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28 April 2016

Dear Sir/Madam

CABINET MEETING

A meeting of the Cabinet has been arranged to take place on **TUESDAY 10 MAY 2016** at **6.30 PM** in **THE COMMITTEE ROOM, DISTRICT COUNCIL HOUSE, LICHFIELD** to consider the following business.

Access to the Committee Room is via the Members' Entrance.

Yours faithfully



Strategic Director

To: Members of the Cabinet

Councillors: Wilcox (Leader), Pritchard (Deputy Leader), Eadie, Fisher, Greatorex, Pullen, Smith and Spruce.

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1. Apologies for Absence
 2. Declarations of Interest
 3. Economic Development Strategy and Action Plan (copy attached)
 4. Lichfield City Centre Development Strategy and Action Plan (copy attached)
 5. Parking Strategy (copy attached)
 6. Statement of Community Involvement (copy attached)
 7. Developer Contributions Supplementary Planning Document (copy attached)
 8. Biodiversity and Development Supplementary Planning Document (copy attached)
 9. Trees and Development Supplementary Planning Document (copy attached)

10. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED: "That as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, the public and press be excluded from the meeting for the following items of business, which would involve the likely disclosure of exempt information as defined in Paragraphs 1 and 3 of Part 1 of Schedule 12A of the Local Government Act 1972"

11. Local Land Charges Shared Service

(copy attached)



Approval of Economic Development Strategy and Action Plan

CLr Ian Pritchard – Portfolio Holder

Date: 10th May 2016

Agenda Item: 3

Contact Officer: Craig Jordan

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Email: craig.jordan@lichfielddc.gov.uk

Key Decision? **NO**

Local Ward All

Members

CABINET

1. Executive Summary

- 1.1 To report the outcome of consultation on a draft Economic Development Strategy and the findings and conclusions from a Local Business Survey, and seek approval and adoption of a revised version of the Strategy and related Action Plan.

2. Recommendations

- 2.1 That the Cabinet:
- approves the Economic Development Strategy, Action Plan and Key performance indicators; and
 - agrees to the publication and launch of the Strategy.

3. Background

- 3.1 As part of the Council's Fit for the Future programme work has been undertaken to review the Council's approach towards economic development. In particular the review has considered how economic development services are delivered presently and looking forward how they should be delivered in the future in the context of the Council's new Strategic Plan. Linked to the Council's Strategic Plan and having regard to the objective of delivering a vibrant and prosperous economy, a draft Economic Development Strategy has been prepared and associated Action Plan intended to set out how strategic objectives can be met. The EGED (O&S) Committee considered the aforementioned documents and agreed that they be the subject of public consultation prior to be adopted by the Council.
- 3.2 A formal consultation exercise commenced on 5th February 2016 with the draft Strategy being circulated to a range of bodies and organisations involved or interested in economic development matters. The consultation was also widely advertised allowing any interested party to comment. Consultation concluded on 4th March.
- 3.3 Surprisingly the consultation elicited only 8 responses however in most cases those responding raised a number of detailed matters. In the main, the comments received to the Strategy were complimentary and raised matters of detail rather than questioning the overall approach or direction of the proposed Strategy. In many cases the comments made sought clarification or suggested the inclusion of additional detail to enhance a point already made.
- 3.4 One or two respondents indicated that the Strategy and the work undertaken to produce it and the related Action Plan are a good start but should form the basis for further work. It is suggested that on the back of the local business survey (see below) the Council should be examining in more detail the

various service-to-business interactions that occur and identify how these could provide for further added value. In addition, the Authority should be seeking to develop its relationships with local business to understand better those issues facing businesses and from this determine where the Council and its partners could intervene to remove barriers to growth. These comments are accepted and subject to the approval of the Strategy will be incorporated in to a work programme.

- 3.5 A summary of the comments received on the draft Economic Development Strategy and a suggested response including proposed changes to the Strategy and Action Plan is attached at **Appendix A**.

Local Business Survey

- 3.6 At the same time that a draft Economic Strategy has been in preparation the Council has jointly with Tamworth Borough Council (its partner in a shared economic development service led by TBC on behalf of LDC) commissioned a survey of local businesses in Lichfield District and Tamworth Borough as part of understanding better the structure and nature of the local economy and future growth prospects. A high-profile public launch of the survey took place in late 2015 with businesses encouraged to fill in an on-line questionnaire. The survey has now concluded and the results have been appraised in detail. The key headlines are outlined below. These confirm the appropriateness of the Strategy now being presented to the Cabinet and also highlight matters which will need to be picked up going forward. It is proposed that detailed feedback on the survey will be provided to the local business community in due course along with associated proposed actions where these would be appropriate.

- 3.7 The survey questionnaire posed a series of questions relating to the current health of local businesses and by implication the local economy and having regard to respective growth plans (jobs, investment etc) the prospects for improved prosperity in the future. The survey also considered the barriers to growth that businesses come across, the support services they access (and their quality based on experiences) and are likely to need/access in the future.

- 3.8 Key headlines include:

- Based on levels of turnover and expectations for the future the local economy is in generally good health. There is strong business confidence with a large number of businesses predicting positive futures and having growth plans in place. Opportunities for job growth are more constrained however companies overall are not predicting any major job losses.
- In terms of growth, a large percentage of respondents (72%) are expecting to be expanding their local market coverage whilst over 50% are aiming to expand their markets at a wider national level. Nearly 20% of businesses wish to expand overseas.
- In the next 12 months the main area of spend for respondents is likely to be on sales and marketing, followed by capital equipment and premises.
- In nearly all areas of planned growth businesses will be relying mostly on profits/existing cashflow to meet costs with other sources including bank loans and grant aid. Over 50% of respondents considered that accessing funding will be relatively easy.
- The main barriers to growth are seen as cashflow, competition, access to finance, uncertainty and the weak state of the UK Economy. Other barriers referred to included skills shortages, regulatory issues and availability of suitable premises.
- In terms of existing premises and the potential for growth in these locations the main barriers include costs, lack of space and poor ICT.
- As might be expected a significant number of respondents were aware of a wide range of business advice and support organisations including the Chambers of Commerce and Federation of Small Businesses. The Lichfield Tourism Association figured highly too. Each of the aforementioned had been accessed by a large number of businesses over the last 12 months and are likely to be again in the next 12 month period.

- Interestingly, engagement with the respective local authorities (LDC and TBC) by respondents was relatively low, both being around 10% in the last 12 months. Of those respondents seeking advice in connection with their business activities specific information was sought on sales and marketing, access to finance, broadband/digital technology and apprenticeships. Other Council services accessed included business rates, planning, food safety/licensing and building control. Overall experiences of engagement with the named service areas was good though there were variances across services and some levels of provision were considered poor.

3.10 Taking the results of the survey it is possible to see clear synergies with the proposed Strategy:

- The results confirm that the Council(s) has an important role to play in providing a range of services which support local businesses or signposting businesses to access these through other providers.
- The Council and its partners have an important role to play in promoting and marketing the District to business people, investors and tourist visitors.
- The Council can help to explain the role and function of organisations involved in encouraging and assisting in delivering economic growth, can access services and funding through these organisations and also help local businesses to access the same.
- The Council should consider carefully the needs of existing businesses in deciding on the nature of potential interventions alongside those aimed at attracting new businesses. The business survey identifies a number of areas which are deemed to be important to existing businesses and crucial to their growth.
- The Council needs to fully understand how each of its service areas engages with business to ensure that where necessary service standards and practices can be further enhanced.

3.11 Based on the results of the consultation and business survey a revised version of the Strategy has been prepared. This together with an amended version of the associated Action Plan can be viewed at <https://www.lichfielddc.gov.uk/Council/Meetings-committees-and-papers/EconomicGrowthEnvironmentDevelopmentOverviewScrutinyCommittee/2016/04/21/Reports/DRAFT-LDC-Economic-Development-Strategy-4-April-2016.pdf>

3.12 It will be noted that the revised Strategy includes further detail about how, subject to approval, it is proposed to monitor the effectiveness of the priority actions contained within it and specifically how the Council's own services will operate to support delivery of the stated objectives. This will require some Key Performance Indicators (KPI's) to be established to use as the basis for measuring achievements. A set of suggested KPI's are attached at **Appendix B** for approval.

