

APPENDIX 4

The Options

Leek Town Centre // Draft Final Masterplan Report // June 2012



Opportunity Sites

Potential uses were identified for each site, through initial consultation with the public, local businesses, land and property owners, and other key stakeholders. The consultations had regard to the existing Conservation Area status to ensure the proposals broadly accord with conservation intentions.

From this consultation process it was suggested that two of the sites be extended or amended to reflect adjoining identified opportunities. These were Market Street West Car Park (this is to be retained and proposals for change now relate to Market Street East Car Park) and War Memorial Area (where car parking areas east of The Talbot have been incorporated into the development proposals).

Site capacity assessments were then undertaken, which considered both minimum and maximum intervention options for each site. These are detailed in Appendix 2 and summarised in the following table.

Opportunity Site	Ownership	Site Area		Potential Option/ Use	Intervention Level	Area, sqft	Car Parking Spaces (number)	Height (storeys)	Comments
		ha	ac						
1. California Mill	Public (Staffordshire Moorlands DC/ Leek College)	1.89	4.67	Education	MIN	45,000	150	2/3	0.46 ha of woodland area is excluded and retained 45,000 sqft of refurbished education space.
				Offices	MIN	33,000	150	2/3	0.46 ha of woodland area is excluded and retained 33,000 sqft of refurbished office space.
				Arts, Education/ Business Incubator	MAX	59,000	215	2/3	32,000 sqft of Arts Centre 27,000 sqft of Education uses 0.46 ha of woodland area is excluded and retained
2. Former British Trimmings Site	Private	1.23	3.03	Residential Extra Care	MIN	42,000	75-100	2	50 unit Extra Care home 0.2 ha of woodland area retained
				Residential Traditional	MIN	40,000	74	2	37 traditional houses (mixture of 2,3 and 4 bed) at a density of 35 houses/ha 0.2 ha of woodland area retained
				Traditional Housing and Extra Care	MAX	57,500	75 for Extra Care home and 2 spaces per dwelling	2/3	45 unit Extra Care home (3 storey) and 18 traditional houses (mixture of 2,3 and 4 bed)at a density of 35 houses/ha 0.2 ha of woodland area is retained
3. Eaton House and Surrounding Areas	Private (multiple ownerships and some leases)	2.55	6.30	Employment (Office/ Industrial)	MIN	100,000	200	1/2/3	Office/industrial uses
				Employment (Office/ Industrial) and Residential	MIN	106,000	115 for employment uses and 2 spaces per dwelling	1/2/3	35,000 sqft of offices, 11,000 sqft of industrial uses and 60,000 sqft of houses (mixture of 2,3 and 4 bed) Approximately 55 houses at a density of 35 houses/ha
				Retail	MAX	80,000	450	1	Large format retail

Opportunity Site	Ownership	Site Area		Potential Option/ Use	Intervention Level	Area, sqft	Car Parking Spaces (number)	Height (storeys)	Comments
		ha	ac						
4. Portland Street Mill Area	Private	0.47	1.16	Employment (Office/Industrial) - Minimum Refurbishment	MIN	32,000	50	2/3	Southern part of the existing building to be refurbished with open courtyard
				Employment (Office/Industrial) - Refurbishment/ Extension	MIN	36,500	100	2/3	Southern part of the existing 21,500 sqft of refurbishment and 15,000 sqft of extension
				Employment (Office/Industrial) - Part Refurbishment Part New Build	MAX	49,500	55	2/3	32,000 sqft of refurbishment and 17,500 of new build
5. London Mill/ York Mill Area	Private (multiple ownerships)	0.61	1.50	Residential and Employment (Offices/Industrial)	MIN	88,000	50	2/3/4	41,500 sqft of apartments (both former mill buildings facing Ashbourne Road) and 65,500 sqft of office/industrial uses.
				Hotel and Employment (Offices/Industrial)	MIN	88,000	50	2/3/4	22,500 sqft hotel (building west of Well Street facing Ashbourne Road) and 65,500 sqft of office/industrial uses.
				Hotel, Employment (Office/Industrial and Residential)	MAX	88,000	50	2/3/4	22,500 sqft hotel (building west of Well Street facing Ashbourne Road), 46,000 sqft of office/industrial uses and 19,000 sqft of apartments (building east of Well Street).

