

# Whaley Bridge Transhipment Warehouse

## Feasibility study to explore options for future development

### Executive Summary

1. This executive summary provides a précis of a report prepared at the end of the second phase of a feasibility study to consider options for the development of the grade 2\* listed Transhipment Warehouse and adjacent Canal Basin in Whaley Bridge in the High Peak of Derbyshire. The study has been commissioned by British Waterways and undertaken by Heritage Works Buildings Preservation Trust. The headings and primary numbering of the paragraphs in this summary relate to the chapters in the feasibility study report.
2. **Introduction**
  - 2.1 The purpose of this study has been to explore options for the economic re-use of the Transhipment Warehouse on the Canal Basin in Whaley Bridge, and to demonstrate how the building can contribute to wider regeneration and community aspirations.
  - 2.2 The aim has been to find the means to turn the redundant listed building, which is essentially unused and becoming a maintenance liability, into an asset that brings greatest benefit to the community and an appropriate long-term financial solution for British Waterways.
  - 2.3 The scope of the study, the key parties involved and the members of the consultant team, headed by Heritage Works Buildings Preservation Trust, are set out in this chapter.
3. **Methodology for the study**
  - 3.1 This chapter summarises the main tasks undertaken by the consultant team during phase 1 (April to June 2008) and phase 2 (July to October 2008).
4. **Location, history, description, ownership and current use**
  - 4.1 **Location**

The study site, which comprises a canal basin, associated wharves, landscaped areas and buildings, lies within the centre of Whaley Bridge, a small town in the High Peak of Derbyshire, approximately 17 miles to the south east of Manchester.



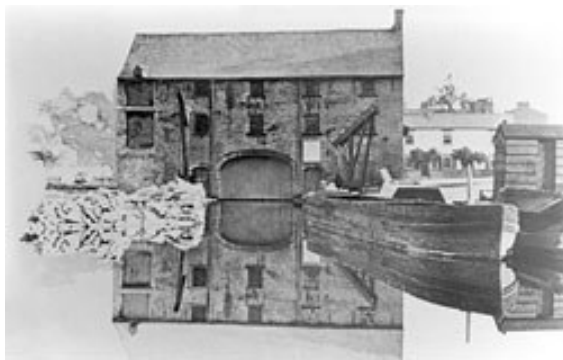
- 4.2 The canal basin is at the head of the Peak Forest Canal (Whaley Bridge branch), which is part of the national canal network through linking to the Macclesfield Canal at Marple and to the Ashton Canal at Portland Basin. The Transhipment Warehouse is the only notable building on the site and is located across the canal, at the southern end of the Basin.

### **Ownership**

- 4.3 All the land and buildings within the site boundary are owned by British Waterways, a public corporation responsible for the management and care of Britain's inland waterways.

### **History**

- 4.4 The Peak Forest Canal opened in 1800, with the original Warehouse (a three storey structure, built perpendicular to the canal and straddling the waterway) being constructed in 1801.



Photos: IWPS Archive/PJW

- 4.5 The Warehouse was extended considerably in 1832 to provide indoor 'transhipment' facilities for the transfer of limestone, coal and other goods from the Cromford and High Peak Railway to canal barges. Some of the train tracks can still be seen inside the Warehouse, on the western wharf.
- 4.6 Further redevelopment took place in 1915, when the uppermost storey of the original part of the Warehouse was removed, and double-pitched roofs of the 1832 section were extended over the whole building. The 1801 section was refaced externally to match the later extension.

### **Current use**

- 4.7 The Warehouse fell into disuse following the closure of the Whaley Bridge section of the Cromford and High Peak Railway in 1952 and the cessation of commercial canal traffic in 1958. Internal alterations were carried out in the 1970s and 1980s to accommodate a boat building business and later a shop selling canal memorabilia and souvenirs, but by the mid-1980s the Warehouse was again out of use (except for the garage / workshop in the northwest corner, accessed only from the outside). Its deteriorating condition was arrested by re-roofing works in 1993 but no long-term use has since been found.
- 4.8 The canal basin also underwent improvements in the later decades of the twentieth century, with extensive tree-planting and hard surface landscaping works. With the cessation of commercial activities, the site has been used by the local community and visitors for recreational purposes. In recent years the site has been the focus of community events, including the annual Whaley Water Weekend and, in September 2007, Heritage Open Days.

