

# 08 OUTPUT TESTING: AGENDAS FOR PROGRESS

This section analyses the outputs of the CreekTeam workshops, forming them into ‘agendas’ to guide the next steps in the process: a vision agenda, an urban design agenda, a character agenda, and a delivery agenda

## 8.1 Vision agenda

The ‘vision statement’ and themes to guide the future of the Creek were intensively workshopped by the CreekTeam. The final wording of the statement and themes was confirmed in Workshop 2, and then used to develop a spatial vision using the Creek Game. In parallel to the CreekTeam process, Swale Borough Council has been developing the same vision statement into a detailed set of objectives. To some extent, these objectives are of different scope than the themes identified by the CreekTeam. In particular, the objectives capture a range of technical issues and constraints such as flooding, land use, utilities, and a range of neighbourhood issues including housing mix, local distinctiveness, townscape setting, and natural surveillance. The relationship between the CreekTeam themes and the Council objectives is set out in the accompanying table, which shows that there is substantial agreement between the themes and objectives. However, there is one major difference. The CreekTeam, though it discussed infra-structural issues at length and offered important insights into drainage and traffic constraints, did not identify infra-structural issues as a distinct theme. In the accompanying table, it is therefore proposed that an additional theme be considered in future work by the CreekTeam, in order to have a full range of themes against which to evaluate potential project proposals.

Creek Team Themes	Swale Borough Council Objectives	
	Objectives (abbreviated)	Objectives (original)
<b>A place that provides a good choice of activities in and around the water</b>	Improve navigation and mooring facilities	1. Enhance navigation and the sluicing/flushing functions of the creek so as to provide full access and mooring opportunities for larger craft, including within the basin via an opening bridge.
	Reinforce the creek as a public destination	4. Reinforce the creeks’ public destination potential by including within development opportunities for the arts and culture, youth facilities, tourism, leisure, retail, café, moorings, slipways, and a public toilet and changing facilities for water users.
	Encourage greater use of the creek’s green spaces	5. Encourage greater use of the creek, especially by communities at Davington/North Preston, by creating multi-function greenspace on the Front Bents and in the Stonebridge allotments for wildlife, water management, cultural, recreational and tourism activities.
<b>A place that is designed to benefit both existing and new communities local businesses and visitors</b>	Create a greater diversity and vibrancy of land use	9. Create a greater diversity and vibrancy of land use by providing business led focal points at the Basin/Town Quay, Belvedere Road and Standard Quay.
	Improve the diversity of housing type and tenure	11. Provide a range of housing types and tenures as part of mixed use environments, to support delivery of area wide objectives and to redevelop sites no longer suitable for other uses.
<b>A place where we through arts, culture and marketing will celebrate and learn about our unique maritime heritage and the natural beauty of the creek</b>	Reinforce the importance of maritime activity	3. Create, safeguard and expand hubs at Standard Quay and the Town Quay/ Basin to reinforce the areas importance for maritime activity and to provide training and tourism opportunities.
	Find appropriate and sustainable uses for important local buildings	6. Find uses that will provide sustainable futures for important local buildings at the Purifier, Belvedere Road and Standard Quay.
	Conserve and/or enhance estuarine habitat and biodiversity	7. Avoid significant harm to areas designated for their ecological importance, whilst ensuring that a network of habitats is provided.
<b>A place that is well connected with the town centre as well as the beautiful countryside</b>	Improve visual connections and walking and cycling routes to and around the creek	14. Open up pedestrian/cycle /visual connections to adjacent marshland landscapes by creating a creek edge route.
	Improve natural surveillance	15. Improve community safety around the Basin by creating activity and natural surveillance.
<b>A place where the design of new buildings and public spaces is inspired by heritage, nature and the character of the Creek</b>	Maintain and enhance the townscape setting	13. Maintain and enhance the surrounding townscape setting of the creek - its roofscape and higher ground, allotments, waterways, land mark buildings and urban marshland edges.
	Create distinctive living and working environments	12. Create living and working environments that respond to the creek’s rich and outstanding industrial and maritime heritage, the demands for high performing standards of sustainable development, whilst supporting existing business and their aspirations.
<b>Potential additional theme*</b>	Manage the threat of flood	2. Manage the threat of flood by safeguarding functional floodplain and ensuring that such measures necessary to protect life are undertaken.
	Improve safety for pedestrians, cyclists, and vehicle traffic	8. Improve capacity and safety for drivers and cyclists at pinch points to and from the area and pedestrian and cycle links between Davington and North Preston to the town centre via the creek.
	Address capacity issues in local utilities	10. Enable development potential to be realised by addressing capacity issues on the local sewerage and surface water network.

\* After review by the consultant team, it appeared that a potential additional theme was required, to relate to the final three objectives proposed by SBC, which had not been anticipated by the Creek Team:

**“A place where the provision, design, and management of key infrastructure enables the Creek to realise its potential”**



Impressive skyline



The bottleneck: the bridge



A working boat yard



Standard house in the distance



The Stonebridge Ponds are a haven of tranquillity



View of Stonebridge Pond from Davington Hill



Standard Quay



The Stonebridge Ponds are a haven of tranquillity



West Street - one street away from the Creekside

## 8.2 Urban design agenda

### Design testing methodology

The results of the Creek Team's final workshop provide a general approach to the location of, and interrelationships between, different land uses, as well as to the pattern of pedestrian, vehicular, and navigational movement in and along the Creek. However, it is important to test the workshop outputs in the context of more detailed physical constraints of each site, such as:

- Site dimensions and site areas;
- Pedestrian and vehicular access points;
- Height, scale and massing of neighbouring buildings; and
- Flooding issues (to the extent that they are known).

Urban Initiatives have therefore conducted indicative design testing on each site, guided by the CreekTeam's workshop outputs, both in terms of the Faversham Creek Game, and the accessibility mapping exercise. For each site, we established an indicative site capacity, and examined how this capacity could be realised through realistic configurations of building dimensions, access arrangements, and open space. Sub-options were identified where appropriate. In all cases this outline design testing work was undertaken with reference to the project vision and objectives, as well following best practice urban design principles.

The outputs of this exercise are two-fold:

- An 'Opportunities Plan 2026' corresponding to the Faversham Creek Game playing board and accessibility mapping, which translates the workshop outputs into an integrated spatial arrangement for the whole creek; and
- An accompanying 'Opportunities Table 2026' corresponding to the Faversham Creek Game scoreboard, which translates the game results into a capacity study itemised on a site-by-site basis.

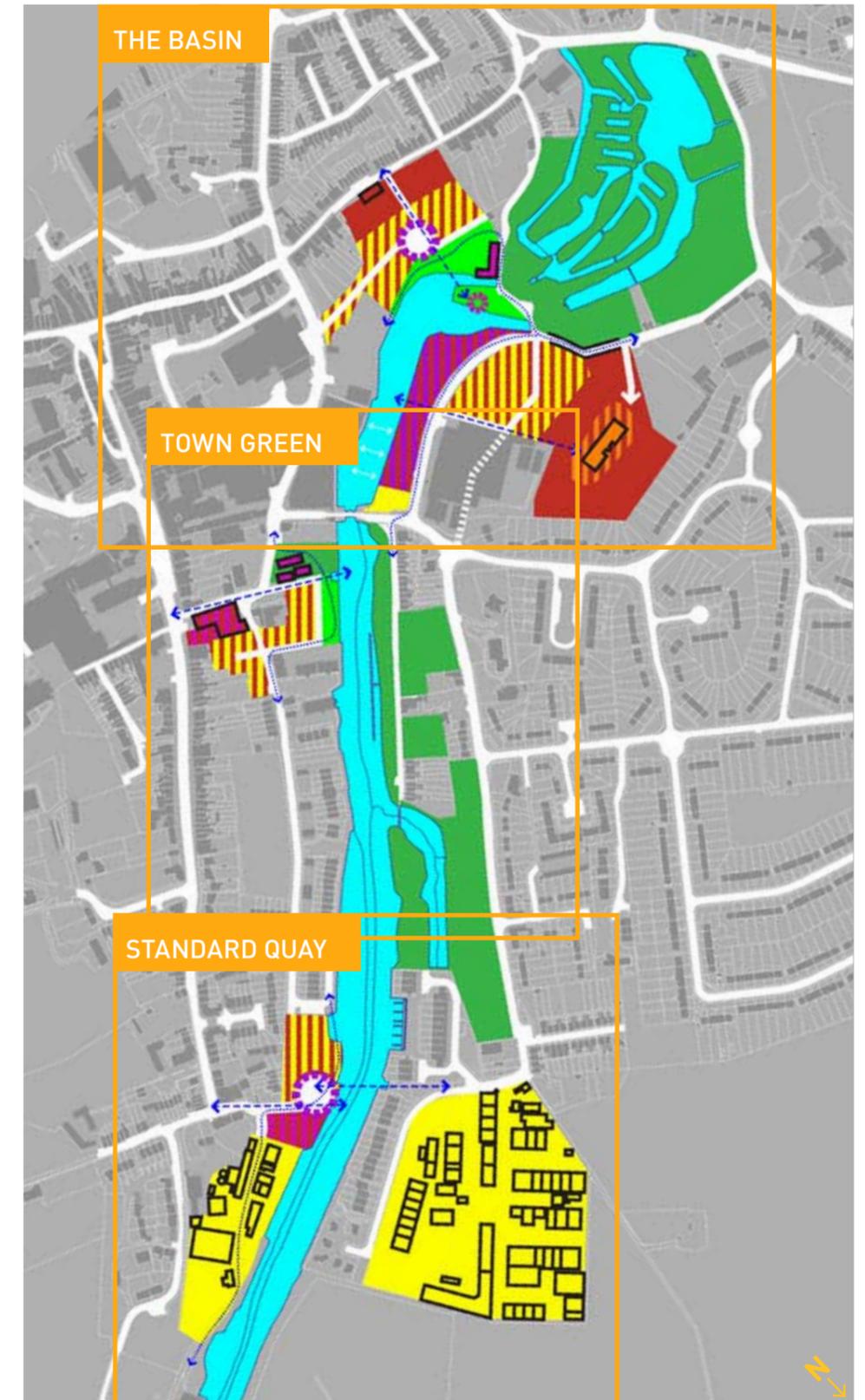
The Opportunities Plan 2026 is presented opposite and sets out potential urban design and planning objectives for specific sites and groups of sites, and in particular address issues of access, siting, and frontage, as well as the relationship to open space and the Creek. The plan attempts to integrate the proposals for each site with the existing context and with adjacent proposal sites.