3.13 With Cabinet approval for the Strategy and Action Plan the intention is that the Strategy is formally published and the implementation stage commenced. The Council's Communications team will be engaged to assist with this process which will include the issuing of press releases, final published versions of the Strategy and summary documentation.

3.14 It is important that the Strategy is capable of being delivered. It is recognised that as drafted the Strategy is ambitious but it is linked to the Strategic Plan and reflects the importance that the Council attaches to improving the prosperity of the District and its residents. In terms of resources, much of the Strategy will be delivered using existing resources including a reliance on the Council's shared economic development service arrangement with Tamworth Borough Council. As mentioned elsewhere in this report detailed assessment will take place of all the Council's services which engage with and help support business and the local economy, this may provide for more efficient use of resources and even free up resources. However, to fully realise the benefits of the Strategy it is considered that there is requirement for additional resources to be employed over and above that existing and available to the Authority. This resource it is suggested would represent a 1 FTE post which would be based in the District Council and work alongside and complement the shared service

provision employed by Tamworth Borough Council. The cost for this post has been included in the Medium Term Financial Strategy. During the LGA Peer Review it was recognised that the Economic Development Service was ‘punching above its weight’ and was not sustainable in the long term.

3.15 Throughout the development of the Strategy and the work of the FFF Service Review the focus has been on ensuring that the review and its outputs were driven by the need to capture the economic priorities of the District. Care has been taken to produce a Strategy which is relevant to Lichfield, identifies the key work streams and importantly clarifies what the Council can do and what other service providers will be required/expected to do to deliver the stated aims. The work has been carried out at a time when changes are occurring in the national economy and government policy is impacting upon the public and private sectors. In taking the Strategy forward and seeking to implement its provisions, it will be important to assess risks associated with future changes in policy, economic circumstances and other factors. This will mean constantly reviewing the effectiveness of the Strategy and any implications arising from its implementation.

Alternative Options	1. The Cabinet could decide not to approve or adopt the Strategy and Action Plan as proposed.
Consultation	1. Draft versions of the Strategy and Action Plan were presented to and considered by the Economic Growth and Development (Overview and Scrutiny) Committee in January 2016 when the documents were agreed for consultation. At an April 21 st meeting of the same Committee, members considered the results of consultation and also of the local business survey.
Financial Implications	<p>1. It is envisaged that the District Council will continue its current arrangement with Tamworth Borough Council to deliver specific economic development activities on behalf of Lichfield District. For this the District Council pays an agreed annual fee charge plus it makes a contribution toward operational budgets. In 2015/16 the cost to the District Council was £47,000 (being a fee of £22,000 and contribution towards operational budgets of £25,000) The Strategy, subject to approval, will be implemented using existing resources where possible but a need for an additional resource has been identified as part of the Service Review and built into the Medium Term Financial Strategy.</p> <p>2. The Service Review has identified scope for more efficient ways of working across the Council’s services.</p>
Contribution to the Delivery of the Strategic Plan	1. Approval of the Strategy and related Action Plan will when implementation has commenced assist in the delivery of a key priority within the Council’s Strategic Plan – Providing for a vibrant and prosperous economy.
Equality, Diversity and Human Rights Implications	1. The Strategy is intended to deliver economic benefits to the District as a whole providing for job opportunities as well as increased levels of income and investment to be spent on services, facilities and supporting infrastructure. Overall enhanced prosperity should impact positively on all areas of the District.
Crime & Safety Issues	1. None

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	That the Strategy is over	The Strategy has been informed	Green

	ambitious or not ambitious enough	by discussions with various parties internal and external to the Council. It is also influenced by the Council's new Strategic Plan and the objectives contained within it particularly as regards providing for a vibrant and prosperous economy. The Council will actively monitor the implementation of the Strategy and related Action Plan to ensure that it is serving to meet the Council's stated aims.	
B	That sufficient resources are not available to deliver the Strategy	Resources have been considered in drawing up the Strategy. The need for additional resource has been identified as part of this process.	Green

Background documents: Minutes of Economic Development Service FFF Project team meetings; Local Business Survey questionnaire and results 2016

Relevant web links

Responses to consultation on the draft Economic Development Strategy

Respondent	Summary of Response	Comment	Proposed Change to the Strategy or Action Plan
1. Lichfield District Labour Group	<p>The Group agree with the overall tenor of the draft report, but would emphasise that in Burntwood all parties including the District Council need to work in conjunction with the Burntwood Community Strategy and the Neighbourhood Plan, if we are successful.</p> <p>Executive Summary: The absence of a proper living wage does not support this statement.</p> <p>P 2 1.3. Is LDC supporting us remaining in the EU and are the LEP's doing likewise?</p> <p>P 7 5.1 and 5.3. If LDC is a major employer, why are we not paying a proper living wage, as an example to other employers?</p> <p>P 8 6.1. Deliver a proper living wage</p>	<p>Noted and agree with the need for joint action.</p> <p>This is not a matter for the Economic Development Strategy</p> <p>This is not a matter for the Economic Development Strategy</p> <p>This is not a matter for the Economic Development Strategy</p> <p>This is not a matter for the</p>	<p>None.</p> <p>None.</p> <p>None.</p> <p>None.</p> <p>None.</p>

	<p>to all our employees who are below that figure.</p> <p>P 10 6.11.1. Burntwood Town Centre: Have other major projects eg Friarsgate relied on private investment? What about EU funding?</p> <p>P 11 Long term up to 2029: this is too long to wait for these improvements. The Economic Strategy is 2015-2020.</p> <p>P 10 In Burntwood we need adequate health facilities both now and in the future.</p>	<p>Economic Development Strategy</p> <p>Major private sector funding is being invested in the Friarsgate scheme alongside public monies input by both the GBSLEP and SSLEP. Where private sector funding is not available to meet the whole costs of a development at Burntwood and there is a case for public sector intervention then the Council will seek to explore such avenues.</p> <p>The improvement schemes listed reflect those set out in the approved Local Transport Plans. If there is an opportunity and funding available to bring schemes forward earlier in any programme these will be explored.</p> <p>It is recognised that Burntwood requires a range of services and facilities to support its resident population and business including improved health provision. This aspect is subject of on-going discussions between the relevant parties. Depending on the outcome</p>	<p>None.</p> <p>None.</p> <p>None.</p>
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	<p>P 4/5 3.3 Work with Chase Terrace Technology College who are going to provide engineering courses in the Vocational Centre they are taking over in September, allowing young people to remain in Burntwood, rather than moving elsewhere.</p> <p>Ensure there are suitable employment opportunities in all areas and for all ages, to allow residents to live and work locally.</p> <p>P7 5.5 and P10 Look towards the need to develop a Burntwood Bid and a Town Deal.</p>	<p>of such discussions there may well be scope to incorporate new health facilities into a new town centre proposal.</p> <p>This is a good example of linking training opportunities to those of work. By providing this training the local college will assist Burntwood residents attain the necessary skills to apply for posts in engineering based companies. The availability of a skilled workforce may also attract companies to establish themselves locally.</p> <p>A key strand of the Economic Development Strategy is to provide a better population –jobs balance within the District where possible. Broadening the employment base will help in this respect.</p> <p>Discussions are on-going between key public and private stakeholders with regards to facilitating investment and improvements in Burntwood. A possible town deal has been debated. The case for a BID depends on the area of coverage, the nature of the land</p>	<p>None.</p> <p>None.</p> <p>None.</p>
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		uses that will be expected to contribute resources and the exact purpose of the BID itself.	
	P 8 6.4 Provide suitable lower cost accommodation to encourage young people to remain in the area or return if they have gone away to participate in further or higher education.	The need to provide for a suitable range of housing and tenure mix including affordable housing is recognised in the Local Plan. The Council working with private sector developers and registered providers aims to ensure that where proposals for development come forward housing needs are duly taken into account.	None.
	P 8 6.3 and P 15 Develop leisure and tourism together with partners eg Chasewater, Gentleshaw Common. Leisure activities should provide facilities for all ages.	It is important that alongside housing and jobs the communities within the District are served by appropriate access to leisure and recreational opportunities. Likewise providing tourism opportunities can attract visitors and help support the local economy. The Strategy acknowledges both of these aspects.	None.
	P 10 6.11.1 Improved public transport - more routes and bus stops around the town and adequate parking for all, including	Noted. The Strategy acknowledges the need for enhanced public transport facilities to serve the requirements of Burntwood	None.

