

for housing, converting the Unitarian Chapel on High Pavement to a Lace Hall as a focus for tourists in the area and generally changing the fortunes of the area.

In 1988 the City Council, the Department of the Environment and Nottingham Development Enterprise appointed Conran Roche to carry out a study of The Lace Market which led to the adoption by the City Council of a new approach to the planning of the area. The unique history of the site, with its roots in Saxon times and a wealth of fine urban architecture, formed the backcloth to the study. Of particular importance was its long association with the lace industry. This led to a key proposal in the planning strategy to develop the quarter as 'a centre for fashion, clothing and textile industry, particularly for small and medium-sized companies who need a City Centre location'.⁵ The textile industry, while giving to the quarter its special character, in terms of large-scale manufacture is a function in decline. In 1989, 5500 people were working in The Lace Market in 250 firms. In addition to the clothing and textile firms there were other light manufacturing industries with associated offices and warehousing; retailing along Carlton Street, Goose Gate and Hockley; together with offices which at that time occupied 18 per cent of the total floorspace. A small but significant population of 500 people lived in the area, some in a design award-winning group of town apartments. In the area there was also the beginnings of a leisure industry with a small live theatre, cinema and a number of restaurants. Based on his understanding of the situation in Lace Market in 1989, Roche suggested six key principles for the regeneration of this city quarter.⁶

The first principle of the regeneration strategy was to ensure the survival of small textile companies in their present location within The Lace Market. For this purpose Roche suggested that Plumtree Street should be the focus of a programme of property acquisition and refurbishment for use as workshops. Two-hundred square

feet of floorspace was to be let at affordable rents. In addition, it was proposed that a Grade Two-listed school house should be developed as a Textile Experience Centre. The second strand in the strategy was to revive the Adams Building and create a new focus for a New Lace Market. The Adams Building is the most grand of the industrial buildings in the area. It was designed by T.C. Hine in the Italianate Style and built in 1885. It is the focal point of The Lace Market. It was to be rehabilitated and converted for retail use on the ground floor. There was to be a 120-room hotel and 30 000 square feet of residential apartments on the upper floors. A small public square was to be sited next to the Adams building on a dilapidated car park. The public square was to be enclosed on the west, with the new four-storey Lace Market Building acting as a gateway into the quarter. The third strand in the regeneration strategy was to create a major extension to the Broadmarsh Centre with direct links with The Lace Market, along a retail route through Weekday Cross. The remaining principles of the strategy were to maintain the present mix of land uses; to meet essential car parking requirements within each site and to build multi-storey car parks adjacent to the Ring Road; and finally to create The Lace Market as an Historic Urban Park.

The Lace Market Development Company was launched in 1989 to stimulate the regeneration of The Lace Market. The Lace Market Development Company, together with Nottingham City Council and Nottingham Tourism Development Action Programme, commissioned a further report by consultants Tibbalds, Karski, Colbourne and Williams. The report by Tibbalds and his colleagues recommended the declaration of The Lace Market as a National Heritage Area.⁷ Figure 4.6 illustrates the design strategy proposed in the report which is based in part on a SWOT analysis. The summary of the SWOT analysis identified twenty-six items under the headings **Strengths**, thirty-two **Weaknesses**, thirty-one **Opportunities** and seven **Threats**. Figure 4.7 shows the opportunities and threats