For ease of review, the Opportunities Plan and Options are discussed on an area-by-area basis on the following pages as follows:

- The Basin
- Town Green
- Standard Quay

### Key

	Public open space (Existing)
	Public open space (Upgraded and/or extended)
	Public open space (New)
	Residential
	Homes with ground-floor commercial/employment use, including retail & live-work units
	Homes with ground-floor community use
	Community use
	Pavilion
	Retail frontage
	Employment (consolidation & support)
	Hotel
	Listed building (or other retained structure)
	Creek walking route
	Creek view
	Public street / Public space
	Site access existing

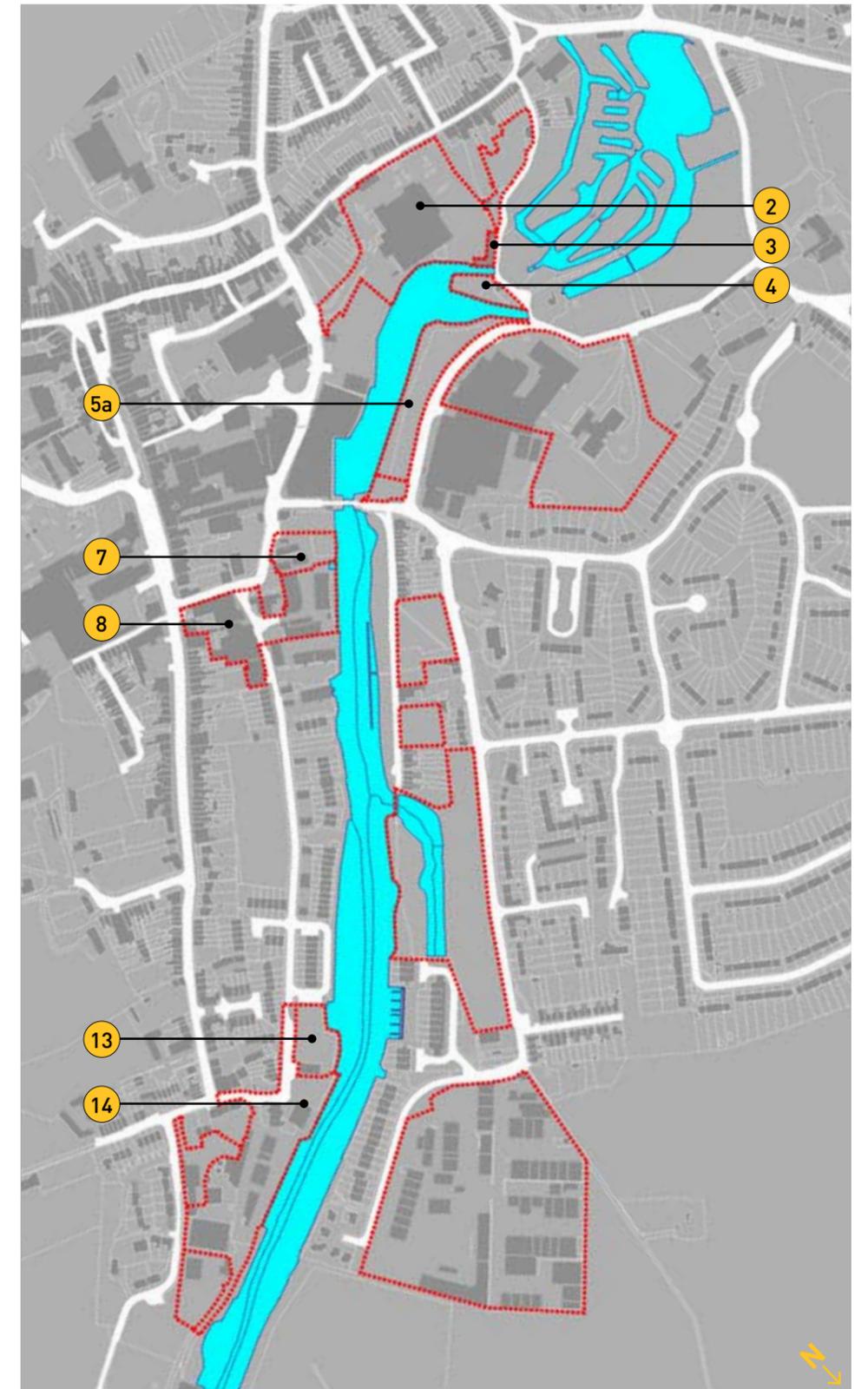


Opportunities Plan 2026

### Design testing analysis

However, the design testing process has identified a number of significant concerns with the proposals. The remit of the consultation process has necessarily been constrained by the capacity or willingness of landowners to participate, and the proposals are consequently fragmented according to the land parcels that have been included for consideration. In particular, the Opportunities Plan 2026 demonstrates the difficulty of linking up such isolated sites in a continuous and coherent way, both with each other and with their immediate setting. Particular areas of concern are as follows:

- **Site 2 Co-op Supermarket:** While redevelopment of the supermarket site can be well-integrated with West Street, the street frontage is not a particularly prominent as it is located half-way along this winding street. The site is also adjacent to North Lane, which is a major route in the town and offers a better opportunity to draw people, however the site access is narrow and will severely limit the potential of such a major development to change people's perceptions and experience of the Creek.
- **Site 5a:** Proposals for the redevelopment of the existing surface carpark, particularly in the vicinity of the bridgehead, will entail a dramatic and potentially negative transformation of the Creek. In this location, the Creek is at its narrowest, and flanked to the south-east by the imposing blank wall of the Shepherd Neame Brewery. The construction of a similarly-scaled, if more permeable, façade directly opposite – with little opportunity for set-back due to the constrained width of the site – is likely to create a highly-enclosed space entirely out of character with the existing and historical setting of the Creek.
- **Site 7:** The redevelopment of the former Faverham Boxing Club site alone cannot transform the Town Green into Faverham's key public space link between the town and the creek. Due to the siting of the existing buildings, the Green will remain visually disconnected from the Crescent Road, and will feel somewhat secluded and potentially unsafe.
- **Sites 13 & 14:** At Standard Square there is a strategic opportunity to establish a visual link between Abbey Street/Abbey Road not only with the Creek, but with the slipway on the opposite side of the Creek at Faversham Reach/Waterside Close. A small marshalling yard with a single-storey shed building, located to the rear of No.1 Standard Square obstructs this view.
- **All sites:** A continuous overlooked Creek path cannot be implemented without consideration of the entire space between the Creek frontage and the access roads that flank it.



Sites with significant underdeveloped potential in the 2026 Opportunities Plan

## Beyond 2026

These and other concerns suggest that, even should the CreekTeam’s workshop proposals be implemented in full, they would be unlikely to fulfil the project vision, to realise the project themes, or deliver the council’s objectives in full. For this reason, Urban Initiatives have developed a number of longer-term Opportunities Plans, with accompanying illustrations, which demonstrate how the Creek could evolve beyond the timescale of the existing Area Action Plan in a way that could see the high aspirations of community and council eventually realised.

- Opportunities Plan 2026+ Option A demonstrates how the inclusion of a small number of additional and currently underused sites could reinforce the impact of the CreekTeam proposals and integrate them better with each other and with the town as a whole;
- Opportunities Plan 2026+ Option B proposes adjustments in the arrangement and distribution of development and open spaces to better support the project vision, themes, and objectives. It suggests the intensification of development at Flood Lane in order to release the Creekside site at Brent Road for public open space. It also suggests the partial redevelopment of Upper Brents Industrial Estate in order to extend the Upper Brents open space and improve the Creekside walking route to the Swale.
- Opportunities Plan 2026+ Option C considers some strategic long-term options. At the basin, it suggests an alternative position and phasing of the proposed hotel in a more prominent Creekside “brewery” location, with an adjacent newly-constructed wharf associated with a waterside museum at the existing bridgehead. At the Upper Brents, it suggests the redevelopment of the Industrial Estate for residential use.

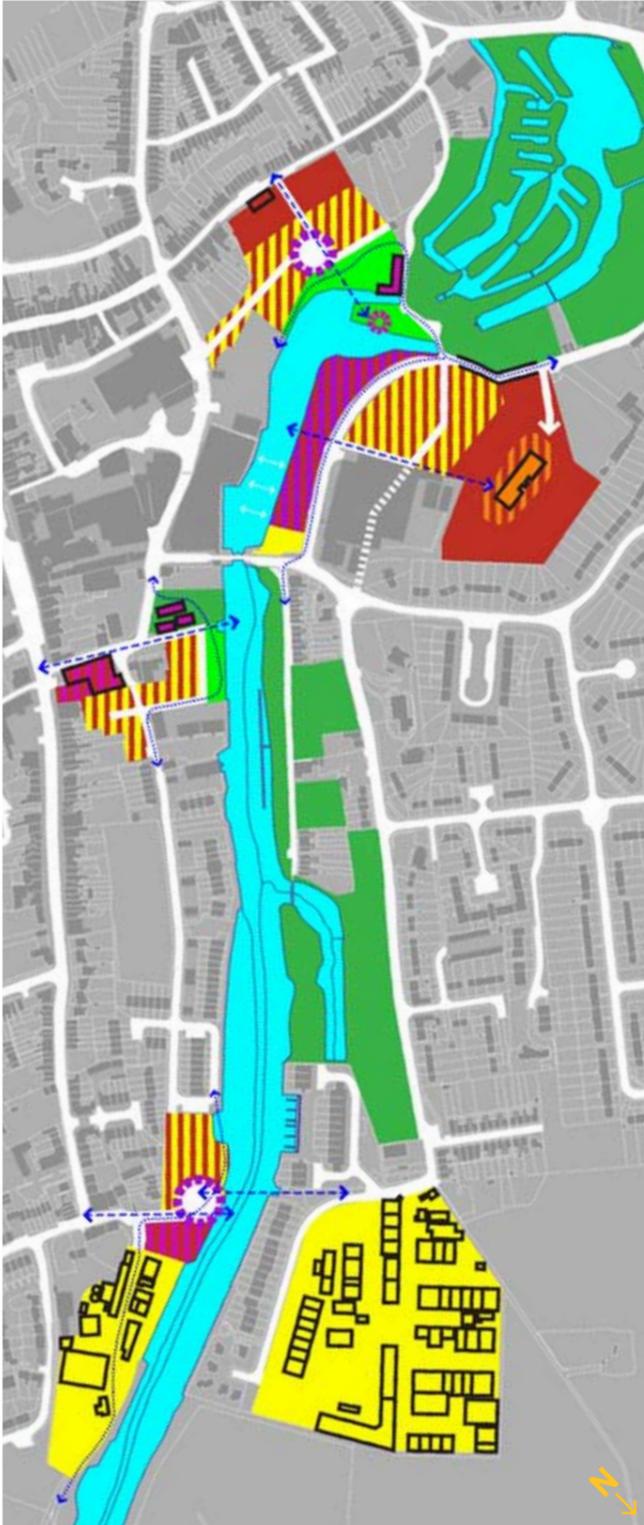
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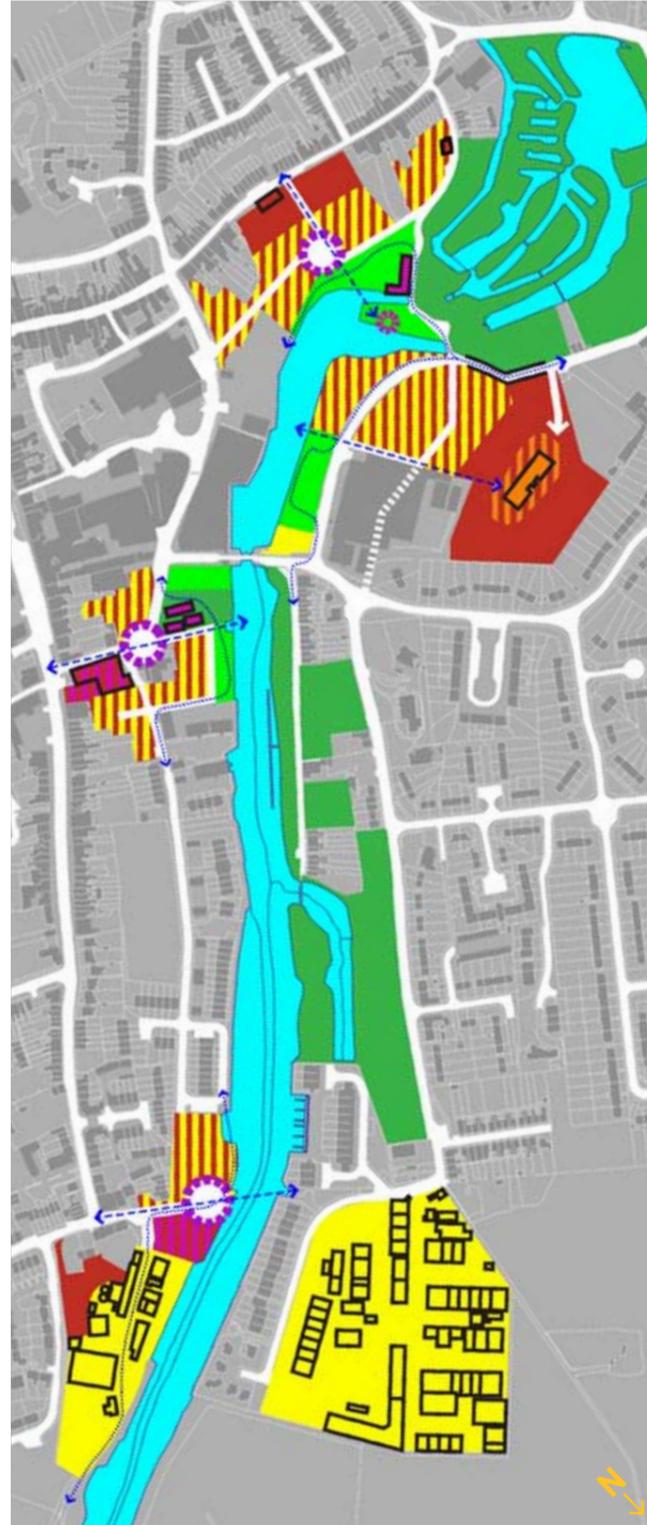
### Key

