an asset to any high street we enter, by creating good local, useful commerce in harmony with the surroundings.*

*We present ourselves as a traditional gentleman’s barbers and the Victorian shop front instantly draws the attention of passers-by; there is now vibrancy on Sadler Gate with so much variety for shoppers and I am sure we will benefit from a lot of passing trade.”*



JULES  
EST. 1989

*Newly reinstated timber shopfront showing details to bracket and paneled pilaster shaft, profiled cornice and fascias to 45-56 Sadler Gate, Derby*



*Proposed shop front elevation, 21 Sadler Gate, Derby*



*Launch party of Every Man Barbers, Sadler Gate, Derby March 2017*



*Tiled ramp threshold to timber shop front, moulded side paneling, profiled bull nose and glazed brick stall riser to 21 Sadler Gate, Derby*



10.6 The full impact of the P*S*iCA can be wholly recognised by walking through the heart of the Derby City Conservation Area, from the top of Sadler Gate to the end of the Wardwick. This demonstrates the full extent of the works - the continuity of revitalised historic shops, occupied by a diverse range of independent retailers is in direct opposition to the trend of 'clone town' or 'failing centre'.



*Shoppers on a fully occupied Sadler Gate, Derby 2017*



## 11.0 Lessons Learned

The delivery of the Derby PSiCA presented new challenges to HE and DCC primarily due to the scale of the task. When the PSiCA approached its conclusion the project team took an opportunity to reflect on the lessons learned and formulate advice on best practice for future schemes on the same scale:

### Project Inception

- Gather key baseline data at the start of the project to help evaluate the value of the works undertaken at project completion (vacancy rate, rental value, number of employees, sales figures, rates of profit / loss). Data was also collected throughout the project on monitoring forms to state jobs created, floor space brought back into use etc
- Once a contract has been agreed to carry out a project on a building, a strict time limit must apply to the completion of works to avoid delays and disruption in the grant programme.
- During implementation stage it is useful to align the project with other existing and new programmes that emerge within the same area to gain economic, social and marketing support
- It is important to identify any earlier/original elements of shop fronts that may be hidden behind existing modern signs, cladding or render. If a design proposal is drawn up and given approval without this initial investigation, original detailing can be lost.

In order to re-establish significance raise values the principles of historical authenticity must be adhered to, requiring a sound understanding of a building's design narrative.

### Project Delivery

- Maintain regular contact with owners, landlords or tenants to determine the progress made and ensure they remain aware of the timescales that were originally agreed to complete the works.
- Arrange fortnightly team meetings with all consultants and Local Authority employees delivering the scheme.
- Hold monthly or six weekly finance meetings between the Project Officer and the Local Authority.
- Finance team to ensure all financial arrangements are kept under control.