Opportunity Site	Ownership	Site Area		Potential Option/ Use	Intervention Level	Area, sqft	Car Parking Spaces (number)	Height (storeys)	Comments
		ha	ac						
6. War Memorial Area including The Talbot Hotel and the White Lion	Private (multiple ownerships)	0.54	1.33	Leisure, Residential and Car Parking	MIN	25,500	30	2/3	7500 sqft of leisure uses and 18,000 sqft of apartments/town houses 15 apartments on existing Talbot Hotel Site and 8 town houses along Ashbourne Road Leisure uses on ground floor of the Talbot Hotel
				Leisure, More Intensive Residential Use and Decked Car Park	MAX	26,200	35	2/3	3,200 sqft of retail uses, 5,000 sqft of leisure uses and 18,000 sqft of apartments/town houses Number of apartments and houses as minimum option Leisure uses on ground floor of The Talbot Hotel and White Lion sites Decked car park
7. Smithfield Centre and Bus Station	Private/Public (Staffordshire Moorlands DC)	0.74	1.83	Retail, Bus Station and Car Parking - Refurbishment/ Extension	MIN	22,000	90	2	Refurbishment and extended retail Extension around Haywood Street/ Leonard Street junction Refurbished bus station
				Retail, Bus Station, Offices and Hotel - New Build	MAX	70,000	75	2/3	30,000 sqft of retail, 15,000 sqft of offices and 25,000 sqft hotel Includes new bus station along Haywood Street frontage occupying approximately 0.1 ha of site area
				Retail, Bus Station and Leisure/Arts Centre - New Build	MAX	75,000	90	3/4	52,000 sqft of leisure/arts centre, 3000 sqft new bus station and 20,000 sqft of retail

Opportunity Site	Ownership	Site Area		Potential Option/ Use	Intervention Level	Area, sqft	Car Parking Spaces (number)	Height (storeys)	Comments
		ha	ac						
8. Compton Mill Area	Private (multiple ownerships) Public (Staffordshire Moorlands DC)	1.31	3.24	New Offices and Residential with some Refurbished Retail	MIN	135,000	Up to 100	2-5	Refurbishment includes 13,000 sqft of retail, 34,500 of offices and 38,500 sqft of apartments New build includes 15,000 of offices and 34,000 sqft of town houses
				New Retail and Car Parking/ Refurbished Residential and Offices	MAX	115,000	250 for large format retail use	2-5	New build includes 55,000 sqft large format retail unit Refurbishment includes building frontage along Londo Street and Brook Street, provides 17,000 sqft of retail, 25,000 sqft of apartments and 18,000 sqft of offices
9. Pickwood Road Area	Private (multiple ownerships) Public (Staffordshire Moorlands DC)	1.13	2.79	Existing Retail Refurbished and Extended and Car Parking	MIN	31,000 (new)	80	2	21,000 sqft of new retail and 10,000 sqft of offices Existing large format retail retained and refurbished
				New Build Retail, Public Square, Offices and Extra Car Parking	MAX	180,000	425	3/4	40,000 sqft of retail, 15,000 sqft new public square, 15,000 sqft of offices and 110,000 sqft of car parking
				Leisure/Arts Centre, New Build Retail, Public Square, Offices and Extra Car Parking	MAX	210,000	400	3/5	50,000 sqft of leisure/arts centre, 30,000 sqft of retail, 15,000 sqft new public square, 10,000 sqft of offices and 105,000 sqft of car parking
10. Former Broad Street Garage Site	Private	0.1	0.25	Retail and Residential	MIN	100,000	200	1/2/3	Office/industrial uses
				Car Parking	MAX	26,000	60	3	3 Decks of car Parking