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	Employment (consolidation & support)
	Hotel
	Listed building (or other retained structure)
	Creek walking route
	Creek view
	Public street / Public space
	Site access existing

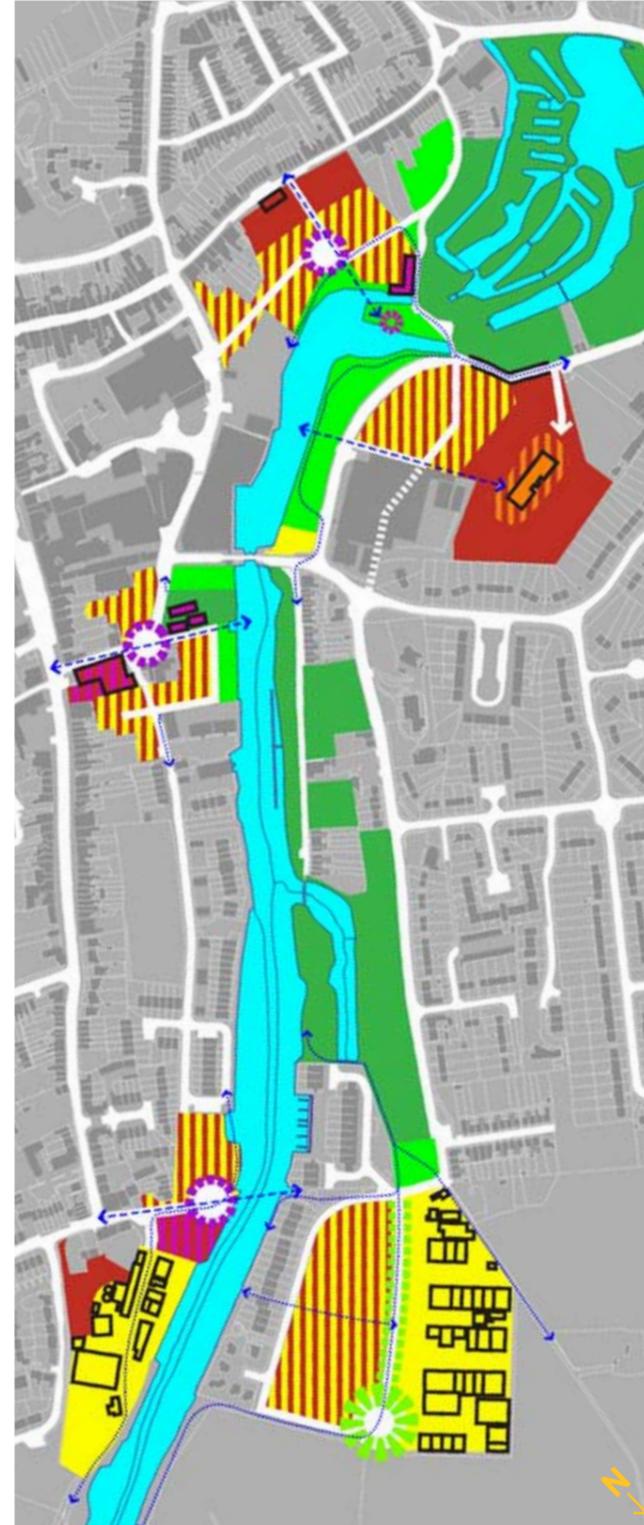
Opportunities Plan 2026



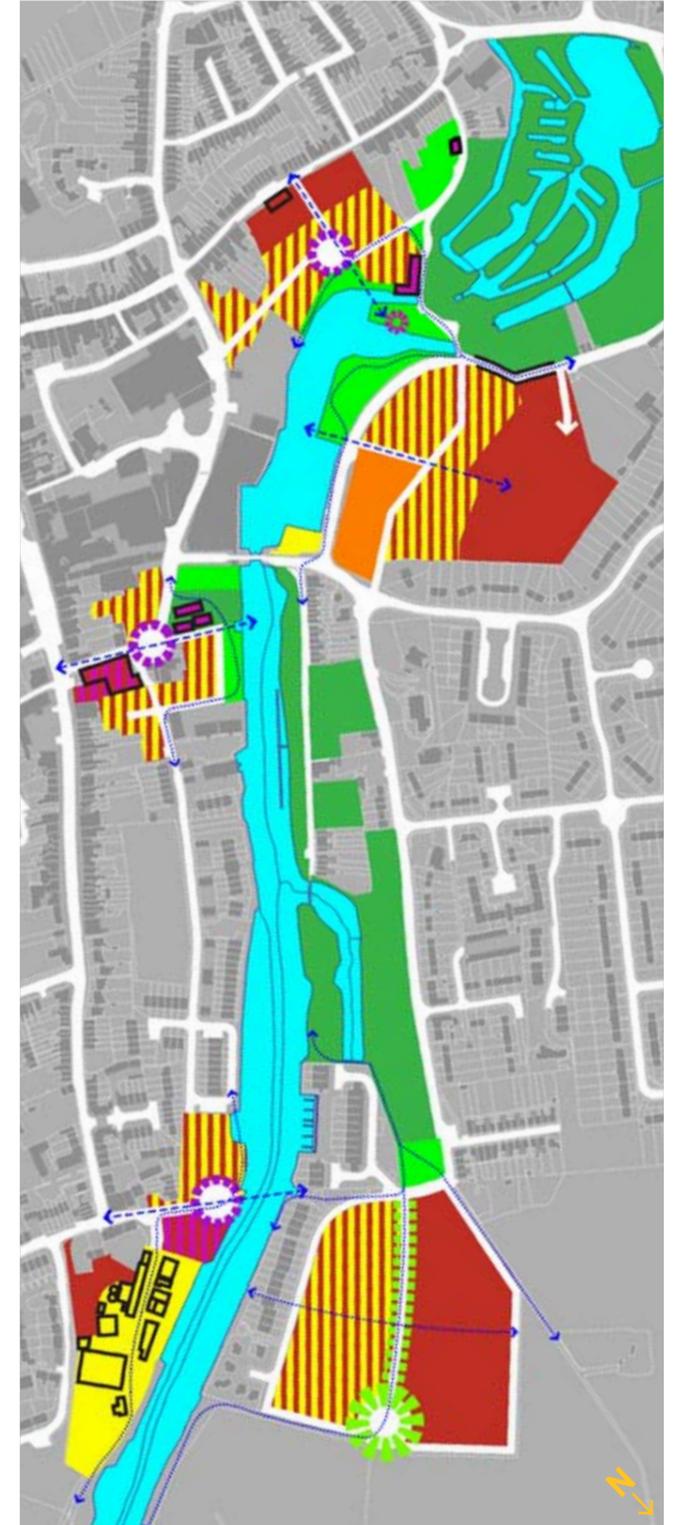
Opportunities Plan 2026+ Option A



Opportunities Plan 2026+ Option B



Opportunities Plan 2026+ Option C



# THE BASIN

At the head of the creek, the Basin area includes the following potential improvement/development sites:

- Supermarket & Car Park
- Purifier Building
- Ordnance Wharf
- BMM Weston



2009 ←

## Ordnance Wharf 2009

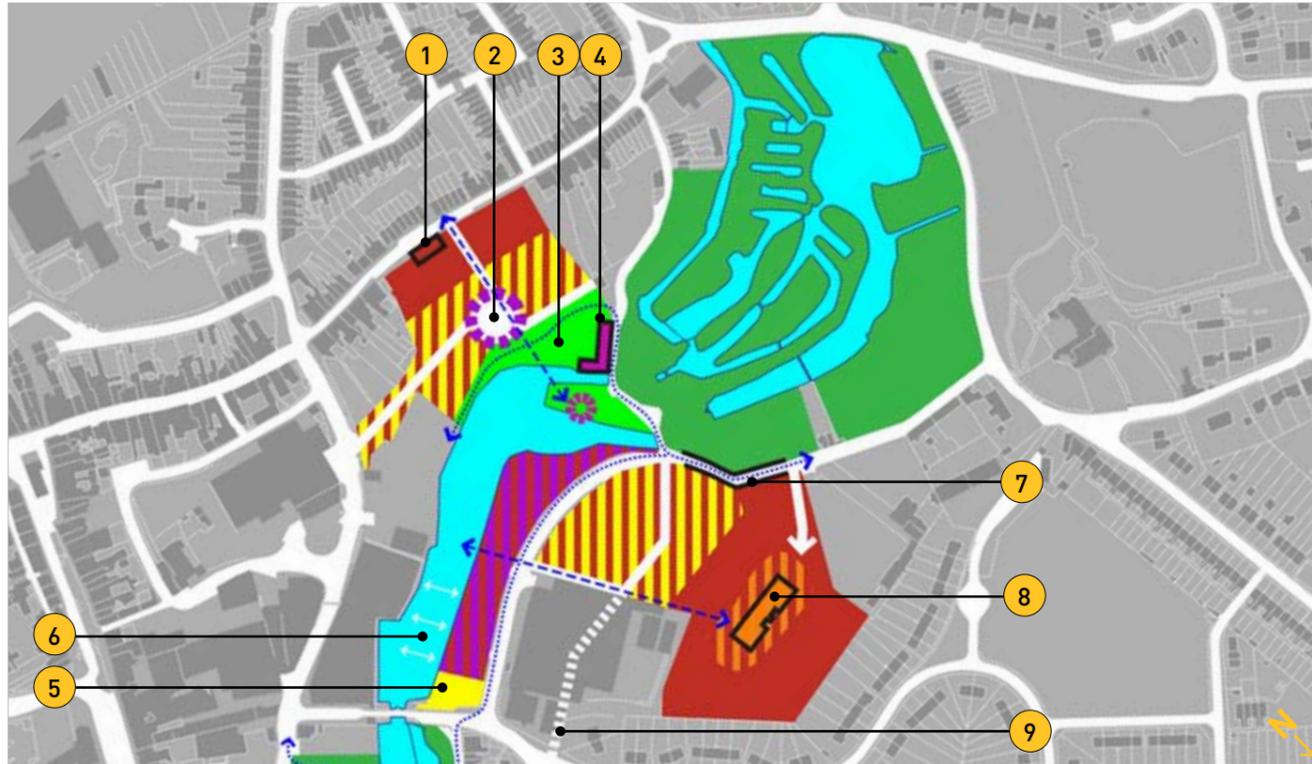
Looking south from Brent Road across the creek to the Supermarket (left) Purifier Building (right), and Ordnance Wharf in the foreground. The heavily silted creek and the lack of building frontage combine to create a negative impression of this being a “backlands” location.

2026+ ↑

## Ordnance Wharf 2026+

...The regular water management of the basin is restored and the setting is transformed into an attractive working waterfront. The basin has a variety of edge treatments – sometime quayside, sometimes soft-edged, sometimes with reeds... A pavilion occupies the dramatic location on the ‘prow’ of Ordnance Wharf, which is now a public park and a focus for outdoor public performances, rest and play... Behind, the purifier building has been refurbished and integrated into a new urban block, with balconies and living spaces overlooking the basin... Opposite us is a local square animated with activity generated by the ground-floor shops and offices fronting onto it. The square links directly back to West Street via a new residential street, which is visible in the distance... The scale, design, and character of buildings respond to the local vernacular...

[Note: this sketch view represents Opportunities Plan 2026+ Option B]



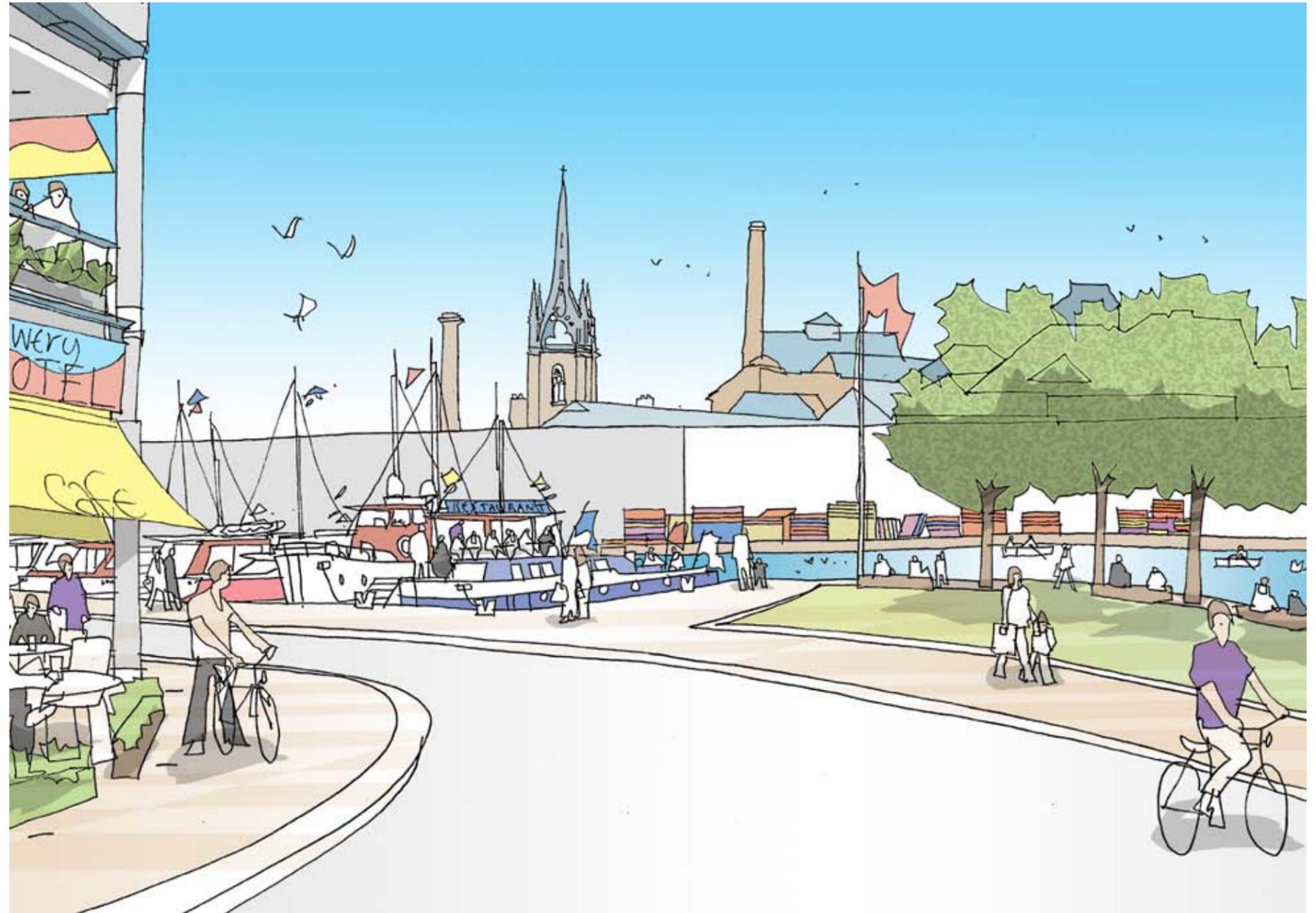
**Opportunities Plan 2026, The Basin**

- 1 Existing frontage building to West Street retained and incorporated in new street-based residential development
- 2 New hard-landscaped public square fronted by new development including ground-floor retail and commercial uses
- 3 New public open space fronting Creek with natural play and activity facilities and extending existing public open space at Flood Lane
- 4 Purifier Building refurbished for community use
- 5 New cultural building at bridgehead (museum of maritime heritage or similar)
- 6 Note proximity of new Creekside development frontage to blank wall of Shepherd Neame factory opposite
- 7 New mixed-use and residential development to sensitively incorporate listed blast walls on Brent Hill
- 8 Retained office building converted and extended for use as hotel
- 9 Street access potentially extended to link with Church Road in a later phase

**Opportunities Plan 2026+ Option A, The Basin**

- 10 Existing surface carpark at North Lane redeveloped for residential use incorporating ground-floor live-work units, continuing established building line to improve connections with surrounding streets
- 11 Existing surface carpark at Flood Lane redeveloped for residential use incorporating ground-floor live-work units, continuing established building line fronting onto existing public open space
- 12 South part BMM Weston Creekside site developed for residential use with ground-floor live-work units
- 13 New public open space created on north part of BMM Weston Creekside site opposite Shepherd Neame factory building including play/activity and learning facilities

# THE BASIN



2009 ←

## Brent Road 2009

Looking south from Brent Road across the BMM Weston carpark, with the blank wall of the Shepherd Neame Brewery building visible on the opposite bank of the creek, and some of the town's landmarks visible beyond. The creek itself is not visible or easily accessible – indeed it would be easy to miss it entirely.

2026+ ↑

## Brent Road 2026+

*...The regular water management of the basin is restored and the basin has been enlarged to provide quayside mooring for a range of craft. These include an ever-increasing range of historic boats restored by local craftspeople at Standard Quay, which form part of Faversham Maritime Heritage Trust's growing collection... Some of the boats function as floating museums, restaurants, houseboats, and even hotel guest-rooms... The day-long creekside activity is overlooked by the renowned brewery hotel, which attracts fine ale enthusiasts, leisure sailing crews, and independent travellers on the Cinque Ports circuit... Word-of-mouth spreads of the authentic, working basin with its thriving heritage brewery and the best view of the town's delicate skyline of spires, chimneys, and wind-vanes...*

[Note: this sketch view represents Opportunities Plan 2026+ Option C]



#### Opportunities Plan 2026+ Option B, The Basin

- 14 Surface carpark at Flood Lane is transformed into a new public open space
- 15 The Purifier Building is incorporated into a new residential urban block, with ground-floor live-work and retail uses, overlooking the adjacent public spaces, and with its own direct frontage to the creek
- 16 The entire creekside frontage of Brent Road becomes a new south-facing public open space facilitating rest, meet and play. The public space is overlooked by building with cultural uses located beside the bridgehead (museum of maritime heritage or similar)



#### Opportunities Plan 2026+ Option C, The Basin

- 17 The basin is extended along part of the creekside frontage to Brent Road to provide a new Creek quay with mooring capacity and manoeuvring space
- 18 The proposed hotel is located on the new creekside frontage at the corner of Brent Road and Church Lane

# TOWN GREEN

Downstream of the sluice, the Town Green area includes the following potential improvement/development sites:

- Town Green
- Swan Quay (former Frank & Whittome site)
- Front Brents public open spaces



2009 ←

## Town Green 2009

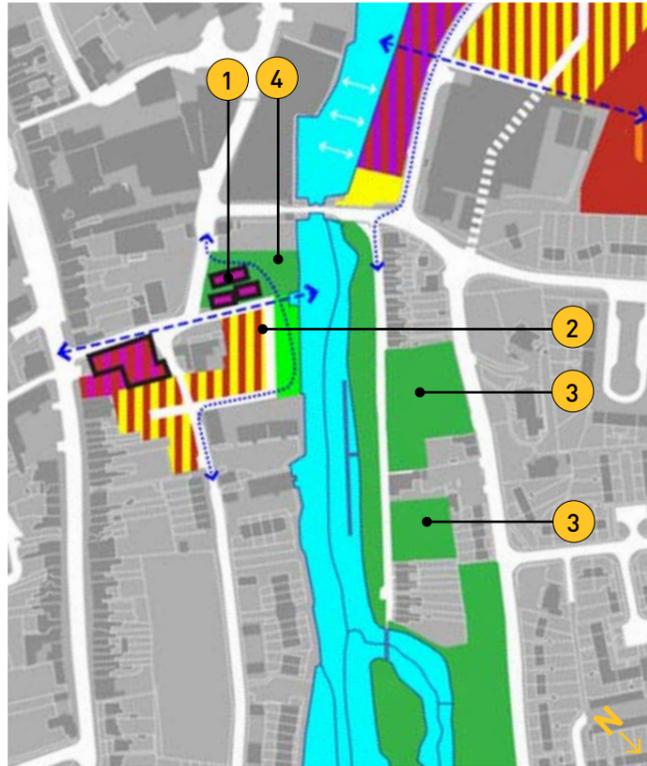
Looking west from Quay Lane, the Town Warehouse, pumping station, and public house are an attractive group of heritage buildings. The public realm is of a poor quality, however, and traffic on Quay Lane has little to deter it from speeding past. The creekside Town Green – and the attractive residential terrace at Front Brents opposite – are only barely visible through a narrow gap between buildings.