	<p>commuters.</p> <p>P 11 Improved cycle routes and long term looking at re-opening rail line at Hammerwich, which is probably just a dream.</p> <p>P 11 Work with partners to develop a Heritage Trail/Sculpture trail, recognition of The Hoard etc, for residents and tourists.</p> <p>P 11 More single storey dwellings across the spectrum, developers, housing associations etc, to cater</p>	<p>residents. Car Parking provision will depend very much on the proposals formulated for the town centre.</p> <p>Improved cycle routes across the District are captured within the existing Local Transport Plan. The Strategy reflecting the adopted Local Plan also identifies more aspirational goals such as the re-opening of rail lines, new walkways etc. New cycle routes can be explored in the context of the ED Strategy perhaps linked to new development proposals in Burntwood. If there is a good case, including economically, for re-opening additional rail lines these can be considered and would not be in conflict with the overall Strategy.</p> <p>Proposals of the kind identified could well enhance the quality of services and facilities available to residents of Burntwood and visitors to the District.</p> <p>See earlier response regarding housing needs. Across the District there are a range of differing</p>	<p>None.</p> <p>None. No changes to the Strategy as worded but the ideas proposed will be passed onto the relevant Council services and partners for consideration.</p> <p>None.</p>
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	<p>for an ageing population and disabled people. Also suitable properties for people who wish to downsize.</p> <p>P 12 6.16.1 Improved broadband and mobile network facilities.</p> <p>P 19 Work to ensure we have a cleaner environment in Burntwood - litter, fly tipping, dog fouling etc.</p>	<p>housing needs which require to be met. The Local Plan provides a detailed analysis of these needs together with a spatial policy framework intended to ensure that provision where possible links to those needs</p> <p>The need for better, faster broadband infrastructure to serve the Districts communities, particularly rural areas, is identified in the Strategy at Page 13 Para. 6.16. It is recognised however that the issue is applicable to the larger settlements as it is the rural ones. In respect of mobile services the quality of coverage is an issue with great variations between network operators.</p> <p>A major focus of the Strategy is on job creation in and investment into the District's communities. It is acknowledged that economic prosperity is supported by and goes alongside social equity and quality environment. In terms of the environment it is vital that residents, tourists and potential investors are served by clean, well</p>	<p>Amend the Strategy to reflect the needs for better broadband services to serve larger settlements as well as rural areas. Also highlight the requirements for improved levels of mobile coverage.</p> <p>None.</p>
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	<p>The Labour Group in Burntwood look forward to long term investment here, by LDC, BTC and outside agencies as soon as possible.</p>	<p>maintained areas of public realm complementing well-ordered private property. To this end the Council and its partners will be committed to ensuring that standards of maintenance are maintained or where necessary enhanced.</p> <p>Noted. The Economic Strategy recognises that to achieve the stated objectives will require inputs from a range of bodies. Where known these are listed in the Strategy and the related Action Plan.</p>	<p>None.</p>
<p>2. Shenstone Parish Council</p>	<p>Under Developing Our Strategic Objectives reference should also be made to the role of Neighbourhood Plans in providing for economic growth.</p> <p>In the associated Action Plan the section relating to broadband provision needs strengthening. Access to high quality broadband is of vital importance to rural</p>	<p>Noted. Where taken forward by local communities and adopted by the District Council as part of the statutory development plan policies and proposals in Neighbourhood Plans may contribute to economic prosperity.</p> <p>Noted. Agree that access to high quality superfast broadband is essential for all sections of the community.</p>	<p>Add in reference to Neighbourhood Plans</p> <p>Amend the Strategy and Action Plan to strengthen the commitments to delivering high quality superfast broadband to serve all communities in the District.</p>

	<p>communities where people particularly may work from home. The commitments in the Action Plan should be enhanced and reflect at the minimum the Superfast Staffordshire targets.</p> <p>Optimising Assets – the Strategy refers to ‘community/public sector buildings’ being used as resources to help support entrepreneurs/innovators. The Parish Council is keen to see the local library perform such a function and is considering this as part of plans to serve wider users. The Parish Council believes libraries should be specifically referenced as a resource to support local economic development activity and for these to be formally registered on the Local Asset Register.</p> <p>Sustainable Employment Land – The Action Plan refers to a suitable scale and mix of employment sites and property to meet the needs of industry. The Shenstone NP has considered the needs of industry and concluded that local needs could be served by the Shenstone Business Park and that there is a</p>	<p>Noted. The types of community/public sector buildings and/or services capable of assisting potential business people or new starters are not specifically defined as the needs of individuals and businesses will vary. However, Libraries could well meet a need. It will be for the relevant local authority owner of such existing uses to determine how libraries are used in consultation with local communities.</p> <p>Noted. The outcome of the Neighbourhood Plan process will help address the issue of the status of the stated employment sites and the scope for alternative uses as will the outputs of the Council’s Employment Land Review and Site Allocations Plan work. In this context however it is acknowledged</p>	<p>None.</p> <p>As above, amend the Strategy to recognise the role of Neighbourhood Plans in determining the future use of land and property.</p>
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	<p>case as such for changing the use of Birchbrook Industrial Estate to housing. The NP is currently at examination however the Parish Council would wish for the ED Strategy to recognise the role of NP's in informing policies and decisions and seeking to balance the needs for employment and housing in an area.</p> <p>Sustainable Employment Land – The commitment to an Employment Land Review is important but should include reference to intended outcomes. This should include a consideration for the use of monies to assist business relocations to better sites; the scope to allow for smaller rural employment sites to serve as locations for B1 uses (offices, research and development, light industry) rather than B2-B8 (industrial processes and distribution centres); and, promoting micro-science parks to potentially include land within Birchbrook Industrial Estate or Shenstone Business Park.</p>	<p>that Neighbourhood Plans in general could help determine the balance between housing and employment provision in a locality.</p> <p>The Employment Land Review is intended to be a detailed thorough exercise in appraising the quality of employment stock within Lichfield District and helping to inform policies and plans. As evidence it will assist in appraising the suitability of sites to meet different employment needs, it will also help identify any shortfalls of supply in terms of both quality and quantity. Where land is deemed not to be appropriate for employment use alternative uses will be appraised as part of the normal plan making and/or decision taking processes. The scope to serve alternative employment uses will also be considered.</p>	<p>None.</p>
3. LDC Land and Property	Need to update some of the information relating to the Lichfield	Noted. The current schemes has evolved since its original inception	Amend the Strategy to include updated details relating to the