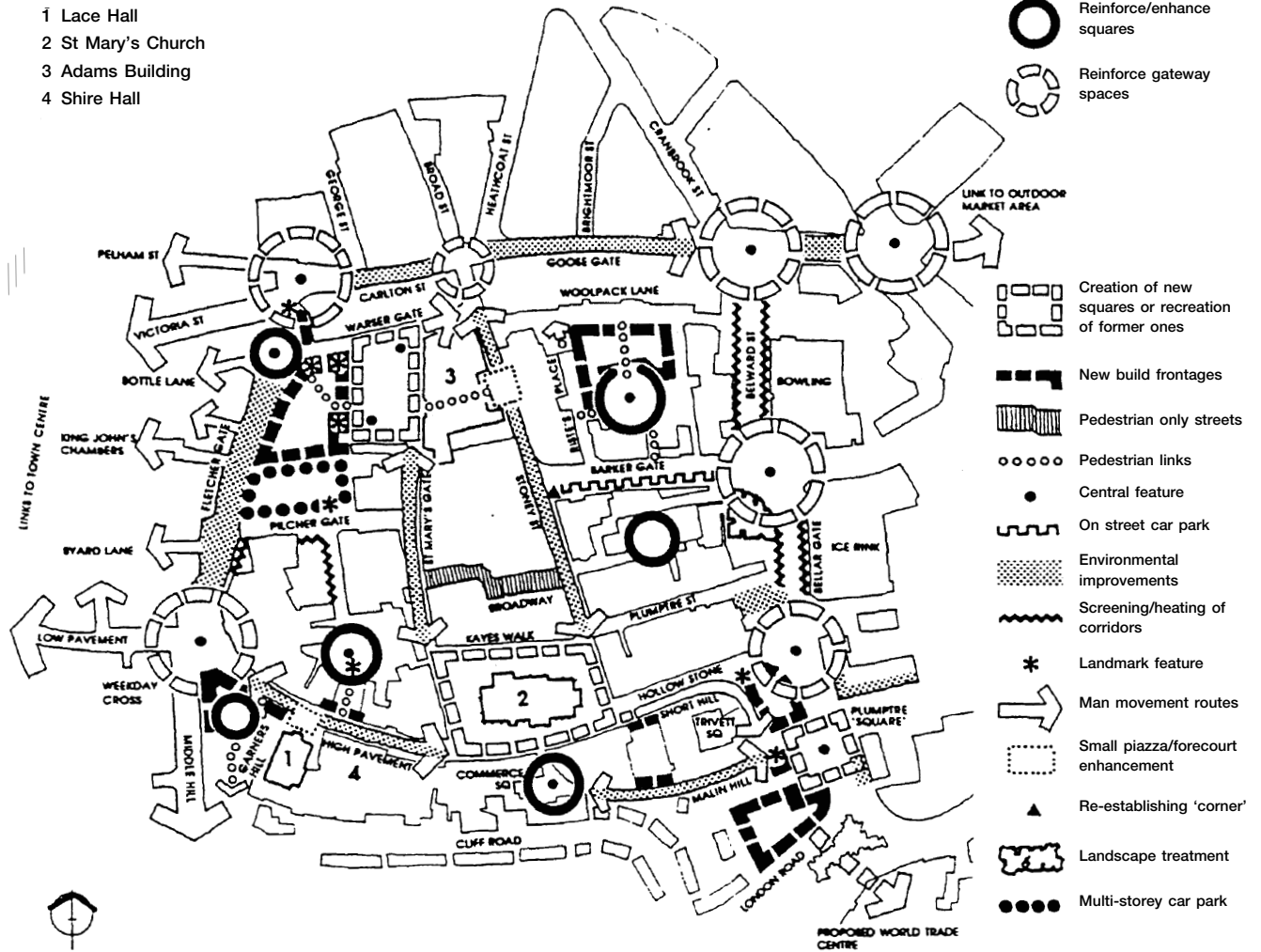


Figure 4.6 Strategy for The Lace Market by Tibbalds and colleagues.

listed in the report. Such lists, resulting from brainstorming sessions with members of the public, are a useful starting point for an urban design study. Analysis of such long lists takes on greater significance if structured as shown in Figure 4.1 and arranged in some order of importance.

The onset of the recession in the late 1980s made it difficult to achieve a property-based regeneration. It was particularly difficult to achieve a development control strategy which prevented the loss of clothing, textile and other manufacturing floorspace to offices.⁸ The Lace Market Heritage