2026+ ↑

## Town Green 2026+

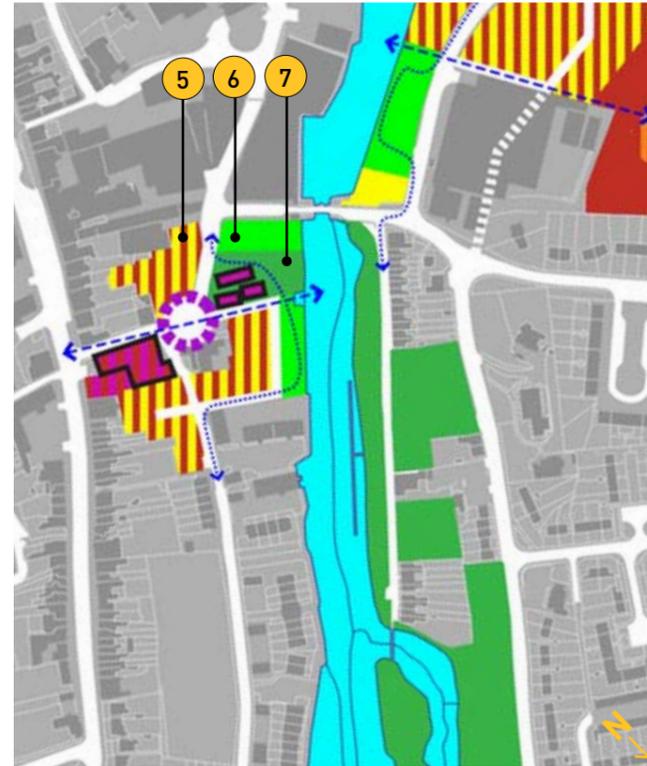
*“...The direct visual link between Abbey Street and the creek is re-established: once again, the Town Green is where it all comes together... Attractive new mixed-use buildings front onto the space, and it has become the most sought-after residential address in the town centre. The grand family-sized apartments above have a commanding view not only of the green, but of boating activity up and down the creek, and also of the warden’s almost ceremonial opening of the sluice. Her twice-weekly procession across the green, sluice-key in hand, regularly stops the traffic on Quay Lane!... The Town Green itself has been beautifully extended and re-landscaped – it is now very much the pride of the town – and allows a proper appreciation of the “three barns” in its centre. Here the sea scouts are more popular than ever, and regularly use the retained slipway for training and boat maintenance activities... Who needs cricket?...”*

[Note: this sketch view represents Opportunities Plan 2026+ Option A]



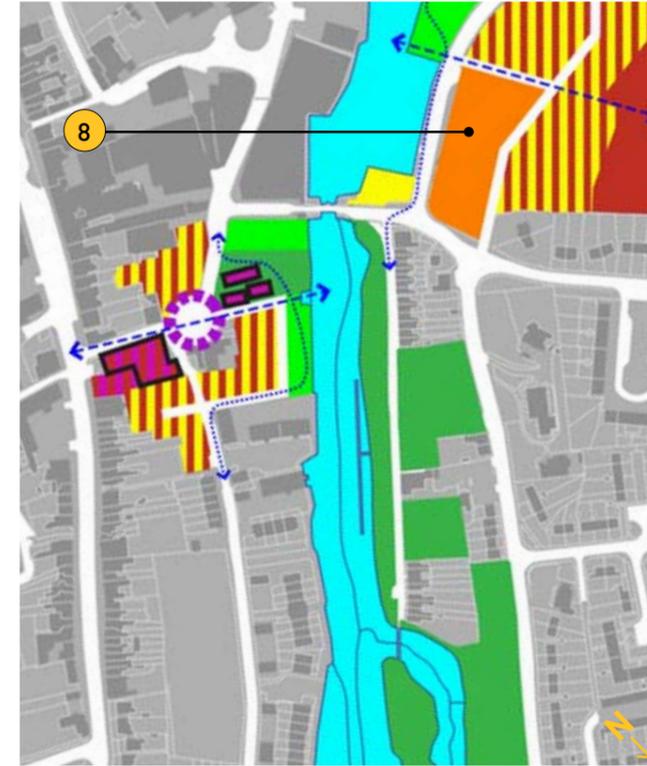
**Opportunities Plan 2026, Town Green**

- 1 The "three barns", including the Town Warehouse, retained in an improved Town Green setting
- 2 New residential frontage is set back behind a creekside open space mirroring the arrangement at Front Brents opposite, with the existing slipway retained
- 3 Open space proposals for Front Brents/Crab Island (see photos at right of page)
- 4 Note the Town Green continues to be disconnected from the bridgehead, and generally poorly visible from North Lane



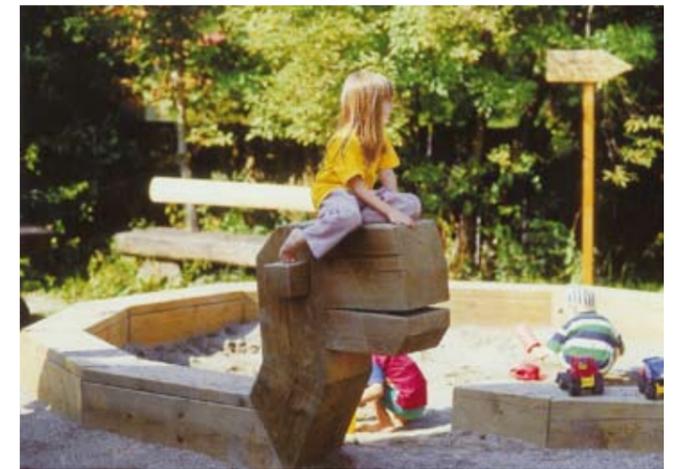
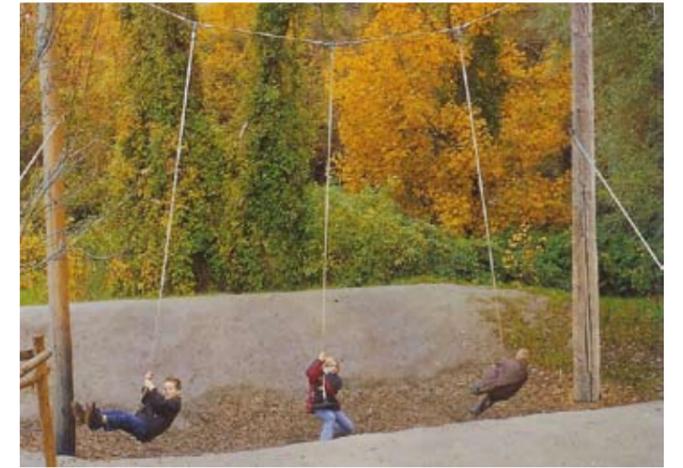
**Opportunities Plan 2026+ Option A, Town Green**

- 5 Site to the east of North Lane redeveloped for mixed-use residential accommodation with ground floor retail and commercial use, fronting directly onto the green
- 6 Surface carpark at bridgehead transformed into extension of Town Green, potentially in conjunction with bridge-widening to improve safety of this key pedestrian, cycle, and vehicular crossing
- 7 Note improved visual relationship between the Town Green and the proposed cultural building at the corner of the creekside frontage of Brent Road



**Opportunities Plan 2026+ Option C, Town Green**

- 8 The proposed hotel is located on the new creekside frontage at the corner of Brent Road and Church Lane



3 Examples of play elements integrated into landscaping of public open spaces. A similar strategy could be appropriate at Front Brents / Crab Island open spaces.

# STANDARD QUAY

At the threshold to the Swale, the Standard Quay area includes the following potential improvement/development sites:

- Brents Industrial Estate
- Former Secos Depot, Belvedere Road
- Standard Quay
- Standard House



2009 ←

## Standard Square 2009

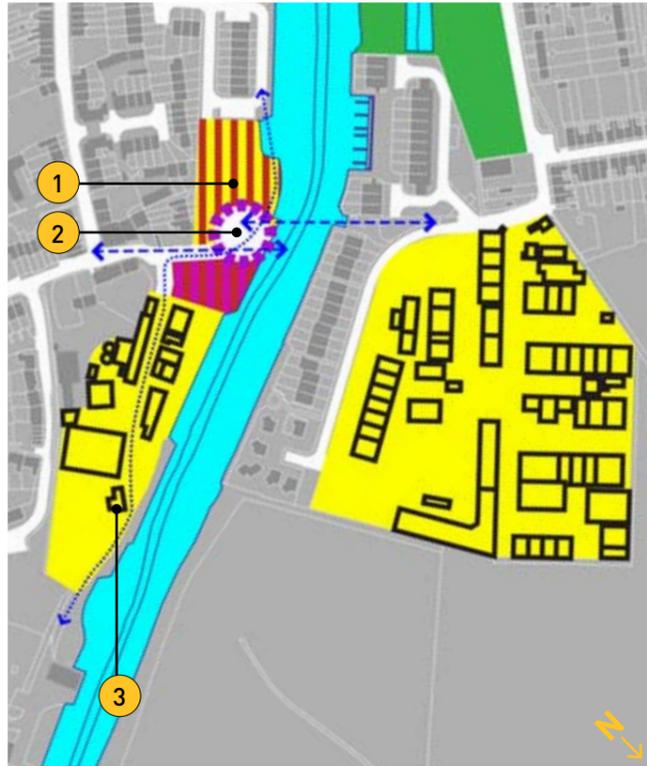
Looking west from Abbey Street, one would hardly know the creek lay within 100 yards – timber-boarded buildings, chandlery activities, and lack of pavement notwithstanding. Not even the Standard Quay boatyard itself is visible. Only the roofline of the creekside housing, on the opposite bank of the creek at Faversham Reach and Waterside Close, is visible in the distance.