	<p>City Centre Friarsgate scheme to reflect changes at the design stage and the likely consequences if permission is duly granted and implementation takes place.</p> <p>On a more wider note, having reviewed the strategy there is a concern at the proposed objective to reduce the number of highly skilled people commuting out of the district. Wouldn't a better objective to be increase job opportunities in the district and give focus on attracting businesses that require highly skilled people to work there? This could be done through increasing opportunities for local people to have access to institutions to increase their skills and qualifications. It would be useful if the strategy could reference what companies/industry sectors operate in the district currently and what the council would like to do to attract more/different types of business and sectors. Ditto access to skills and higher education opportunities. It would then be for the strategy to set out how the</p>	<p>and therefore the Strategy needs to take account of this.</p> <p>This is one and same thing, there is no difference in the long term objective which is to secure more highly skilled workers living and working in high value jobs in Lichfield District. It is acknowledged that given the District's scale and nature and its employment base, a high proportion of people will travel to jobs in Solihull or Birmingham. However there is a scope to be more sustainable and self-sufficient as a District and by securing a wider range of growth sectors, attract more people to work in the area.</p>	<p>Friarsgate scheme (P.10 Para. 6.8).</p> <p>None.</p>
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	council could support this investment – whether this is via marketing, land supply or business support etc.		
4. Staffordshire County Council	In paragraph 6.4 it states “ <i>Almost one in three of the District’s working residents commute into Birmingham and the conurbation, just some 30 minutes by train on the Cross City Line.</i> ” Is this statistic correct?	Yes, figures from the 2011 Census indicate that some 27% residents commute into Bham and Solihull with a higher figure if you factor in the Black Country.	None.
5. Lichfield Chamber of Trade	6.13 transport Infrastructure ‘Route signage Lichfield to Tamworth’ What is this signage? Will there be signage ‘Tamworth to Lichfield’?	Route signage is part of the Local Transport Plan for the District, the details of which will follow in due course. In terms of signing the references in the Strategy relate to that which will direct people specifically travelling to the District or who might want to visit to particular areas, destinations etc. This will include signing both within the District and outside on strategic transport routes including within Tamworth Borough. In this context and for the purposes of clarity, the wording in the Strategy should read	Amend Para. 6.13.1 to read ‘Route signage from Tamworth to Lichfield’

	<p>6.17 Place Marketing</p> <p>This shows Lichfield BID as a partner. Although the BID will have a marketing strategy will it fit within the overarching strategy for the LDC/ City Centre Development Partnership?</p>	<p>words '.....from Tamworth to Lichfield'</p> <p>It is the intention that the District Council working through its Economic Development service and with partners will produce the marketing materials to help sell the benefits of developing business and investing in the District. This material will hopefully be informed and supported by bodies such as the Lichfield BID. In the same vein it would be expected that any marketing undertaken by the BID will help support initiatives such as the Lichfield City Centre Development Partnership and associated Strategy.</p>	<p>None.</p>
	<p>6.26 Optimising Assets</p> <p>Will 'absent landlords' be robustly encouraged to market their vacant properties in the city centre i.e. Feria on Bore St & Kwik save on Tamworth St both of which are eyesores within the otherwise attractive centre</p>	<p>Where individual properties are seen as having a detrimental impact on the overall attractiveness of an area or having the potential to enhance the quality of a place, the District Council and partners will seek to take the necessary action. Where possible this will involve entering into open and supportive</p>	<p>None.</p>

		<p>dialogue encouraging owners and managing landlords to realise the personal and wider benefits that would accrue from maintaining buildings and making good use of them. Alternatively, the Authority will consider using its CPO powers if it feels that this would be justifiable in the circumstances. A Task Group is also being established to look at this issue under the umbrella of the Lichfield City Centre Development Partnership.</p>	
6. LDC Development Services	<p>Economic Profile.</p> <p>Para. 2.3</p> <p>Suggest including data to show net out commuting rate and residents jobs by type. Would be beneficial to indicate council’s approach to meeting the needs of the local economy</p> <p>Economic and Delivery Challenges</p> <p>3.3 SWOT analysis</p> <p>Suggested re-wording under the Weakness heading the entry “Business leadership and management skills issues” is changed to ‘We recognise that the local business skills base is</p>	<p>Noted. The inclusion of this additional information would be helpful and link with the suggested approach set out in the Strategy.</p> <p>Noted. However it is felt that the current wording reflects the situation.</p>	<p>Add into the Strategy document information relating to commuting patterns and jobs.</p> <p>None.</p>

	<p>constantly changing’.</p> <p>Suggest including “Adaptability to economic changes” (opportunities).</p> <p>Under weakness: “Limited number of incubation units and support” suggest adding “in progressing from starter to established business. This would involve supporting the provision of another type of transitional accommodation.”</p> <p>Working with Partners 5.4</p> <p>Should there be a reference to Growth Hubs here?</p> <p>Para 5.5</p> <p>How does this strategy fit with the BEP Strategic Plan 2014-2018?</p>	<p>Agree. The District has shown that overall it is resilient to changing economic circumstances and as such is adaptable.</p> <p>Agree, this would provide helpful clarification.</p> <p>The Growth Hub is an initiative involving partners and not in itself a partner.</p> <p>The BEP Strategy was prepared by the Lichfield and Tamworth Business and Economic Partnership to reflect the ambitions of the Partnership over the period 2014-2018. Although a change of approach has resulted in the formal</p>	<p>Amend the SWOT analysis at Para. 3.3 to include ‘Adaptability to economic changes’ under the Opportunities heading</p> <p>In Para. 3.3 under the heading of Weaknesses add the words “in progressing from starter to established business. This would involve supporting the provision of another type of transitional accommodation.” After ‘...Limited number of incubation units and support”</p> <p>None.</p> <p>None.</p>
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	<p>Para. 5.7 Suggest a diagram/ visual to depict how different partners all fit together</p> <p>Para. 6.13.1 Re SLTP – should we reference where the accountability is for these projects?</p> <p>Sustainable housing 6.14.2 What is being referred to here? May be useful to include references to the specific sites in question</p>	<p>partnership no longer existing, the economic development ambitions across the two adjoining areas remain valid.</p> <p>Agree, it would be helpful to the reader to clearly see the relationship between partners involved in the economic development agenda.</p> <p>Noted. Schemes will either be provided by the County Transport/Highway Authority or via the development process</p> <p>The initiative is aimed at supporting developers of housing sites overcome issues which are preventing sites coming forward. The scheme provides for potential loan, grant or equity funding to meet the costs of necessary work.</p>	<p>Amend the Strategy to include a diagram showing the partners and how they play into the Strategy.</p> <p>Add in text to Para. 6.13.1 to explain who will be accountable for providing transport and highway infrastructure improvements.</p> <p>None.</p>
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	<p>Business Support 6.23 Consider including Growth Hubs, Chamber & FSB as Strategic Partners</p> <p>People – priorities 6.30- 6.34.1 Consider revising- Not clear how this is relevant to issues of out commuting.</p> <p>Action Plan Will this remain a live document or are the timescales more flexible?</p> <p>Re. Friarsgate/ Lichfield City BID. Important to indicate what is in the</p>	<p>Qualifying sites will be identified through the application of the scheme.</p> <p>Agree that the Chamber of Commerce and FSB are strategic partners.</p> <p>It is considered that the District has the potential to stimulate growth in new businesses created by individuals or small numbers of people. Creating the right conditions to allow for business ideas to be discussed and enabling those ideas to be taken forward is seen as critical.</p> <p>Yes, the Action Plan will be a live document open to continual monitoring and review.</p> <p>Noted however not necessary to go into this level of detail in the Action Plan. A project plan is maintained</p>	<p>Add Chamber of Commerce and FSB to list of strategic partners in Para. 6.23.1.</p> <p>None.</p> <p>None.</p> <p>None.</p>
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	<p>control of the council and what is external. How will it be possible to measure success where it depends largely on outside factors e.g economic climate.</p> <p>Sustainable Employment Land. The action is quite broad in its scope. Consider making more focussed and measurable.</p> <p>Engagement with Strategic Partners 3) “Develop strong links with the emerging growth hubs” – consider making this more focused?</p>	<p>by the Council and should be referred to in this respect. Measures of success will be developed alongside the Action Plan</p> <p>The Employment Land Review is intended to be a detailed thorough exercise in appraising the quality of employment stock within Lichfield District and helping to inform policies and plans. As evidence it will assist in appraising the suitability of sites to meet different employment needs, it will also help identify any shortfalls of supply in terms of both quality and quantity. Where land is deemed not to be appropriate for employment use alternative uses will be appraised as part of the normal plan making and/or decision taking processes. The scope to serve alternative employment uses will also be considered.</p> <p>Agree.</p>	<p>None.</p> <p>Add to the existing text to show where and how engagement with the Growth Hubs will bring about benefits to the District.</p>
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	<p>Entrepreneurial Culture: Measure of success should include an increase in business survival rates over the 2015-2020 period.</p> <p>Editorial comments</p> <p>Exec Summary</p> <p>Suggest removing “we believe” at start of second para. Long sentence at end - consider revising</p> <p>Para. 6.5</p> <p>Suggest rewording to “there is pressure...”</p> <p>Action Plan p30</p> <p>Local Delivery Programme. Needs correction “These has”</p>	<p>Noted. Key Performance Indicators will be developed alongside the Action Plan</p> <p>Noted. However, it is considered the text suitably reflects the strengths and assets of the District and how these could be used to provide for jobs and attract investment.</p> <p>Agree</p> <p>Noted. Grammatical error</p>	<p>None.</p> <p>None.</p> <p>Amend Para. 6.5 to read ‘There is pressure...’</p> <p>Amend to read ‘These <u>have</u>...’</p>
7. Longdon Parish Council	<p>Public Transport – being a rural area, there is a need for public transport to assist residents to access employment. With the</p>	<p>It is important that residents within the District, wherever they live, are able to access employment opportunities as well as other key</p>	<p>Amend Para. 6.13 to include reference to bus, rail services alongside infrastructure.</p>