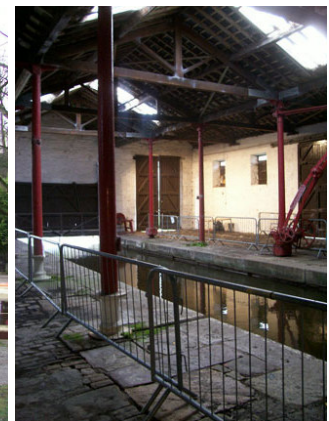
## 5. The importance of the building

- 5.1 The Transhipment Warehouse is grade 2\* listed, which puts it in the top 6% of listed buildings in the country, and lies within a conservation area.
- 5.2 Its heritage importance stems from its role in the Industrial Revolution, as a link between two innovative new forms of transport – canals and railways – in the transportation of raw materials needed to support the growth of industry in the cities.
- 5.3 In addition to this recognised heritage merit, the canal basin and Warehouse are important local landmarks and landscape features. They represent part of the 'raison d'être' for the town of Whaley Bridge, and a place of employment and recreation for its residents.



## 6 Conservation philosophy and architectural approach

- 6.1 Heritage Works has a conservation philosophy which it applies to all its projects and commissions. This is based on the concept of 'cultural significance', with the Trust's aim being to preserve and regenerate heritage assets of particular beauty, architectural and constructional interest so as to retain, reveal and enhance their cultural significance. This is achieved through the application of best practice of maintenance, repair, restoration and adaptation.



- 6.2 British Waterways' Heritage Policy is to ensure that the heritage of the waterways is treasured as a valued national asset, acknowledging that the careful protection and management of that heritage is an essential part of the ongoing work to achieve the

organisation's vision. The organisations' Heritage Principles accord with the long-established philosophy of the Society for the Protection of Ancient Buildings and other conservation agencies in the UK and Europe, advocating protection through the understanding of significance, honesty and reversibility in new interventions, archaeological recording before implementing change, and ensuring interpretation.

6.3 The consultant team's approach to this feasibility study has been to gain an understanding of the cultural significance of the site and to establish broad principles for the protection and interpretation of that significance as the Canal Basin and Warehouse are changed and developed. These include:

- To retain and reveal the original purpose of the Warehouse by ensuring that the canal arm and train tracks within the building continue to be visible
- To retain the 'open barn' form and character of the main 1832 part of the Warehouse
- To recognise the historic function of the Warehouse as part of the wider canal basin and to find new uses for it that complement the modern recreational and commercial usage of the site
- To find a way of increasing the usage of the whole Warehouse and canal basin area, so that more people can enjoy, appreciate and understand them, whilst contributing to the site's economic well being and the regeneration of the wider neighbourhood.

6.3 The team has also taken into account British Waterways' statutory obligation to ensure the 'best return' from its assets whilst protecting and making more accessible its waterways.

6.4 The consultant team firmly believes that a vibrant, viable and sustainable use for the Warehouse can only be achieved by increasing the footfall and critical mass of activity in the Canal Basin area.

## **7. Current problems in securing the redevelopment of the Transhipment Warehouse**

7.1 It is necessary to find an economically viable use for the Warehouse that will provide sufficient income to ensure that the building is fully restored and maintained in perpetuity. Without such a use, the building may become 'at risk', although British Waterways has a statutory duty to ensure that the structure is maintained in a watertight condition. Ongoing investment by a public body without significant public benefit and some form of financial return can be hard to justify.