2026+ ↑

## Standard Square 2026+

... The direct visual link between Abbey Street and the creek is re-established: Standard Square is once again worthy of the name... Attractive new mixed-use buildings front onto the space, and their location at a turn in the creek gives them dramatic views both of the creek and of the Swale... A new slipway corresponds to the existing slipway on the opposite bank, and the square is animated by the launching of craft of a variety of sizes – some on voyages down the creek, some on errands across it... The boatyard continues to thrive, and has a well-regarded placement scheme for apprentices and students from across the county. The chandlery on the square is the jumping-off point for boat tours of the creek, as well as yacht charter and sail training... At the end of each day, as ever, even when the boat has not left dry land, many a whistle is wet at The Anchor...

[Note: this sketch view represents Opportunities Plan 2026+ Option A]



**Opportunities Plan 2026, Standard Quay**

- 1 New mixed-use buildings with ground-floor retail, commercial, and live-work uses front onto relandscaped Standard Square
- 2 Note through-view from Abbey Street to slipway on west bank of creek is obstructed
- 3 Standard House refurbished for commercial, community, or public use



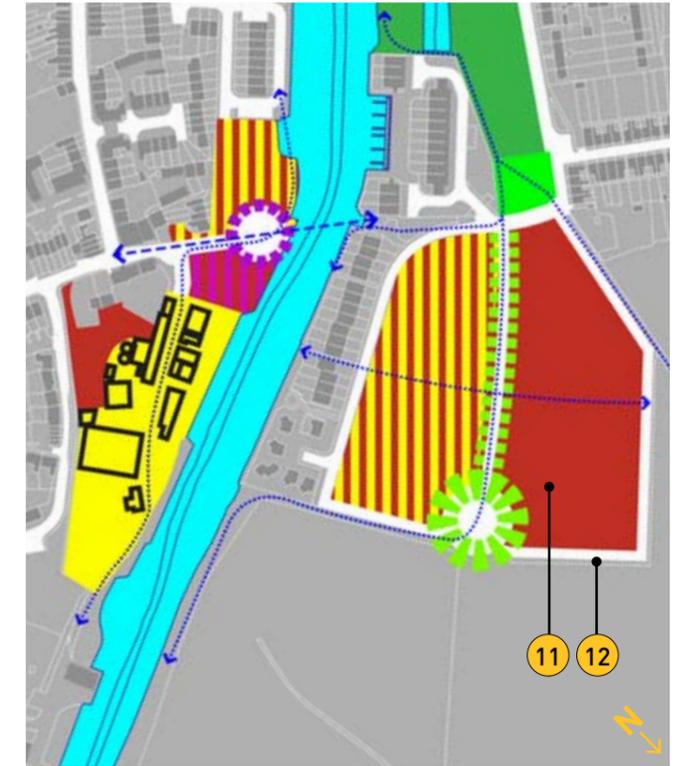
**Opportunities Plan 2026+ Option A, Standard Quay**

- 4 Fentiman's Yard on New Creek Road redeveloped for mixed use or residential use
- 5 Shed and yard at rear of No.1 Standard Square redeveloped to improve access and view of new square



**Opportunities Plan 2026+ Option B, Standard Quay**

- 6 Upper Brents open space extended northwards to entrance to Brents Industrial Estate
- 7 Part of Brents Industrial Estate redeveloped for residential/live-work use with ground-floor live-work and other commercial uses
- 8 Access road along perimeter of site to enable building frontages to face Swale landscape
- 9 New public open space with prospect across Swale landscape
- 10 New landscaped avenue providing access through site and linking to Upper Brents and Crab Island



**Opportunities Plan 2026+ Option C, Standard Quay**

- 11 Remainder of Brents Industrial Estate redeveloped for residential / live-work use
- 12 Access road along perimeter of site to enable building frontages to face Swale landscape

**“EACH PATTERN DESCRIBES...  
A SOLUTION TO [A] PROBLEM,  
IN SUCH A WAY THAT YOU CAN  
USE THIS SOLUTION A MILLION  
TIMES OVER, WITHOUT EVER  
DOING IT THE SAME WAY  
TWICE...”**

Christopher Alexander 'A Pattern Language', Oxford University Press (p.ix)

### 8.3 Character agenda

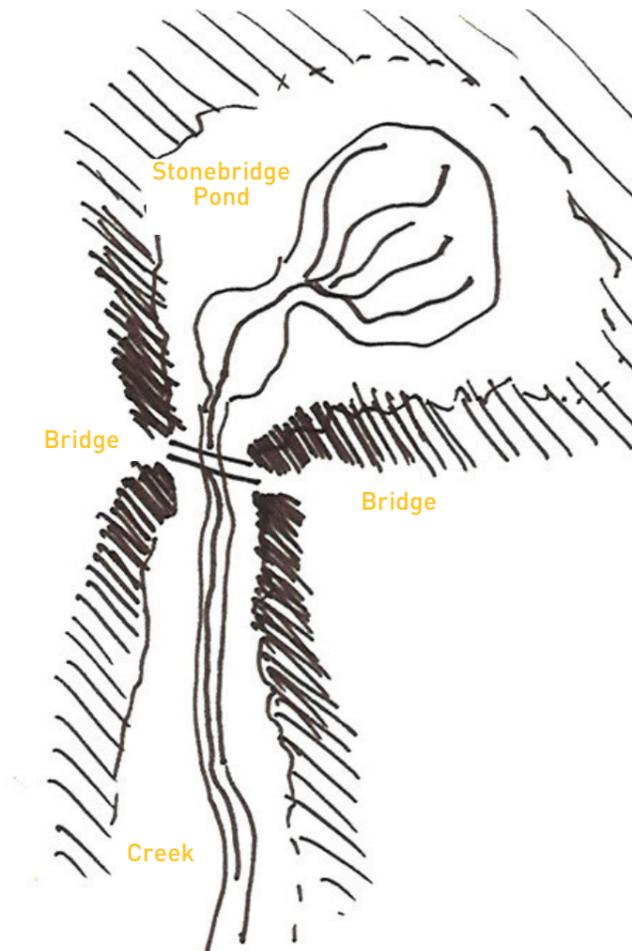
Faversham Creek is a very special and unique place. In order to ensure that its character is complemented, developed, and enhanced by future interventions in its built and natural environment, it is important to find a way to understand and communicate the particular combination of qualities that make it special. Christopher Alexander's 'pattern language' methodology offers a well-established methodology for such an approach, and we believe its application in this context could be particularly valuable.

A 'pattern language' is a structured method of describing design and spatial practices at all scales from regional planning to domestic architecture. It is simply a collection of descriptions of locally-specific patterns describing the relation between people, furniture, rooms, buildings, streets, and landscape. Patterns are described using a combination of words, drawings, photographs, and dimensions. Such descriptions are particularly useful in understanding traditional design configurations that are locally distinctive for whatever reason, be it the presence of certain skills, climatic conditions, cultural transfer, geographical setting, or indeed all of these local conditions together.

Patterns are not as detailed as design codes, but provide a way of assembling a body of evidence that could inform and justify the production of a portfolio of local design codes as part of a masterplanning process. In this way, opportunities and constraints can be identified for new development to enable it to harmonise with the patterns of existing development. In Faversham, a pattern language could be useful to understand how the already regionally-distinctive architecture and urbanism of Kent is further inflected to the specific creekside location of Faversham, in particular:

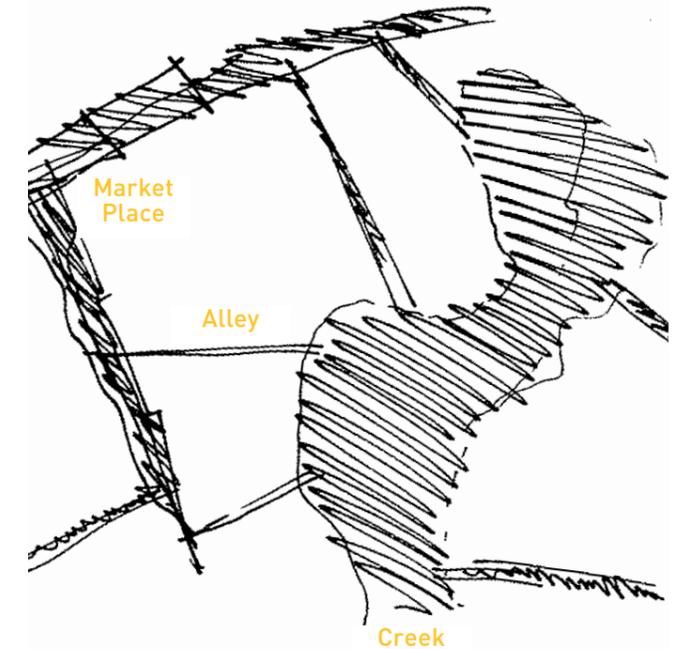
- The creek's traditional function as a transport artery;
- Its cultural links by virtue of its maritime history; and
- The variety of commercial and industrial uses attracted there.

A pattern language for Faversham could include a more detailed description of some of the following patterns.



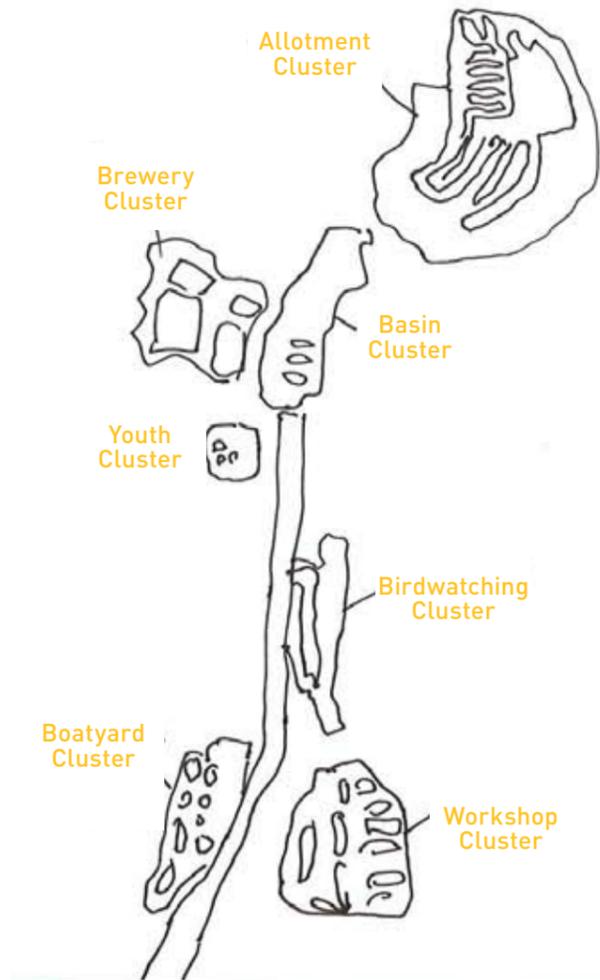
#### Pattern: Creek Frontages

“...built form is more defined and continuous the closer it gets to the bridge...”