	<p>removal of the bus service in the parish, this is proving difficult for local residents. The parish council would like to see that in order to access employment opportunities, LDC seek to support the reinstatement of a public bus service in and around the parish.</p> <p>Tourism – there are many public footpaths and bridleways which criss-cross the parish. We see large numbers of ramblers accessing the routes. The parish council would like to see mention made in the strategy of the need to maintain and improve the public footpaths in the parish.</p>	<p>services and facilities. It is for bus operators to determine the provision of services based on levels of demand and commercial viability. Where possible and appropriate the District Council and partners will work to encourage provision to be made to serve communities such as Longdon.</p> <p>Encouraging people to visit Lichfield District and enjoy the facilities available is a key aspect of the Economic Development Strategy. The need to maintain and where possible improve public footpaths is noted. The District Council will work with partners including the County Council and landowners to ensure that footpaths are kept in good condition and allow for their suitable use.</p>	None.
8. Beverley Smith (Mansfield DC Chief Executive and member of 2014 LDC LGA Peer Review Team)	<p>The work carried out to date provides an excellent evidence base to inform the Strategy.</p> <p>Further work can build upon this eg. process mapping of Council services and engagement with business and further continued dialogue with the</p>	<p>Noted.</p> <p>The named actions will be undertaken alongside the next stages of agreeing the Strategy and commencing its implementation.</p>	<p>None.</p> <p>Review Action Plan to ensure that process mapping is incorporated and a commitment is made to continual business engagement.</p>

	<p>business community</p> <p>The Strategy is as drafted ambitious and it is important that the Council consider the resourcing issues associated with it. It will be important to prioritise elements of the Strategy.</p> <p>A summary document to sit alongside the Strategy would be helpful.</p> <p>Look at your KPI's and ensure these are focused and highlight the differences the Strategy and the partners involved in its delivery are making. Link this to satisfaction</p>	<p>Noted. It is accepted that the Strategy is ambitious in its breadth however its key objectives and the drivers are linked to the Council's Strategic Objectives as set in the new Strategic Plan. A number of activities identified in the Strategy relate to on-going work which is essential to inform any strategy and help deliver on the key priorities.</p> <p>The resource implications of the Strategy have been considered by the Council and are addressed in proposals to members.</p> <p>Agree.</p> <p>Agree. A set of KPI's have been produced to assist in measuring the effectiveness of the Strategy and its implementation.</p>	<p>Add text into the Strategy to explain more fully the links between the key priorities in the Strategy and the objectives set out in the Council's Strategic Plan as regards providing for a vibrant and prosperous economy.</p> <p>None.</p> <p>None but prepare a short summary document to circulate/make available alongside the final Strategy and Action Plan document.</p> <p>None.</p>
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	<p>levels of business.</p> <p>A communication strategy needs to be put in place to promote the Strategy and implementation and ensure that there is 'buy-in' from all relevant parties.</p>	<p>Agree. A communication strategy will be prepared to launch the implementation of the final Strategy and Action Plan.</p>	<p>None.</p>
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Economic Development Strategy and Action Plan

Assessing Performance

Alongside the Economic Development Strategy an Action Plan has been prepared setting out how the Strategy is intended to be delivered and objectives achieved. It is important that the Action Plan is monitored to judge the effectiveness of the actions undertaken and assess the overall impact on the local economy and prosperity of the District.

Below are set out suggested Key Performance Indicators which will be used to determine the success or otherwise of the Strategy and Action Plan. These KPI's will be monitored on a regular basis and reported to the Council's Senior Management Team and the Economic Growth, Environment and Development (Overview and Scrutiny) Committee. The KPI's will complement and sit alongside those that have been agreed in relation to the Council's Strategic Plan and in particular achieving a Vibrant and Prosperous Economyⁱ.

Overall: Job growth, unemployment rate

Business: Enquiries handled, businesses assisted, business start-ups and survival rates, customer satisfaction

Inward Investment: Enquiries handled, investment levels, jobs created/safeguarded, customer satisfaction

Land/Premises & Infrastructure: Hectares of employment land developed; jobs supported/created, extent of broadband/High Speed Broadband coverage, customer satisfaction

Training and Employment: Workplace skill and wage levels, customer satisfaction

Town Centres/Regeneration: Retail vacancy rates, footfall

It should be noted that whilst the District Council and its own activities will have a direct impact on performance as measured against the above KPI's, in some areas the impact will be less/negligible as it will be the actions of other partners that will be judged reflecting respective duties and responsibilities.

ⁱ The Council's Strategic Plan for 2016-2020 includes a specific objective to deliver a Vibrant and Prosperous Economy. By 2020 the Council seeks to deliver more local jobs and more people in employment, more new businesses in the District, more successful businesses, more visitors and greater visitor spend and, a regenerated Lichfield City Centre & new retail offer in Burntwood.

Approval of the Lichfield City Centre Development Strategy

Cllr Ian Pritchard, Cabinet Member for Economic Development and Growth and Cllr Helen Fisher, Cabinet Member for Tourism & Communications



Date: 10 May 2016
Agenda Item: 4
Contact Officer: Lizzie Thatcher
Tel Number: 01543 308781
Email: elizabeth.thatcher@lichfielddc.gov.uk
Key Decision? NO
Local Ward Members

CABINET

1. Executive Summary

1. In order to enhance city centre facilities and boost overall visitor numbers, a new city partnership - the **Lichfield City Centre Development Partnership** - has been established. The membership of the partnership includes key landowners in the city such as Lichfield Cathedral, Lichfield District Council, Lichfield City Council and Staffordshire County Council.
2. The partnership strongly believes that a shared vision for the city is necessary, and that this needs to be inclusive of/supported by a robust partnership, rather than any one individual organisation. In response to this, members of the partnership have jointly funded the development of a new **Lichfield City Centre Development Strategy**.
3. In early 2015, the partnership recruited the Tourism Company, one of the UK's leading tourism consultancies with town planning expertise (www.thetourismcompany.com), to consult and create a strategy (see **Appendix A**). Work kicked off in spring 2015 and involved interviewing over 20 key organisations and individuals including local councillors, Lichfield Cathedral, Lichfield Arts, Lichfield Festival, LEPs, landowners and more.
4. The draft strategy was formally accepted by the Lichfield City Centre Development Partnership in autumn 2015. Consultation with wider partners took place in late 2015/early 2016. The final strategy, which took on board feedback from the consultation was approved by the City Centre Development Partnership in March 2016. Following this approval, it was agreed that each partner would present the strategy to its own organisation for approval.
5. This report requests approval of the **Lichfield City Centre Development Strategy** and acknowledgement that this will be delivered through the shared **City Centre Development Action Plan (See Appendix B)**.