7.2 There are a number of factors that contribute to the challenge of finding an economically viable long-term solution for the Warehouse. These include:

- Lack of useable floor area, with a canal running through the building
- Awkward physical configuration
- Considerable capital cost for repair and conversion compared to rental potential, giving rise to a substantial conservation deficit to be bridged by grant funding
- Planning constraints arising from its grade 2\* listed status and conservation area location
- Problematic location and accessibility difficulties
- Owner's limited ability to take forward a regeneration scheme due to financial position, corporate priorities and statutory responsibilities
- Competition in the local area from existing businesses and other tourist attractions
- Stagnation in the property market
- Budgetary pressures on grant funding bodies
- Local community attitudes, where a lack of understanding has given rise to unrealistic aspirations and expectations



**8. The planning context**

- 8.1 This chapter of the report describes the national, regional and local planning and regeneration framework within which any proposals for the Transhipment Warehouse must be considered. National policies for the protection of listed buildings and conservation areas are of paramount importance in the local development context.
- 8.2 The review concludes that conversion of the Transhipment Warehouse to any combination of the uses identified in the feasibility study would appear to comply with the provisions of the planning policy pertaining to the area.
- 8.3 A case for pursuing the demolition of the listed building would not be justified given its sound condition and potential for repair.
- 8.4 A range of architectural solutions exists for the Warehouse, from sensitive alteration and extension, through to locating new complementary buildings on the surrounding site. The challenge for any alteration or extension proposal will be to guard against inappropriate works to the listed building. Equally any new buildings will need to respect the setting of the listed building and take into consideration the Conservation Area character. New construction may also have to be justified under English Heritage's criteria for 'enabling development'.

**9. Regeneration strategies and local community initiatives**

- 9.1 The Roger Tyms & Partners Regeneration and Action Plan for Whaley Bridge (2003) has particular relevance to this study, with its identification of four core actions for the town, all of which impinge directly on the Canal Basin area.
- 9.2 All of the local regeneration strategies and community consultation documents refer to the need for a second bridge into the Bingswood Industrial Estate that lies to the east of the study site. At present heavy traffic accesses the estate by means of narrow historic streets and an unadopted roadway between terraced houses. This route, which crosses immediately in front of the Warehouse, deters pedestrian traffic and prevents an intensification of the business and recreational use of the canal basin area.
- 9.3 The Whaley Bridge Association is currently developing an Action Plan for community activities in the town, in response to an extensive community consultation exercise undertaken in 2007. The draft Action Plan identifies key priorities under the headings of 'People' and 'Place'. Amongst these are:
- Encouraging more volunteering within the town
  - Promoting arts and culture
  - Maximising the use of existing community buildings
  - Securing environmental improvements
  - Working towards the creation of a new library
  - Commitment to play a proactive role in discussions of the possible delivery mechanisms and long term management of the Transhipment Warehouse project
  - Commitment to producing a youth-led action plan
  - Finding funding to employ a community development worker.

## 10. Condition and principal repairs required

- 10.1 Allen Tod Architecture and Ramboll Whitbybird Structural Engineers have undertaken a visual inspection of the condition of the fabric and structure of the Warehouse. Their condition reports are included at Appendix F of the study report.
- 10.2 The building is in a fairly sound condition on account of the extensive re-roofing in the 1990s.