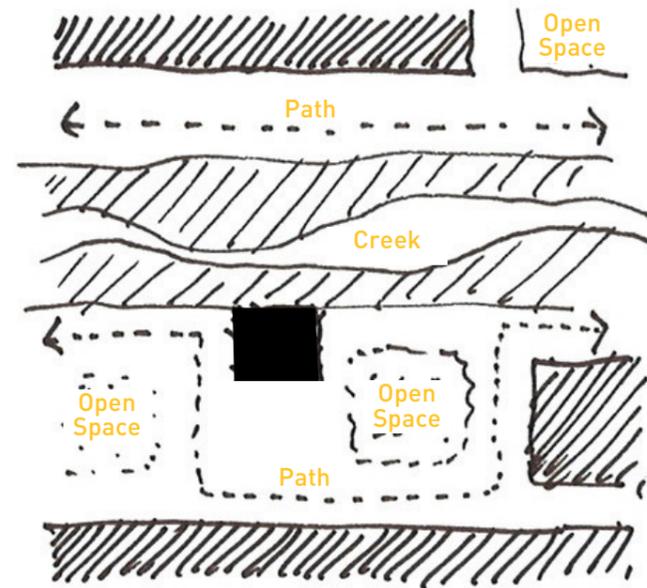
#### Pattern: Creek Passages

“... the town space is rectilinear, the creek space is curvilinear... the two are connected only by narrow gaps...”



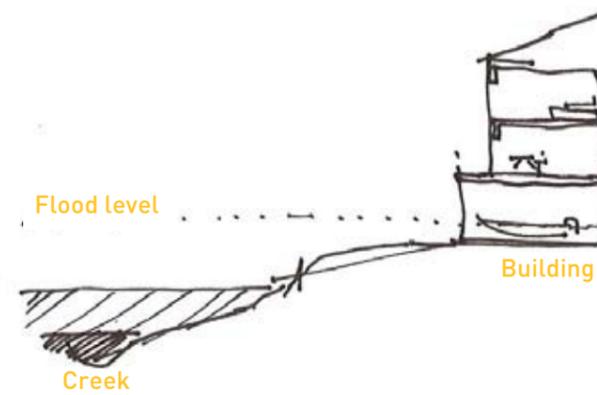
**Pattern: Creek Clusters**

"... activities are clustered along the creek, in spaces where access is not fully public but is permitted... allotments, brewery, industrial estate, boatyard..."



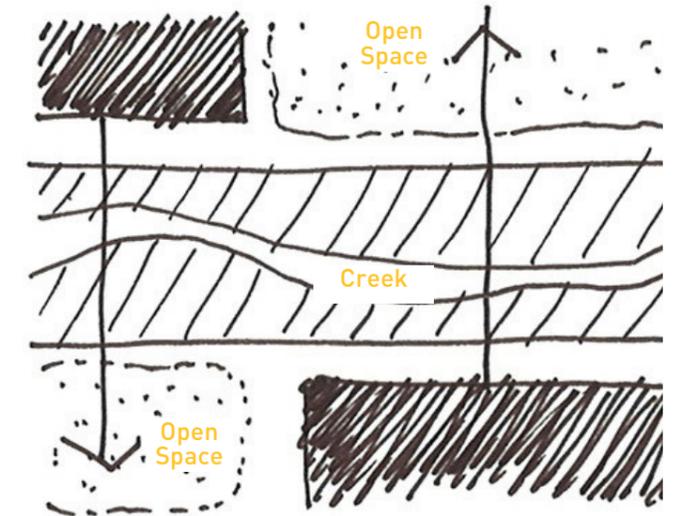
**Pattern: Creek Path**

"...sometimes you walk along the creek, but sometimes you arrive at a special building that you have to go around ..."



**Pattern: Creek Building**

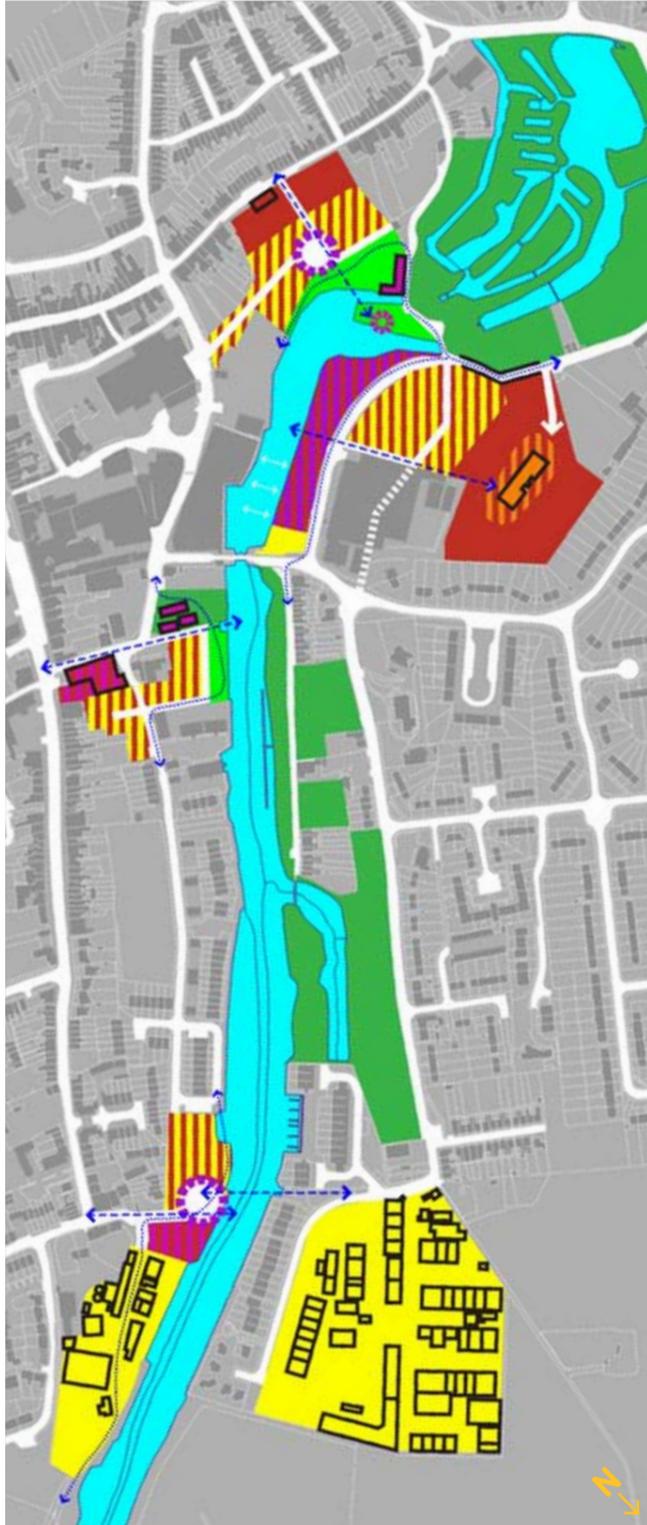
"...in the flood plain, ground floor uses are robust and work-oriented, and perhaps also water-oriented..."



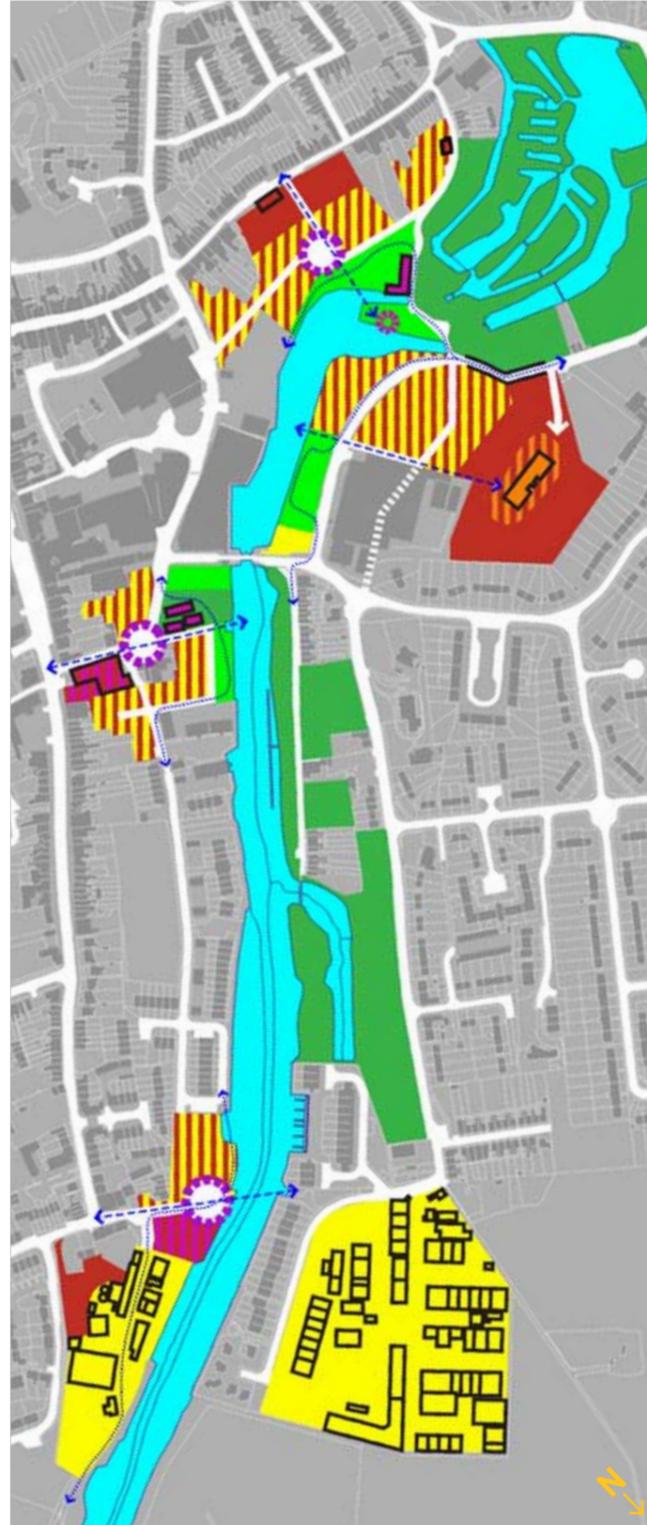
**Pattern: Creek Landscape**

"...across the creek, building alternate with open spaces, so that there are never two buildings directly opposite each other..."