2. Recommendations

1. To formally accept the **Lichfield City Centre Development Strategy (Appendix A)** and acknowledge that this will be delivered through the shared **City Centre Development Action Plan (See Appendix B)** which will be a constantly evolving document.
2. To agree to the council's ongoing membership of the **Lichfield City Centre Development Partnership** and acknowledge the role the district council will play in the ever-evolving action plan/oversight and delivery of the strategy, as a key member of the partnership.

3. To acknowledge that the membership of the City Centre Development Partnership and support of the strategy/action plan signals the council's commitment to an ever evolving shared vision for the city, but that each individual decision that falls within the district council's remit, will be subject to scrutiny and approval through the usual O&S and Cabinet processes and that the council will retain sovereignty in relation to all district council related decisions.
4. To acknowledge that the delivery of the actions contained within the strategy/action plan that fall within the district council's remit will also be dependent on available resources, funding, overall feasibility and prioritisation against other council priorities.
5. To acknowledge that all other partners will retain the same sovereignty of decision-making/prioritisation.

3. Background

The benefits of the Lichfield City Centre Development Partnership, the Lichfield City Centre Development Strategy, and Lichfield City Centre Action Plan to Lichfield District Council, local partners and the local community are:

Lichfield City Centre Development Partnership

- Is a forum that will enable partners to work together on key issues and developments.
- Will enable positive and regular communications on key city based issues between key partners.
- Will ensure partners are working together or alongside each other to deliver shared goals.
- Will provide a forum for local organisations to feed into city centre developments, to ensure they reflect users' and local needs.

Lichfield City Centre Development Strategy

- Will replace Lichfield District Council's current city centre strategy (written in 2003) and be referenced in the district council's local planning framework.
- Will ensure key funders (such as HLF) understand how projects and funding bids fit together.
- Will ensure the long-term success of existing and new developments, as well as the city as a whole.
- Will maximise opportunities to increase tourism and trade in the city centre area.
- Will support combined marketing, branding and promotion within the city.

Lichfield City Centre Action Plan

- Will ensure any newly developed city centre facilities are complementary by facilitating cross partner discussion at key stages of individual projects.
- Will assist in bringing forward initiatives that support future city centre activity (in partnership with the Lichfield BID).
- Will clearly demonstrate the future direction of city centre initiatives, ownership and timescales.
- Will highlight any shared funds that could be applied to joint projects.

Will maximise potential inward investment by demonstrating that partners are working together in a cohesive manner with shared goals.

The following text is extracted from the draft Lichfield City Development Strategy:

This strategy provides a roadmap for the Lichfield City Centre Partnership to follow in pursuing sustainable economic development in Lichfield city centre, based on a dynamic and successful visitor and local economy, making the most of the city's unique cultural heritage and contributing to local quality of life.

It reflects and contributes to existing policies and plans for Staffordshire, Greater Birmingham, Lichfield District and the City, covering economic development, tourism, transport and physical planning. Evidence and opinion has been gathered from direct consultation with a wide range of bodies, businesses and individuals with a stake in the future of the city centre.

An analysis of Lichfield's assets, facilities and tourism statistics supports a general impression that the visitor economy in Lichfield is underperforming against its potential, given the city's impressive history and cultural associations, iconic cathedral, beautiful open spaces and wealth of historic buildings, coupled with its central location. Despite receiving over 2.5 million visits per year, which support over 2,300 jobs, and seeing recent growth in visitor spending, Lichfield falls behind most comparable cathedral cities in the number of overnight stays, and is much less well known.

The consultation behind this strategy revealed significant local confidence in the city and its future. However, there is a strong recognition that the local authorities, cathedral, other local institutions and local businesses need to work harder to recognise their mutual interests and coordinate their actions in delivering and promoting an integrated and high quality visitor experience.

Put simply, the vision is for Lichfield to fully deliver on its potential as a historic cathedral city in the centre of England.

The strategy identifies three primary target markets for Lichfield city centre: day visitors within 1.5 hours; short breaks, related to heritage, attractions and events; and social functions and corporate business. Coach trips and touring visitors are seen as important secondary markets.

If the strategy is fully implemented, Lichfield should achieve a growth target of a 5% increase in visitor spending per annum over the next five years, leading to an additional annual contribution of £46m to the local economy and supporting 850 additional jobs.

Alternative Options	<ol style="list-style-type: none"> 1. To not accept the Lichfield City Development Strategy for consultation. 2. To not support the council's ongoing involvement in the Lichfield City Centre Development Partnership.
Consultation	<ol style="list-style-type: none"> 1. Over 20 organisations and individuals were consulted as part of the creation of the draft strategy. 2. Wider public and partner consultation took place in late 2015/early 2016.
Financial Implications	<ol style="list-style-type: none"> 1. There are no identified financial implications at this stage. 2. The Lichfield City Centre Action Plan will have individual actions assigned to Lichfield District Council, each with their own financial implications. 3. These could range from the delivery of the new Friarsgate scheme, through to joint investment into marketing and promotion. 4. Any projects identified in the Lichfield City Centre Action Plan will be subject to further scrutiny and approval via the normal O&S / Cabinet process. 5. This will ensure that only those projects that can be budgeted for effectively are progressed at a timeframe that fits both strategic priorities and available financial resources.
Contribution to the Delivery of the Strategic Plan	<ol style="list-style-type: none"> 1. The strategy/action plan is in line with and supports the district council's new Strategic Plan (2016 – 2020) in particular: <ul style="list-style-type: none"> • Vibrant and prosperous economy (supporting businesses, increased visitors, BIDs, improved retail, heritage & culture) • Health and safe communities (volunteering and cultural opportunities) • Clean, green and welcoming places to live (preserving and restoring our heritage) 2. The strategy is also referenced in and is recognised as a key element of the delivery of aspects of the council's new Economic Development Strategy.
Equality, Diversity and Human Rights Implications	<ol style="list-style-type: none"> 1. An equality impact assessment has been carried out and there are no identified equality and diversity implications.
Crime & Safety Issues	<ol style="list-style-type: none"> 1. An effective strategy and partnership should reduce crime in the city and enhance safety issues.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	Commitments in the strategy are not in line with the council's own strategic direction	The strategy has been tested against the council's strategic plan and economic development strategy. Significant internal consultation with LDC staff has also taken place and any issues identified. Should the strategy fall out of line with the council's ambition/ability to deliver, this can be fed into the ongoing work of the partnership via the action plan.	Green
B	The strategy will place an unforeseen/unacceptable financial or resource burden on the council	Whilst the strategy encapsulates a vision, the actual delivery of elements of the strategy will be taken forward as individual decisions through the normal democratic process, which will ensure that the council has both the resources and will to deliver the necessary projects/decisions at the appropriate time.	Green
C	The council may not have the staffing resources to contribute to/support the delivery of the strategy ongoing	Like councils across the country, the district council is facing significant budget pressure now with further significant changes to local government financing anticipated during this parliament. Whilst the new strategic plan prioritises economic development the availability of resources, for eg through the management restructure process currently underway, the prioritisation of projects, and the availability of finance will need to be kept under constant review as will the commitment of other partners to the delivery of the strategy. Any impact of future changes will have to be fed into the action plan and changes made accordingly.	Amber

Background documents

Lichfield City Centre Development Strategy – Appendix A
 Shared City Centre Action Plan – Appendix B