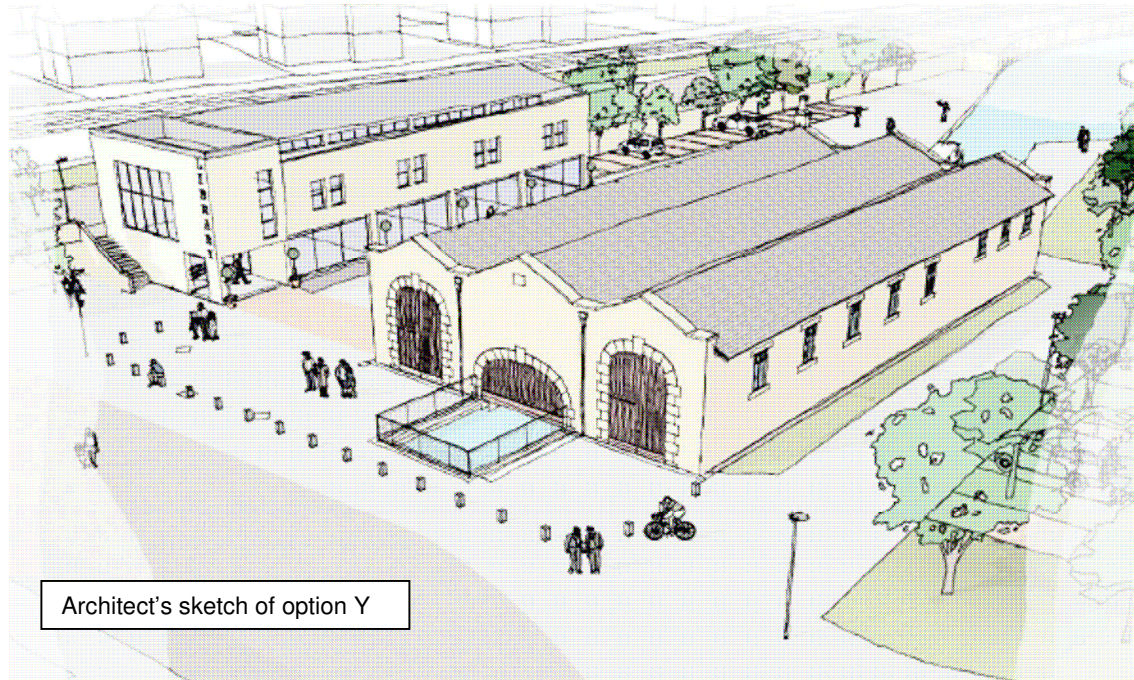
- 10.3 Areas for concern include the provision of adequate rainwater drainage (from the roof / valley gutters and from the perimeter ground drain), selected areas in need of masonry repair and re-pointing, and the safety of internal electrical installations.
- 10.4 A schedule of emergency repairs has been drawn up and costed (see Appendix G). These items need attention within twelve months. The emergency repairs have an indicative cost of £52,500 (excluding fees, VAT etc).

## 11. Options for re-use: possible new uses for the Warehouse

- 11.1 The report at the end of phase 1 of this study described options for the Transhipment Warehouse in terms of (a) built form (options for extending the historic building or providing complementary accommodation in near-by structures), (b) possible end uses and (c) approaches to dealing with the canal inside the building.
- 11.2 During phase 2 of the study the consultant team has considered the options recommended in the phase 1 report and undertaken further consultations with British Waterways, the planning authorities, prospective end users and potential funders. The design team has considered the physical constraints of the site, the building and the 'community brief' in greater detail, and taken advice from the consultant team's valuation surveyor. As a result, the options have been refined into four design proposals.
- **Option W** (based on the phase one option 1) – do nothing, or do very little
  - **Option X** (formerly option 1a) – development of the Warehouse as a standalone building, fully restored but with the north end only brought back into use. Subject to management arrangements, the main Warehouse space might be used on an occasional basis for exhibitions, markets and events. The north end provides a café in the north east corner at ground floor, over-spilling onto a deck built over the canal. The upper level could provide office space or a three-bedroom holiday apartment.
  - **Option Y** (previously option 3) – additional accommodation is provided in a separate building along the back of the Buxton Road pavement edge. At Basin level this offers office or retail units, whilst the first floor space accessed directly from Buxton Road is

proposed for relocation of the public library. The Warehouse is repaired and converted as in option X.

- **Option Z** (from option 7) – a two-storey attached extension along the full length of the Warehouse on the west side provides the opportunity for a landmark architectural solution. The ground floor at the south end offers a new public access to the Warehouse via a relocated public library, facilitating integrated public access to community facilities, exhibition and event space. The upper floor provides commercial office space, which, together with one unit at the rear of the ground floor and the first floor space at the north end of the Warehouse, offers flexible office space that will appeal to ‘blue chip’ businesses.