Opportunity Site	Ownership	Site Area		Potential Option/ Use	Intervention Level	Area, sqft	Car Parking Spaces (number)	Height (storeys)	Comments
		ha	ac						
11. Land to rear of St Edward Street	Private (Moorlands Housing)	0.14	0.34	Retail and Residential	MIN	15,000	15	3	2500 sqft of retail with 5000 of apartments above, facing High Street
				Residential	MAX	13,000	30	3	Apartments to High Street and Strangman Street with private courtyard parking in centre
				Arts Centre	MAX	29,000	0	2/3	Proposals as previous SMDC feasibility study
12. High Street Car Park	Public (Staffordshire Moorlands DC)	0.26	0.64	Residential and Car Parking	MIN	15,000 (residential)	70	2/3	Residential apartments to High Street and 15,000 sqft of surface parking behind
				Car Parking	MAX	41,000	140	2	2 Decks of Car Parking
				Leisure/Arts Centre	MAX	52,000	55	3/4	New build leisure uses/arts centre
13. Market Street West Car Park Area	Public (Staffordshire Moorlands DC)	0.1	0.25	Public Square	MIN	9,000	0	-	Hard and soft landscaped public square
				Retail (in connection with Butter Market and Trestle Market) and Public Square	MIN	6,500 (new build) and 2000 (Public Square)	12	1	Potential extended site to the west to make connection with Trestle Market
				Arts Centre	MIN				

The proposals were presented at workshops with various groups including Councillors, stakeholders and Leek Chamber of Trade. The relative merits of each of the Masterplan options were discussed and it was decided which option would be the most beneficial for each of the Opportunity Sites, and for the Town Centre as a whole. These chosen options were subsequently taken forward to be incorporated into the draft Masterplan.

Public Realm Interventions

During this stage, work was also undertaken relating to public realm, transport and access. Public realm development focused around five key areas of intervention that emerged from the initial baseline understanding of place, and feedback generated during workshops and other discussions. The five key areas were Movement; Squares; Gateways; Streets and Linkages.

Minimum and Maximum Intervention Proposals

The plans that follow illustrate the minimum and maximum intervention proposals for the Town Centre.

A further consultation programme debated the relative merits of the Masterplan options. These had regard to an understanding of the local and cumulative impact on the Town Centre Masterplan. Decisions were made as to which option would be the most beneficial for each of the Opportunity Sites, and for the Town Centre as a whole.

Sustainability Appraisal

The minimum and maximum interventions were then subject to Sustainability Appraisal testing against the 17 Sustainability Appraisal Objectives set out in the LDF Core Strategy. These objectives are detailed below.

SA Objective	
1	To improve the quality of where people work and live, and minimise risks and nuisances
2	To eliminate social exclusions by promoting, maintaining and improving facilities and services and opportunities for and access to them
3	To minimise opportunities for crime and reduce fear of crime
4	To ensure adequate quality and provision of a range of house types to meet local needs in appropriate locations, and maintain and improve the local housing stock and provision of affordable/social housing
5	To direct development to more sustainable locations and reduce the need to travel
6	To strengthen transport links between rural areas and towns, and improve conditions for walking, cycling and travel by public transport
7	Identify, conserve and enhance biodiversity sites and to maximise opportunities for achieving Biodiversity Action Plan targets
8	To protect and enhance key habitats and species
9	To reduce contamination, regenerate degraded environments and maintain soil resources and quality
10	To promote efficient use of resources
11	To reduce energy consumption and waste production, and facilitate renewable energy
12	To reduce flood risk, protect and enhance water sources and environmental assets, and reduce contributions and vulnerability to climate change
13	To protect and enhance the character of the landscape and townscape, historic assets, and maintain and strengthen local distinctiveness and sense of place
14	To encourage further development of tourism and culture
15	To safeguard the vitality and viability of the Districts' towns and villages, and create and sustain a vibrant rural economy
16	To strengthen, modernise and diversify the District economy, and sustainable economic growth
17	To encourage and support a high and stable level of employment and variety of jobs to meet local employment needs

Each of the 17 Objectives was scored against each Opportunity Site's minimum and maximum interventions. The scoring structure is indicated in the following key.

+	=	Positive
++	=	Significantly Positive
-	=	Negative
--	=	Significantly Negative
O	=	Neutral (No significant positive or negative effects)
?	=	Impact not known
I	=	Impact dependent on how implemented

The following table provides the summary scoring, which is set out in more detail in Appendix 3: Sustainability Appraisal Report. Where scoring includes other than + or O, further clarification is provided.

The Sustainability Appraisal testing confirmed the preferred intervention level for each site that was taken forward to form the preferred Masterplan.