Lichfield City Centre
Development Partnership

Lichfield City Centre Development Strategy & Action Plan 2016 – 2020

February 2016



About this strategy

This strategy was commissioned and funded by members of the Lichfield City Centre Development Partnership who all fed into its development, including:

visit
Lichfield

 LICHFIELD
CATHEDRAL



 Greater Birmingham
Chambers
of Commerce

 Staffordshire
County Council

Lichfield
district council
www.lichfielddc.gov.uk

 Lichfield
Business Improvement District

 Lichfield
Chamber of
Trade & Commerce
for a more prosperous city

 DIOCESE OF
LICHFIELD
GOING FOR GROWTH

Key organisations and groups across the city also fed into the development of the strategy. These include:

- Coach operators, including Johnsons Coach & Bus Travel, Bullock Coaches and Shaw Coaches
- Drayton Manor Theme Park
- Erasmus Darwin House
- George Hotel
- Holiday Inn Express
- The Lichfield Arts, Culture & Heritage Partnership.
- Lichfield Arts
- Lichfield Civic Society
- Lichfield District Tourism Association
- Lichfield Festival
- Lichfield Garrick
- Lichfield Rail Promotion Group
- Premier Inn
- The National Memorial Arboretum
- Samuel Johnson Birthplace Museum
- South Staffs College
- St John' Hospital
- St John's House
- St Mary's in the Market Square
- Swinfen Hall Hotel
- Wedge Gallery

About the authors



The Tourism Company was commissioned by Lichfield City Centre Development Partnership (LCDCP) in 2015 to prepare the strategy Lichfield City Centre.

The Tourism Company is one of the UK's leading tourism consultancies, delivering high quality tourism strategies, marketing plans, feasibility studies and a range of other services to clients across the UK and worldwide. Founded in 1990 it offers a wealth of specialist experience in tourism, with clients ranging from international bodies and national and local government to tourism enterprises, heritage and environmental agencies and local communities. Members of the Tourism Company interviewed stakeholders across the city to compile the strategy, which was then commented on and revised with input from a public and partner consultation that took place in January/February 2016. Find out more about the Tourism Company at www.thetourismcompany.com

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Our five strategic objectives	9 - 26
1. Create an attractive, multi-faceted yet coherent city centre, which encourages visitors to linger and explore.	
2. Improve the quantity, quality and appeal of the city's attractions and facilities, to attract and cater for a year round increase in visitors and spending	
3. Improve access to and within the city and facilitate orientation and exploration.	
4. Raise awareness of Lichfield and its individual assets and facilities as a leading heritage city in central England.	
5. Ensure all stakeholders are pulling in the same direction and secure support for the delivery of the strategy.	
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1. A quick background to the partnership and strategy

In order to boost visitor numbers and facilities and to develop Lichfield City in a strategic way that encompasses the visions and activities of key partners and landowners in the city, local organisations and landowners have acknowledged that a shared vision for the city is needed and that it needs to be inclusive of/supported by a robust partnership, rather than any one individual organisation.

Membership of the partnership

In response to this, the Lichfield City Centre Development Partnership was established in late 2013/early 2014.

Membership comprises of those organisations with a remit and capacity to deliver elements of the agreed Lichfield City Centre Development Strategy 2016 – 2020 and it is envisaged that it will change over time, dependent on the projects underway. Its current membership includes, but is not limited to:

- Lichfield District Council – lead authority due to planning responsibility and tourism role (including the Tourist Information Centre)
- Staffordshire County Council
- Lichfield City Council (represents Samuel Johnson Birthplace Museum, markets and civic events)
- Lichfield Arts, Culture & Heritage Partnership (represents Lichfield Arts, Lichfield Garrick, Lichfield Festival & Erasmus Darwin House)
- Lichfield Diocese
- Lichfield Cathedral
- Lichfield BID (represents all ratepayers in the city centre)
- Lichfield Chamber of Trade & Commerce
- Staffordshire University/South Staffordshire College
- St Mary's in the Market Square

Benefits of the strategy

In 2015, the Lichfield City Centre Development Partnership commissioned the Tourism Company to create this development strategy for the city and identified the following benefits:

- Enable developments to be well planned to minimise disruption.
- Enable partners to work together on key issues and developments.
- Ensure city facilities are complementary and help ensure the long-term success of existing and new developments, as well as the city as a whole.
- Support the development of area action plans, such as a 'Cathedral Quarter', 'Retail & Entertainment Quarter', or 'Learning Quarter'.
- Provide a forum for local organisations to feed into city centre developments, to ensure they reflect users' and local needs.
- Assist in inward investment promotion.
- Maximise opportunities to increase tourism and trade in the city centre area.
- Enable positive communications with key partners, such as Development Securities, Lichfield BID and Three Spires Shopping Centre.
- Ensure key funders understand how projects and funding bids fit together.
- Highlight shared funds that could be applied to joint projects.
- Support combined marketing, branding and promotion within the city.
- Create a strong lobbying voice for city centre issues.
- The strategy will replace our current city centre strategy (written in 2003) and be referenced in the district council's local planning framework.

To support the strategy a land allocations document (See Appendix 1) and shared action plan (See Appendix 2) have been developed.

The role of the strategy and action plan

The strategy articulates a shared vision for the city and sets out areas of concern and areas in need of improvement. It also encapsulates the plans and ambitions of individual partners. Whilst the strategy is a statement of purpose and intent, the deliverability of key elements of the strategy will depend on a variety of factors – from external funding, through to external partner support – and as such it is not yet a set of committed actions. The accompanying action plan (Appendix 2) sets out the key actions detailed in this strategy and assigns a timeframe, identifies challenges and articulates the current position and next steps. It also identifies the lead partner and any supporting partners.

Whilst the strategy will remain in place for the duration (until 2020), the action plan will adapt and change and elements of the strategy may be brought forward or pushed back, depending on the feasibility of delivery. This monitoring activity will be led by the City Centre Development Partnership.

The delivery of elements of the strategy will be the responsibility of those partners who accept actions within the action plan and these may be individual actions or joint actions. Where democratic organisations (such as the councils are involved), this process will need to allow for the democratic process to take place.

The role of the partnership

The partnership exists to oversee and drive forward the coordination of the agreed Lichfield City Centre Strategy 2016 – 2020. It is not a delivery body, but brings together those organisations with the remit and capacity to deliver elements of the strategy. Its purpose is to review overall progress against the strategy/action plan, trouble shoot issues, improve linkages between partner organisations, as well as suggest revisions and modifications to the strategy where necessary. (See Lichfield City Centre Development Partnership Constitution – Appendix 3).

The key aims of the partnership include:

- Monitor the delivery of key actions in the Lichfield City Centre Development Strategy and monitor/maintain the shared action plan (appendix 2).
- Identify ways partners can join up to deliver key actions.
- Lobby external bodies to deliver key actions that are outside of the partnerships' areas of responsibility/control.
- Encourage individual partners to ensure their development plans benefit the whole city.
- Scrutinise, review and help shape city centre development plans.
- Seek to identify potential funding sources to underpin the strategy and action plan.
- Provide a forum for ongoing debate and review of the city centre development strategy.
- Maintain a directory of individual city development plans (e.g. Lichfield Cathedral's plan, Lichfield Heritage Centre plan etc).

Membership of the group is voluntary and any member can withdraw from the partnership at any point. Whilst all members must be supportive of the overall ambitions of the Lichfield City Centre Strategy, membership does not remove an organisation's sovereignty and its ability to deliver activities that may not be supported by the overall group/strategy.

The partnership meetings quarterly and its chairmanship revolves annually. To find out more about the partnership email elizabeth.thatcher@lichfielddc.gov.uk.

2. How we shaped the strategy

This strategy reflects and contributes to existing policies and plans for Staffordshire, Greater Birmingham, Lichfield District and the city, covering economic development, tourism, transport and physical planning. Evidence and opinion has been gathered from direct consultation with a wide range of bodies, businesses and individuals with a stake in the future of the city centre.