- 11.3 The chapter stresses that whilst the options Y and Z have received favourable reactions from local stakeholders and British Waterways, there will be a number of ‘hoops’ to go through before the proposals can be said to have planning authority support. It is only at planning application stage that Conservation Officers and English Heritage will be able to make a pragmatic decision on the need and desirability of adding additional accommodation within the vicinity of the grade 2\* listed building.

## 12. Project costs

- 12.1 Costs for each of the options described in chapter 11 have been prepared by Andrew Gaunt of Bernard Williams Associates, Quantity Surveyors (BWA) and are provided in a report at Appendix G. The construction costs have been built up on an element-by-element basis, taken from a broad specification of works drawn up by Allen Tod Architecture.
- 12.2 The BWA budget cost for the full repair and restoration of the Warehouse building is £575,000 excluding any allowance for inflation, VAT or professional fees (except where indicated).

- 12.3 Budget figures for the total construction costs of each option, including the restoration works, conversion and further development works, external works and an allowance for design team fees and surveys, range from £1.375m for option X to £2.325m for option Z.
- 12.4 Non-construction costs of the project include property acquisition costs, developer's costs and the costs of any education and community programme.
- 12.5 Total cost of each option are summarised in the table below. It is stressed that these do not include any allowances for inflation, VAT, finance charges or third party costs.

	Option W Mothballing	Option X Warehouse converted - standalone - with offices	Option Yi Warehouse plus rectangular new build	Option Yii Warehouse plus wedge-shaped new build	Option Z Warehouse plus attached extension
Acquisition - BAV or value of 125-yr lease	100,000	100,000	100,000	100,000	100,000
Existing Warehouse - fabric repairs	52,500	575,000	575,000	575,000	575,000
Warehouse conversion & upgrading	0	360,000	360,000	360,000	440,000
New build - separate or attached extension	0	0	460,000	535,000	635,000
Site-wide infrastructure and external works	0	115,000	130,000	130,000	130,000
Contingencies, fees and surveys	17,500	325,000	474,500	474,500	545,000
Developer's costs	5,000	25,000	50,000	50,000	75,000
Misc - education programme etc	0	0	100,000	100,000	100,000
<b>Total scheme costs</b>	<b>£175,000</b>	<b>£1,500,000</b>	<b>£2,249,500</b>	<b>£2,324,500</b>	<b>£2,600,000</b>

### 13 Market appraisal and valuations

- 13.1 The consultant team for this study includes Roger Lee, a local chartered surveyor from Frank Marshall and Company, who has a good understanding of the Whaley Bridge market. He has engaged with the design team iteratively throughout the study, advising on use types, unit sizes and location of uses.
- 13.2 Frank Marshall & Company's report on the rental potential of the recommended options, W, X, Y1, Y2 and Z is included at Appendix H. The rents have then been capitalised to provide end values for the development, discussed later in this chapter.
- 13.3 Office use: Marshalls caution against over-provision of commercial office space but consider that the Warehouse could attract 'blue chip' businesses to high quality office suites.
- 13.4 Café use is supported but it is important that this is not seen as a competitor to local businesses.
- 13.5 Retail provision is probably based aimed at tourist-related and / or workshop-type units, such as bike hire or boat chandlery.
- 13.6 Holiday accommodation is to an extent an untested market, but evidence from elsewhere in the Peak District (and from comparable converted historic building accommodation owned by



the Landmark Trust across the UK) suggests that a luxury 3-bedroom apartment could achieve 70% occupancy throughout the year within a few years of opening.