Opportunity Site		Sustainability Appraisal Objectives																	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
1	California Mill Area	Min	+	+	+	0	+		0	?	+	+/-	+/	0	0	0	+	+	+
		Max	++	++		0	+		0	?	++	++/-	+/	0	+	0	++	++	++
2	Former British Trimmings Site	Min	+	+	0	+	+	0	0	0	+	+	+/	0	0	0	+	0	+
		Max	+	+	0	++	++	0	0	0	+	+	+/	0	0	0	++	0	+
3	Eaton House & Surrounding Area	Min	++	+	0	++	+	0	0	0	0	+/-	+/-/	0	0	0	+	+	+
		Max	+	++		0	++	0	0	0	0	--	+/-/	0	--	0	+/-	+/-	+/-
4	Portland Mill Area	Min	+	0	0	0	+	0	0	0	0	-	+/-/	0	+	0	+	+	+
		Max	+	0	0	0	+	0	0	0	0	+/-	+/-/	0	+	0	+	+	++
5	London Mill/York Mill Area	Min	+	0	0	+	+	0	0	?	+	++	+/	0	+	0	+	0	0
		Max	++	+	0	+	++	0	0	?	+	++	+/	0	++	++	++	+	+
6	War Memorial Area	Min	0	0	0	+	+	0	0	0	0	+	0	0	+	0	+	0	0
		Max	+	+		+	++	+	0	0	0	+	0	0	+/-	0	+	0	0
7	Smithfield Centre & Bus Station	Min	+	+	0	0	0		0	0	0	+/-	+/-/	0	+	0	+	+	0
		Max	++	++	+/-	0	+		0	0	0	+/-	+/-/	0	++	++	++	++	+
8	Compton Mill Area	Min	+	+	+	+	+	0	0	?	+	+	0	0	+	0	+/-	+/-	+/-
		Max	+/-	++		0	++	0	0	?	+	--	+/-/	0	--	0	+/-	+/-	+/-
9	Pickwood Road Area	Min	+	+	+	0	+	+	0	0	0	+/-	+/-/	0	+	+	+	+	+
		Max	++	++	++	0	+	+	0	0	0	++/--	+/-/	0	++	++	++	++	+
10	Former Broad Street Garage Site	Min	0	+	0	+	+	0	0	0	+	+	+/	0		0	+	0	0
		Max	0	+	0	0	0	0	0	0	0	+	+	+/	0		0	0	0
11	Land to Rear of St Edward Street	Min	+	0		+	+	0	0	0	+	+	+/	0	+	0	+	0	0
		Max	+	0	+	++	+	0	0	0	+	+	+/	0	+	0	+	0	0
12	High Street Car Park	Min	+	0	0	+	+	0	0	0	0	+	+/	0	+	0	+	0	0
		Max	++	+		0	+	++	0	0	0	+	+/	0		0	+	0	0
13	Market Street West Car Park Area	Min	+/-	0	/-	0	0	+	0	0	0	+	+/	0	+	+	0	0	0
		Max	+/-	+	0	0	+	0	0	0	0	+	+/	0	+	++	+	0	0
14	Foxlowe Site	Min	+	+	0	+	+	0	0	?	0	+	+/	0	+	0	+	+	+
		Max	+	+	+	0	+	0	0	?	0	+	+/	0	+	+	+	+	+
15	Premier Garage	Min	+	0	0	0	+	0	0	0	+	+/-	+/-/	0	0	0	+/-	+/-	+/-
		Max	+	0	0	++	+	0	0	0	+	+/-	+/-/	0	+	0	+/-	+/-	-