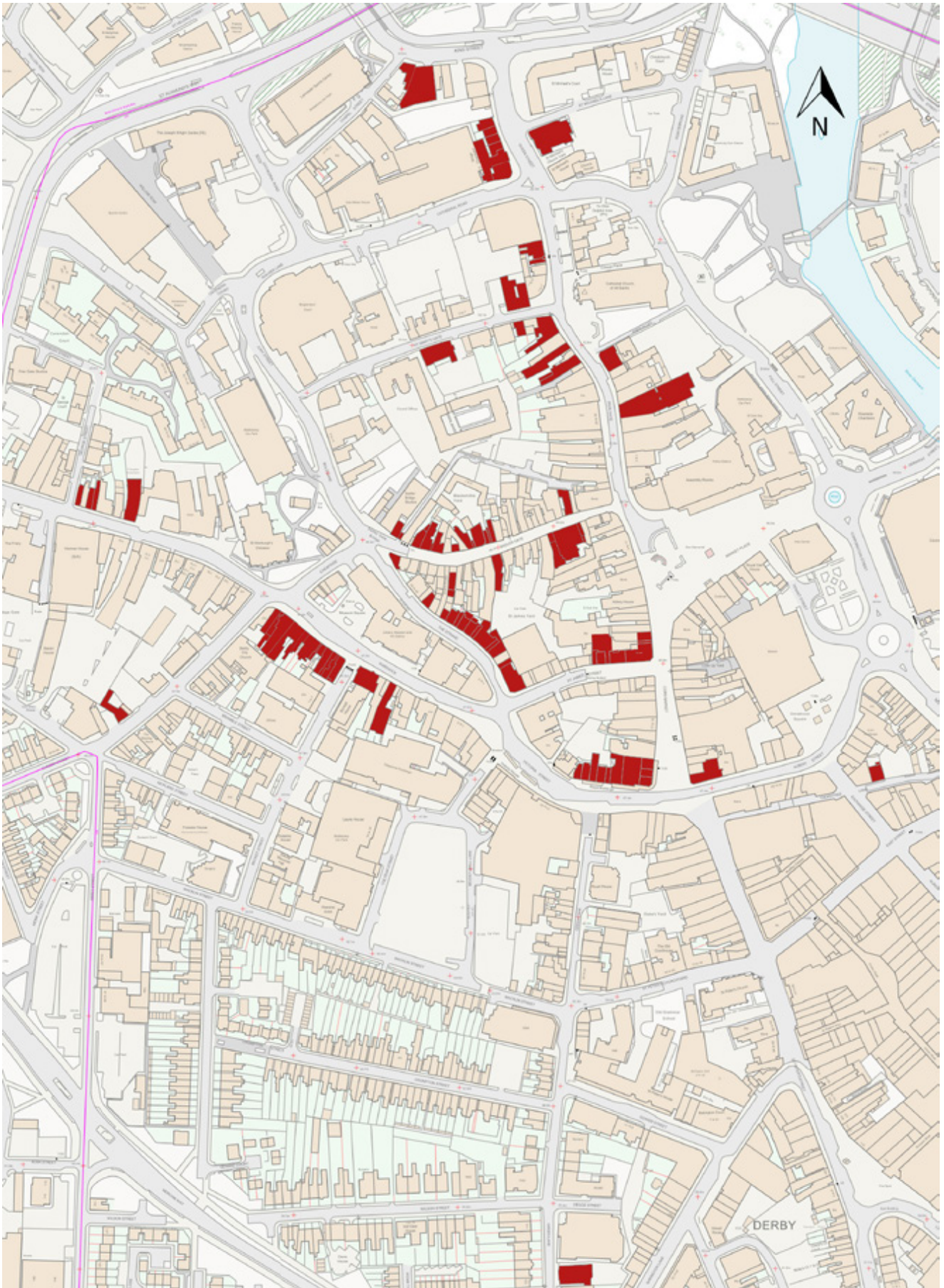


## Project Completion

- At the end of the project, review each of the completed projects and reference some of the most successful designs to a revised shop front guide and identify why these represent best practice.
- It can be difficult to complete the scheme with zero budget remaining, but careful monitoring of projects and budgets can allow re-allocation of funds during the scheme to minimize this. This requires tight control over estimated spending and continual reassessment of how to best dispose of all grant money by the given deadline .
- Upon completion of the project it is important to implement an annual assessment of the buildings that were targeted in the programme. In some cases inappropriate signage may have returned in place of the grant awarded historic designs and owners / occupiers may have breached the agreements that were put in place as part of the grant funding.



## APPENDIX A: AREA MAP OF ALL PSICA GRANT AIDED BUILDINGS





## APPENDIX B: HISTORIC ENGLAND AND NEW ECONOMIC FOUNDATION REPORTS

### **Historic England**

Heritage Works: The use of historic buildings in urban regeneration, a toolkit of good practice

Published 2013

<https://content.historicengland.org.uk/images-books/publications/heritage-works/heritage-works-2013.pdf>

### **Historic England**

Constructive Conservation: Sustainable Growth for Historic Places

Published 11th March 2013

<https://historicengland.org.uk/images-books/publications/constructive-conservation-sustainable-growth-historic-places>

### **Historic England**

Conservation Principles, Policies and Guidance: For the sustainable management of the historic environment

Published 23rd April 2008

<https://historicengland.org.uk/images-books/publications/conservation-principles-sustainable-management-historic-environment/>

### **New Economic Foundation**

Virtuous Circle of Wellbeing

Published 12th July 2015

<http://action.neweconomics.org/blog/entry/the-many-benefits-of-improving-wellbeing>

### **New Economic Foundation**

Clone Town Britain

Published 2004 (revised 2013)

[https://www.rgs.org/NR/rdonlyres/34F07489-E9FF-4800-A644-08BCAC9BCFB5/0/FW\\_clone\\_NEFsummary.pdf](https://www.rgs.org/NR/rdonlyres/34F07489-E9FF-4800-A644-08BCAC9BCFB5/0/FW_clone_NEFsummary.pdf)



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