- 13.7 Support for the relocation of the Whaley Bridge library to the Warehouse is provided in the form of consultation responses from stakeholders and residents, and in a letter of interest from Derbyshire County Council. For valuation purposes, it is assumed that the library space will be offered at an affordable rather than market rent.
- 13.8 Current day valuations for each of the options, derived by capitalising annual rent estimates at a yield of 10% are summarised in the table below:

### Summary table of current day valuations

	Option W	Option X	Option Yi	Option Yii	Option Z
Warehouse north end - store / garage in NW corner	10,000				
Warehouse north end - café in NE corner, with pontoon		179,810	179,810	179,810	179,810
Warehouse 1st floor - office / hol flat (plus grnd floor access)		138,870	138,870	138,870	135,130
New build - rectangular building - 1st floor library			50,000		
New build - rectangular building - grnd floor commercial			208,000		
New build - wedge shaped building - 1st floor library				63,000	
New build - wedge shaped building - grnd floor comm				275,000	
New build - attached extension - library grnd floor south					74,000
New build - attached extension - office grnd floor north					52,030
New build - attached extension - 2 offices on first floor					114,230
Total value	£10,000	£318,680	£576,680	£656,680	£555,200
<b>Total value (rounded)</b>	<b>£10,000</b>	<b>£320,000</b>	<b>£575,000</b>	<b>£657,000</b>	<b>£555,000</b>

## 14. Bridging the conservation deficit

- 14.1 The conservation (or heritage) deficit is defined as being the difference between the total costs of undertaking a project and the end value on completion.
- 14.1 Using the costs described in chapter 12 and the current day end values discussed in chapter 13, the conservation deficit for each of the design options is as follows:

	Option W Mothballing	Option X Warehouse converted - standalone - with offices	Option Yi Warehouse plus rectangular new build	Option Yii Warehouse plus wedge-shaped new build	Option Z Warehouse plus attached extension
Total scheme costs	£175,000	£1,500,000	£2,249,500	£2,324,500	£2,600,000
Total value	£10,000	£320,000	£575,000	£657,000	£555,000
<b>Conservation deficit</b>	<b>-£165,000</b>	<b>-£1,180,000</b>	<b>-£1,674,500</b>	<b>-£1,667,500</b>	<b>-£2,045,000</b>

- 14.2 Sources of funding that may be available to bridge this conservation deficit include 'regeneration' funds, such as emda through the Derby and Derbyshire Economic

Partnership, or the Aggregates Levy Scheme administered by Derbyshire County Council. 'Heritage' sources include the Heritage Lottery Fund and English Heritage. Charitable trusts to be approached include the Sainsbury Family Charitable Trusts and the Wolfson Foundation. There may also be small contributions from High Peak Borough Council, Whaley Bridge Town Council and Derbyshire County Council (the latter's grant being based on capitalised rent of the library space).

- 14.3 The funding targets to be achieved are ambitious but, for example, option Y2 may attract the following grant cocktail:

<b>Option Y2 – Warehouse plus wedge-shaped new build</b>	
British Waterways (end value contributed)	£100,000
emda / DDEP	£500,000
Derbyshire County Council	79,500
High Peak Borough Council	£20,000
Whaley Bridge Town Council	£10,000
Derbyshire Aggregates Levy Grant Scheme	£50,000
Landfill Communities Fund (Derbyshire Environmental Trust)	£75,000
English Heritage	£100,000
Heritage Lottery Fund	£400,000
Charitable trusts / fundraising / private sector	£333,500
<b>Funding total (to bridge conservation deficit)</b>	<b>£1,667,500</b>

## 15. Delivery mechanisms

- 15.1 This chapter considers the means by which the project may be implemented, proposing options for the ownership and 'developer' role that are most likely to secure public support and secure the necessary grant funding.
- 15.2 As the project is not commercially viable without considerable grant funding, it will not be possible for options X, Y or Z to be taken forward by a private sector developer. A not-for-profit developer or development partnership that is eligible for public and Lottery funding is required.
- 15.3 It is considered that the project will be too demanding in terms of financial and staff resource for it to be undertaken by British Waterways alone.
- 15.4 A mechanism that involves passing the building and land required for development to a building preservation trust is advocated, with the Trust then undertaking the repair and conversion works as a 'developer motivated by heritage rather than profit'.
- 15.5 There are options for the long-term ownership and management of the site, involving all or any of British Waterways, the building preservation trust and a community development trust.
- 15.6 The chapter suggests possible building preservation trusts that might be approached by British Waterways for the delivery of the project, including Heritage Works BPT. Long-term

partners for the management of the site and continuation of the publicly-funded community education programme including existing local groups such as the Whaley Bridge Community Trust and / or Whaley Bridge Association.