Opportunity Site	Sustainability Appraisal Analysis
California Mill Area	For both maximum and minimum interventions more investigation is required concerning protection of key habitats and species. Whilst there is potential in both interventions to re-use dilapidated buildings (and create more energy efficient properties), there will also be some demolitions. The minimum intervention could still see a risk of crime because some areas around the car park would remain undeveloped. The extended college facilities provided could potentially create additional bus services for night class students.
Former British Trimmings Site	Potential for more energy efficient buildings to be introduced, although the impact of these will be dependent on how development is implemented. This applies to both levels of intervention.
Eaton House & Surrounding Area	Redevelopment of the site for a new large format retail facility will involve the displacement of existing businesses and a significant amount of demolition, particularly in the maximum intervention option. Potential for more energy efficient buildings to be introduced, although the impact of these will be dependent on how development is implemented. This applies to both levels of intervention. The associated car parking and servicing could cause a nuisance to surrounding residential areas, and would require good management to minimise opportunities for crime. The scale of the maximum intervention scheme could challenge local distinctiveness; damage the viability of smaller retailers in the town, and create negative visual impact. It could also lead to the loss of existing businesses as a result of redevelopment.
Portland Mill Area	Both intervention levels would require demolitions, although the maximum intervention would see the re-introduction of new buildings within the site. Potential for more energy efficient buildings to be introduced, although the impact of these will be dependent on how development is implemented. This applies to both levels of intervention.
London Mill/York Mill Area	For either intervention option further investigations will be required regarding protection of key habitats and species. Potential for more energy efficient buildings to be introduced, although the impact of these will be dependent on how development is implemented. This applies to both levels of intervention.
War Memorial Area	The new car park in the maximum intervention option will require to protect the townscape character and require good management to minimise opportunities for crime.
Smithfield Centre & Bus Station	Both intervention levels have scope to strengthen public transport links but this is dependent on whether improved or new services are provided at the redeveloped bus station. The maximum intervention could increase the potential of crime associated with the greater number of visitors attracted to the new leisure and retail facilities. Both intervention levels would require demolitions, although the maximum intervention would see the re-introduction of new buildings within the site. Potential for more energy efficient buildings to be introduced, although the impact of these will be dependent on how development is implemented. This applies to both levels of intervention.
Compton Mill Area	Redevelopment of the site for a new large format retail facility will involve the displacement of existing businesses and a significant amount of demolition, particularly in the maximum intervention option. Potential for more energy efficient buildings to be introduced, although the impact of these will be dependent on how development is implemented. This applies to both levels of intervention. The associated car parking and servicing could cause a nuisance to surrounding residential areas, and would require good management to minimise opportunities for crime. The scale of the maximum intervention scheme could challenge local distinctiveness; damage the viability of smaller retailers in the town, and create negative visual impact. It could also lead to the loss of existing businesses as a result of redevelopment. For either intervention option further investigations will be required regarding protection of key habitats and species.
Pickwood Road Area	Both intervention levels would require demolitions, although the maximum intervention would see the re-introduction of new buildings within the site. Potential for more energy efficient buildings to be introduced, although the impact of these will be dependent on how development is implemented. This applies to both levels of intervention.

Opportunity Site	Sustainability Appraisal Analysis
Former Broad Street Garage Site	The design of either intervention option will require the protection of the townscape. Potential for more energy efficient buildings to be introduced, although the impact of these will be dependent on how development is implemented. This applies to both levels of intervention.
Land to Rear of St Edward Street	Potential for more energy efficient buildings to be introduced, although the impact of these will be dependent on how development is implemented. This applies to both levels of intervention. The minimum intervention would see development of only one frontage, and therefore minimising opportunities for crime will depend on how well the rear of the site is managed.
High Street Car Park	The new car park in the maximum intervention option will require to protect the townscape character and requires good management to minimise opportunities for crime. For the minimum intervention there is potential for more energy efficient buildings to be introduced, although the impact of these will be dependent on how development is implemented.
Market Street West Car Park Area	For both intervention options there is potential nuisance associated with use at night time. In addition in the minimum intervention there is increased potential for antisocial behaviour if development incorporates a pub. Potential for more energy efficient buildings to be introduced, although the impact of these will be dependent on how development is implemented. This applies to both levels of intervention.
Foxlowe Site	For either intervention option further investigations will be required regarding protection of key habitats and species. Potential for more energy efficient buildings to be introduced, although the impact of these will be dependent on how development is implemented. This applies to both levels of intervention.
Premier Garage	Both intervention levels would require demolitions, although the maximum intervention would see the re-introduction of new buildings within the site. Potential for more energy efficient buildings to be introduced, although the impact of these will be dependent on how development is implemented. This applies to both levels of intervention. Whilst the interventions would introduce either new employment or housing, the existing business would be displaced.