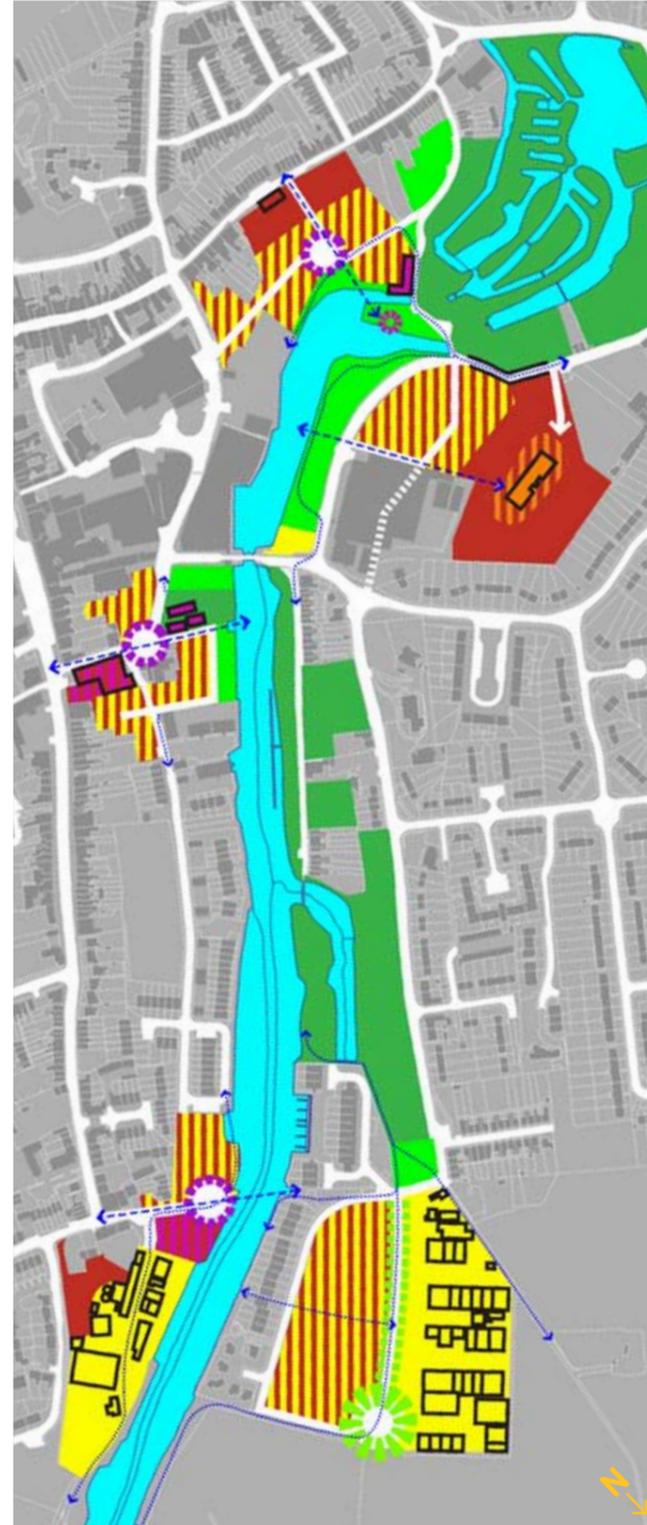
Opportunities Plan 2026



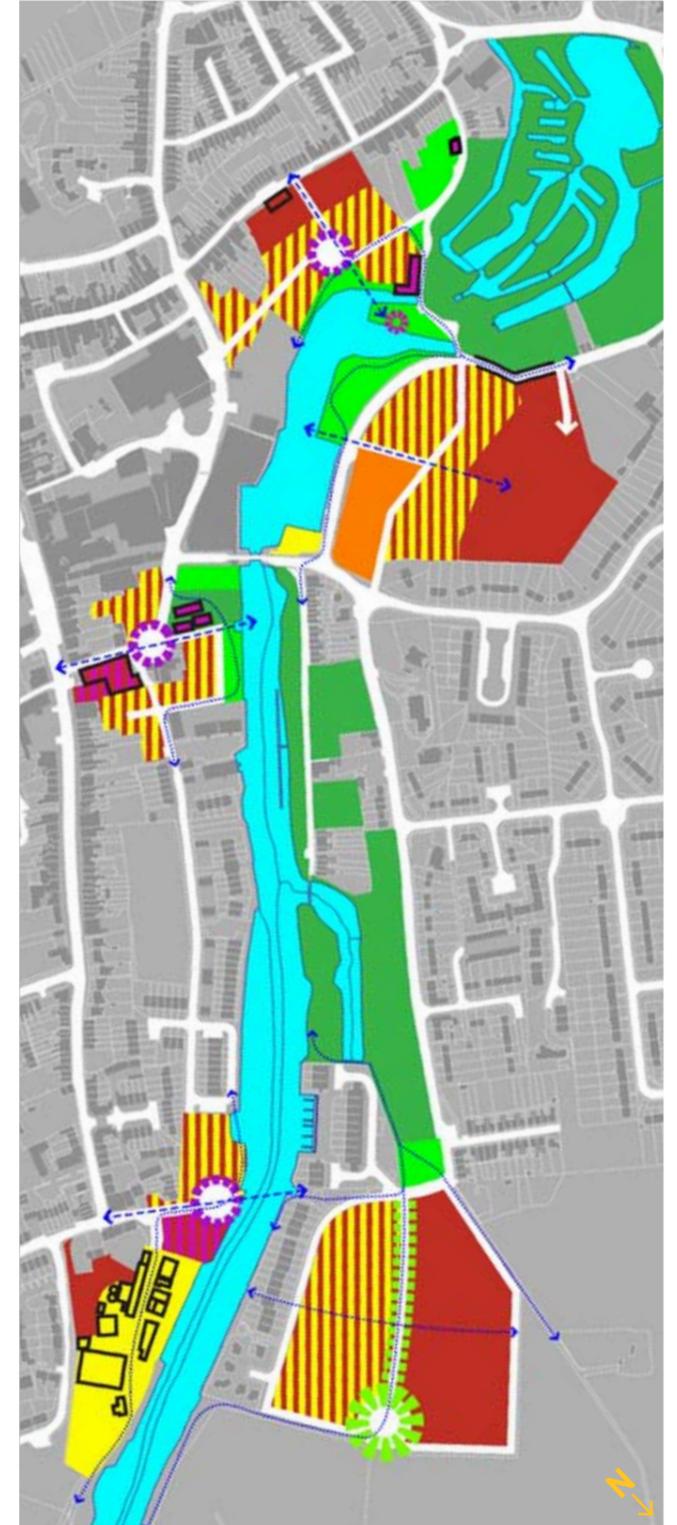
Opportunities Plan 2026+ Option A



Opportunities Plan 2026+ Option B



Opportunities Plan 2026+ Option C



## 8.4 Delivery agenda

Urban Delivery have reviewed the broad brush delivery opportunities and constraints based on capacity projections, including current and anticipated market conditions. A summary of their conclusions follows:

- The analysis of s.106 receipts indicates that housing may generate greater levels of contribution than commercial uses.
- In the current economic climate, speculative development of any nature is likely to be limited. However, residential development sales values in the Creek do attract a premium compared to other areas of Faversham.
- The area around the Creek is situated within a Flood Risk Area and therefore planning permission for development of residential accommodation will depend upon the support of the Environment Agency.
- Vacant employment accommodation within the Creek appears to be low. However, the stock is predominantly second hand and rental values are very low. There is no modern employment accommodation within the Creek, which would suggest that rental values and yields do not support speculative development.

The Council needs to develop masterplan options, which can be consulted upon however only deliverable options should be put forward. To determine what can be delivered, the presented options will need to be financially appraised. The robustness of this work will be dependent upon the quality of the inputs to the financial model. We would therefore recommend that the following work be carried out:

- Detailed S.106 assessment of all anticipated costs;
- Site specific flood risk assessment;
- Cost assessment of potential infrastructure and construction works;
- Cost assessment of ongoing management, maintenance and operation of sluice gates, the bridge, the Creek and any proposed new public realm; and
- Hotel study to assess whether there is a need for hotel accommodation, what level of accommodation is required; what type and size of site would be required; what the level of interest might be from operators/ developers and what values operators/ developers might be prepared to pay for a site(s).

The financial appraisals will generate improved confidence with regard to the deliverability of options, the ability to cross-subsidise the infrastructure and public realm improvements in and around the Creek and/or whether additional funding would be required.

We would also recommend that the Council give consideration to the long-term management of the Creek and the land around the Creek. As stated in our Broad Delivery Options Report of January 2009, 'the successful long term management of the Creek and the surrounding area is necessary to ensure that the environment remains attractive, that existing occupiers are encouraged to stay and to continue to invest in the Creek and that new occupiers are encouraged to locate and invest in the Creek':

- Can/ will the Creek be effectively managed and maintained to a desirable level in the long term by the current owners? Could it be more effectively managed and maintained in the long term by a single party?
- Could s.106 receipts from new developments be used for the ongoing management and maintenance of the Creek and public realm?
- Could new and existing residents and businesses be required to pay a service charge towards the ongoing management and maintenance of the Creek and public realm?

To help answer these questions we have recommended above that the Council commission a report into the costs of the ongoing management, maintenance and operation of the sluice gates, the bridge, the Creek and any proposed new public realm.

In order to deliver the mix and diversity of land use that is broadly envisaged by the vision and its options, it is vital that the planning, funding and delivery mechanisms are available and that the project objectives are not watered down.

The public sector partners need to establish the extent to which they have an appetite for funding a project of this scale and length. To support this, we strongly recommend that further work be undertaken to identify funding gaps or opportunities for land acquisition. This can only take place once a detailed capacity and constraints study of appropriate land uses has been undertaken for each development opportunity within the AAP boundary.

We have identified different options for intervention to address the three key areas of the bridge and infrastructure, land development and long-term management. We have also identified important actions that now need to take place. These are summarised in the accompanying table.

No.	Action Point	by
1	Justification for section 106 contribution under existing policy	SBC
2	Potential for infrastructure tariff	SBC & UD
3	Developing dialogue with landowners	UI,UD,SBC
4	Development Site capacity/ land use study	SBC
5	Financial appraisal of land value uplift/ development potential	UD
6	Availability of public sector funding	UD & SBC
7	Risk appetite for each option- political, resource and finance	SBC
8	Consider options for engaging with public sector	UD & SBC
9	Consider options for engaging with private sector	UD & SBC
10	Soft Market Testing	UD
11	Long term management options appraisal	UD & SBC
12	Public sector review of asset base and occupational needs	SBC
13	Agree baseline costings for required enabling infrastructure	TBA

### Key

	Public open space (Existing)
	Public open space (Upgraded and/or extended)
	Public open space (New)
	Residential
	Homes with ground-floor commercial/ employment use, including retail & live-work units
	Homes with ground-floor community use
	Community use
	Pavilion
	Retail frontage
	Employment (consolidation & support)
	Hotel
	Listed building (or other retained structure)
	Creek walking route
	Creek view
	Public street / Public space
	Site access existing