## **16. Community benefits**

- 16.1 This chapter responds to local concerns expressed through the steering group that the Warehouse options are very commercial and do not offer extensive community space for activities.
- 16.2 The report highlights the following wide-ranging benefits to the town as a whole:
- Restoration of a significant listed building, safeguarding its future for forthcoming generations
  - Public realm improvements and potential to contribute to traffic and pedestrian circulation improvements
  - Increased activity in the Canal Basin area, by day and in the evening
  - Tourism appeal that will bring economic benefits to shop keepers and other local businesses
  - A café to complement local provision and satisfy seasonal demand
  - Small business and retail units designed to appeal to local entrepreneurs
  - Office space that may attract 'blue chip' organisations, bringing jobs and contributing to economic vitality
  - Opportunity to recreate a 21<sup>st</sup> century state-of-the-art library to vastly improve on current provision
  - Main Warehouse space available for a wide range of publicly accessible activities, from markets to private parties, from exhibitions to music performances. Options Y and Z, with the proposed building preservation trust and community development trust delivery mechanism, offer particular opportunities for local people to influence and implement a programme of community activities here.
- 16.3 Comments received from community groups and local councillors are included at Appendix N of the report.

## **17. Advantages and disadvantages of the four main options**

- 17.1 Tables in this section assess the advantages and disadvantages of each design option in terms of conservation and design, project costs, estimated end values, conservation deficit, fundability and public benefits.
- 17.2 Options W and X are effectively ruled out through this evaluation.

## **18. Transport and access**

- 18.1 This chapter considers five issues that have been identified as potential barriers to any redevelopment of the Canal Basin area:
- The legibility of the Basin (i.e. visitors' ability to find it and understand how it relates to Whaley Bridge) and physical linkages to the town's other resources and services is poor
  - The clearest and thus most popular route from the main street to the Canal Basin is via Canal Street, which is congested by heavy traffic and short stay car parking and dangerous for pedestrians.
  - There is a perception that there is insufficient car-parking in Whaley Bridge for existing businesses and shops and that use of the Warehouse will increase demand on existing

car parking provision, whilst at the same time, residents are reluctant to increase car parking provision for environmental reasons

- Historic buildings are notoriously difficult for less able visitors
- The story of the Transhipment Warehouse, its original purpose, how this has altered over time and its impact on the town is not widely understood, discouraging further exploration of the building and Canal Basin

18.2 Having discussed these in some detail, the section concludes that:

- The increase in vehicle movements as a result of intensification of the Warehouse is likely to be minimal by comparison to the traffic currently generated by the Bingswood Industrial Estate
- Measures such as the provision of new steps (option Y) and improved signage can be used to increase legibility and reduce pedestrian movements down Canal Street to the Basin
- The Warehouse project would however be considerably enhanced by the provision of new bridge into the Industrial Estate
- The provision of a small amount of car parking to serve tenants of the Warehouse complex and the library, which can readily be accommodated within the site boundary, will result in minimal additional pressure on existing public parking provision
- The Canal Basin is well served by public transport and visitors' use of buses and trains should be encouraged through appropriate signage and publicity
- The Warehouse development can be designed to provide an excellent level of access for less able users
- The project provides an opportunity to enable people to learn about their heritage and to make the Canal Basin site more accessible intellectually to a wide audience

## 19. Examples of similar projects

19.1 The project team has identified a number of completed projects that have similarities to the Transhipment Warehouse project in terms of architectural solutions, uses and potential delivery mechanisms. 'Gazetteer' sheets for each are provided at Appendix P.