The matrix below indicates the outcome of the Opportunity Sites Assessment, which evaluated potential uses against a set of criteria in order to establish the three highest scoring sites to be developed as exemplar projects. The chosen options were subsequently taken forward to be incorporated into the Masterplan. The following section defines this Masterplan.

Sustainability Appraisal Analysis

Site Reference Number	Project	Regeneration Benefits (L-1, M-2, H-3)		Economic Viability (L-1, M-2, H-3)		Order of Cost (L-3, M-2, H-1)		Cultural Added Value (L-1, M-2, H-3)		Night Time Economy Benefits (L-1, M-2, H-3)		Risk Profile (L-3, M-2, H-1)		Leisure Added Value (L-1, M-2, H-3)		Community Added Value (L-1, M-2, H-3)		Sustainability of Access & Movement (L-1, M-2, H-3)		Commercial Added Value (L-1, M-2, H-3)		Place Making Contribution to Environment (L-1, M-2, H-3)		Linkage to Other Opp/Projects (L-1, M-2, H-3)		Total Score	Physical Elements	Potential Uses	Funding (public, private, partnership)	Early Win
6	War Memorial	H	L	H	H	H	H	H	H	M	H	M	H	H	28	Refurb/Extend	Leisure/Residential/Employment/Car Parking		Private	N										
9	Pickwood Road	H	L	H	L	H	H	H	H	H	H	H	H	28	Refurb/Extend	Retail/Leisure/Car Parking/Employment		Partnership	N											
14	Foxlowe	H	L	H	H	H	H	H	H	H	L	H	H	28	Refurb/Extend	Leisure/Residential		Partnership	N											
5	London Mill	H	L	H	H	H	H	H	M	H	M	H	H	28	Refurb/Extend	Hotel/Residential		Private	N											
13	Market Street West Car Park	H	L	H	H	H	H	H	H	H	L	H	M	27	New Build	Leisure		Partnership	N											
7	Smithfield Centre/Bus Station	M	M	M	L	L	L	L	M	H	M	H	H	25	Refurb/Extend	Bus Station/Retail/Leisure		Partnership	N											
1	California Mill	H	H	H	M	L	M	M	H	M	L	M	L	23	New Build. FE/HE Development	Education/Employment		Partnership	N											
8	Compton Mill	H	L	H	L	L	H	L	M	H	H	H	H	23	Refurb/Extend	Retail/Employment/Residential		Private	N											
12	High Street Car Park	H	M	M	L	L	L	L	L	H	M	L	H	23	New Build	Parking		Public	Y											
4	Portland Street Mill	M	H	M	L	L	L	L	M	L	M	L	L	20	Refurb/Extend	Employment		Private	Y											
3	Eaton House	H	M	H	L	L	H	L	M	M	M	L	L	18	New Build Employment/Retail	Residential/Employment		Private	N											

Sustainability Appraisal Analysis

Site Reference Number	Project	Regeneration Benefits (L-1, M-2, H-3)	Economic Viability (L-1, M-2, H-3)	Order of Cost (L-3, M-2, H-1)	Cultural Added Value (L-1, M-2, H-3)	Night Time Economy Benefits (L-1, M-2, H-3)	Risk Profile (L-3, M-2, H-1)	Leisure Added Value (L-1, M-2, H-3)	Community Added Value (L-1, M-2, H-3)	Sustainability of Access & Movement (L-1, M-2, H-3)	Commercial Added Value (L-1, M-2, H-3)	Place Making Contribution to Environment (L-1, M-2, H-3)	Linkage to Other Opp/Projects (L-1, M-2, H-3)	Total Score	Physical Elements	Potential Uses	Funding (public, private, partnership)	Early Win
2	British Trimmings	L	H	H	H	L	L	L	L	M	L	L	L	17	New Build Residential	Residential (Extra Care)	Private	Y
11	Land to rear St Edward Street	L	M	H	H	L	L	L	L	M	L	L	M	17	New Build	Residential	Private	Y
10	Former Broad Street Garage	L	L	H	L	L	L	L	L	L	L	L	L	16	New Build	Retail	Private	Y
15	Premier Garage	L	M	H	H	L	L	H	L	M	L	L	L	15	New Build	Residential/Retail/Employment	Private	N