19.2 Portland Basin, Ashton under Lyne, Greater Manchester is a canalside warehouse, refurbished in 1996-99 by the local authority in partnership with a housing association. The Warehouse now provides office accommodation to let, residential apartments and a Council-run museum that attracts 90,000 visitors per year.



Standedge Tunnel Visitor Centre



Richmond Station



- 19.3 The Standedge Tunnel Visitor Centre was refurbished as part of the 20-year Huddersfield Narrow Canal restoration project. This former canal warehouse now provides two floors of attractive office accommodation to rent on the upper floors, with a heritage centre run by volunteers on the ground floor.
- 19.4 The old Coastguard Station at Robin Hoods Bay is a faithful rebuilding of the Victorian structure demolished in the 1960s. It provides a combination of visitor / education centre, specialist retail and holiday accommodation. The building is managed by the National Trust and North Yorkshire National Park in partnership. The capital project was funded from a cocktail of public grant sources.
- 19.5 Richmond Station in North Yorkshire is an example of a community-led restoration and regeneration project, now managed on substantially commercial lines by the trust that developed it. The station platforms provide a multi-function space for exhibitions and events, part-occupied a commercial café / restaurant operator. Six retail / workshop units are let to local businesses including a bakery and cheese shop. There are also offices to let and meeting rooms available for hire. The rental income covers the costs of a management team employed by the trust. The capital costs of the restoration and conversion project were met from a wide range of public, Lottery and charitable trust grants.

## **20. Recommendations and next steps**

- 20.1 This feasibility study has considered far more options in terms of design and delivery than had been envisaged in the original commission brief.
- 20.2 Despite considerable work on the part of the consultant team, however, there has been insufficient resource to bring the study to one firm recommendation. Options and opportunities still abound.
- 20.3 None the less, the consultant team has been able to form certain 'preferences', and also recommendations about what not to do.
- 20.4 It is recommended that options W and X are not pursued any further due to the anticipated insurmountable difficulties of securing funding for schemes that offer limited public benefit.
- 20.5 It is considered that options Y1, Y2 and Z are explored further, particularly with planning authorities and potential funders. The consultant team errs towards a preference for option Y2 (over Y1 or Z) in design terms, as this does not make a permanent intervention into the historic building and creates a defined new external public space between the new and old buildings, with lively uses to spill into it.
- 20.6 In terms of delivery mechanism, we would advocate the passing of the property to an experienced building preservation trust (BPT) for the restoration, extension / new building, and conversion project. A community development trust (CDT) is our recommended method for managing the main Warehouse space in the long term.
- 20.7 In between the BPT and CDT it may be practicable for the property to be returned to British Waterways (at market value), and for BW to grant a lease of part of the site (only) to the community development trust, thus retaining its authority over the site and potential to maintain an income stream.

- 20.8 Next steps are identified that need to be undertaken by British Waterways (and in some cases by project stakeholders) to ensure that momentum is maintained and the potential demonstrated by this feasibility study is achieved.
- 20.9 Funding-related activities include making initial approaches to the Derby and Derbyshire Economic Partnership in response to recent funding programme launches (action completed) and to the Heritage Lottery Fund.
- 20.10 Further design development is required to facilitate discussions with English Heritage and the planning authorities.
- 20.11 Learning from the experiences of others is likely to reap considerable benefits for the project. Visits to exemplar projects are suggested.
- 20.12 An in-house assessment by British Waterways of the suggested procurement and delivery mechanisms is necessary so that partnerships can be identified and developed.
- 20.13 Most importantly, all project stakeholders must work together on all aspects of this project if it is to receive the level of public funding it requires. Everyone involved with the project, from British Waterways board members to local community groups and individuals, will need to fight for it and 'champion' it as his or her organisation's highest priority, or the project will not go ahead. All stakeholders need to bear in mind constantly that Option W (mothballing the building) doesn't represent best value for anyone.