An analysis of Lichfield's assets, facilities and tourism statistics supports a general impression that the visitor economy in Lichfield is underperforming against its potential, given the city's impressive history and cultural associations, iconic cathedral, beautiful open spaces and wealth of historic buildings, coupled with its central location. Despite receiving over 2.5 million visits per year, which support over 2,300 jobs, and seeing recent growth in visitor spending, Lichfield falls behind most comparable cathedral cities in the number of overnight stays, and is much less well known.

The consultation behind this strategy revealed significant local confidence in the city and its future. However, there is a strong recognition that the local authorities, cathedral, other local institutions and local businesses need to work harder to recognise their mutual interests and coordinate their actions in delivering and promoting an integrated and high quality visitor experience.

Put simply, the vision is for Lichfield to fully deliver on its potential as a historic cathedral city in the centre of England.

The strategy identifies key markets for Lichfield city centre including day visitors within 1.5 hours journey time, short breaks, related to heritage, attractions and events, and social functions/corporate business. Local residents, coach tourists and touring visitors are seen as important markets.

If the strategy is fully implemented, Lichfield should achieve a growth target of a 5% increase in visitor spending per annum over the next five years, leading to an additional annual contribution of £46m to the local economy and supporting 850 additional jobs.

This strategy is a roadmap - it marshals existing relevant proposals and new ideas and seeks to provide a clear, inspirational document, which partners can endorse. The ambition is to set the direction for sustainable economic development in Lichfield City centre based on a dynamic and successful visitor and local economy, making the most of the city's unique cultural and heritage assets and contributing to local quality of life.

Based on our assessment and analysis of the situation in Lichfield city centre and the context for future development, the following benefits will be delivered:

- A stronger local economy and prosperity.
- Increased number and variety of employment opportunities in Lichfield at different levels.
- Enhanced quality of life of Lichfield's residents, through improved facilities, services, environment and experiences in the city centre.
- Strengthened appreciation and conservation of Lichfield's special historic and cultural assets.

3. Our vision

Lichfield fully delivers on its potential as a historic cathedral city in the centre of England. By 2026 Lichfield is well known as one of England's most attractive cathedral cities with a fascinating past as a centre of pilgrimage, culture and creative thought from Saxon times. The essence of its appeal is the historic city centre, which combines the cathedral, close, historic streets, parks, artistic and heritage attractions to provide an integrated and exceptional visitor experience. A key aspect is the range, distinctiveness and quality of the shops and places to eat and drink in the city centre. Lichfield makes the most of its central location within England. It is easy to get to and walk around, and the opportunities for residents and visitors are attractively and clearly presented and promoted. The city has year-round appeal as a destination for a full day visit, short break or longer stay, enhanced by a strong programme of events and links with a varied range of neighbouring attractions.

4. Overview of our five strategic objectives

The strategy is shaped around five strategic objectives or pillars, with a set of actions identified under each. These are:

S01 Create an attractive, multi-faceted yet coherent city centre, which encourages visitors to linger and explore

S02 Improve the quantity, quality and appeal of the city's attractions and facilities, to attract and cater for a year round increase in visitors and spending

S03 Improve access to and within the city and facilitate orientation and exploration

S04 Raise awareness of Lichfield and its individual assets and facilities as a leading heritage and events city in central England

S05 Ensure all stakeholders are engaged and pulling in the same direction and secure support for the delivery of the strategy

4. Project directory

P1 (Deliver year 1)

P2 (Deliver year 2 - 3)

P3 (Deliver year 3 - 7)

S01 Create an attractive, multi-faceted yet coherent city centre, which encourages visitors to linger and explore

- | | | |
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| <ul style="list-style-type: none"> Support city centre business through a robust Allocations of Land doc for city centre. (pg10) Establish a new 'people-place' for Bird Street car park [Feasibility study]. (pg10) Develop new and support existing events in Beacon Park / Minster Pool / Stowe Pool. (pg12) Restore Stowe Pool [HLF bid submission]. (pg12) | <ul style="list-style-type: none"> Provide an attractive new gateway at Friarsgate. (pg11) Lobby/support for re-development of key vacant units. (pg11/17) | <ul style="list-style-type: none"> Enhance the main pedestrian routes and public spaces within the city centre. (pg11) Public toilet improvements. (pg11) |
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S02 Improve the quantity, quality and appeal of the city's attractions and facilities, to attract and cater for a year round increase in visitors and spending

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| <ul style="list-style-type: none"> Strengthen and expand existing events / consider new events. (pg16) Re-position St Mary's in the Market Square as a focal attraction and orientation point in the city. (pg14) Identify potential sites for new hotel accommodation (as part of Allocations of Land Document – S01). (pg17) Support plans for enhancement at local attractions, including enhanced interpretation. (pg14) | <ul style="list-style-type: none"> Interpret the significant layers in the Cathedral story. (pg13) Enhance the cathedral visitor experience. (pg13) Enhance the existing portfolio of local guided and self-guided walks. (pg14) Develop the visual arts and access to them for visitors. (pg16) Provide units for specialist retail. (pg11/17) Review the city centre market. (pg17) Improve the quality and appeal of the catering offer. (pg17) Improve access to the wider heritage of The Close. (pg14) Create a new path on the north side of Minster Pool. (pg15) Develop ancillary facilities in the Close. (pg15) Improve visual /physical linkages between the Close and city centre. (pg15) | <ul style="list-style-type: none"> Use existing buildings for visitor accommodation. (pg17) |
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S03 Improve access to and within the city and facilitate orientation and exploration

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| <ul style="list-style-type: none"> Lobby for non-toll signage from motorways. (pg18) Improved white-on-brown signage/audit of directional signage. (pg18) Review car parking facilities in city. (pg18) Provide new coach parking. (pg18) Improve Lichfield City station. (pg19) Improve Lichfield Trent Valley Station. (pg19) Review city welcome/orientation and pedestrian signage. (pg20) Review city interpretation. (pg20) Review the role of the TIC. (Pg20) Consider pedestrianisation of city centre. (pg19) | <ul style="list-style-type: none"> Lichfield Ambassadors programme. (pg20) | <ul style="list-style-type: none"> Enhance/promote long distance walking trails. (pg18) Enhance and promote cycle routes into city. (pg19) Gateway environmental improvements. (pg19) Lobby for rail / bus services to the National Memorial Arboretum. (pg20) Improve rail services. (pg20) |
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S04 Raise awareness of Lichfield and its individual assets and facilities as a leading heritage and events city in central England

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| <ul style="list-style-type: none"> Undertake market research. (pg21/22) Refine approach to target markets (pg21/22) Develop and articulate brand identity/disseminate brand guidelines. (pg21/22) Create a marketing strategy. (pg21/22) Review and re-orientate print. (pg22) Consolidate and strengthen online presence. (pg22) Deliver comprehensive PR strategy (pg22) Build relationships with rail networks/operators for marketing. (pg23) Work with nearby towns/cities. (pg23) Work with travel trade/group organisers. (pg23) | <ul style="list-style-type: none"> Engage in local, regional and national campaigns. (pg23) Work with major attractions. (pg24) Encourage accommodation-based offers. (pg24) | |
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S05 Ensure all stakeholders are engaged and pulling in the same direction and secure support for the delivery of the strategy

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| <ul style="list-style-type: none"> Formalise role/function of the partnership. (pg24) Sustain and support the work of the district council's tourism team. (pg24) Coordinate the tourism activities of relevant district council departments. (pg24) Strengthen commitment of private sector. (pg24) Secure commitment of LEPs. (pg24) Close collaboration with destination management organisation. (p24) | | |
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First strategic objective

SO1 Create an attractive, multi-faceted yet coherent city centre, which encourages visitors to linger and explore

There is an overall need to sustain a vibrant central core through actions to increase footfall within retail and catering businesses. At the same time, there should be a programme of enhancement and improvement of the city's pedestrian routes and public spaces. The proposed developments at Friarsgate need to be carefully designed to provide an attractive gateway to the city, which does not detract from the historic centre. Equally this strategy suggests that all other city centre developments are designed sensitively with the aim of enhancing the historic city core at their heart.

Fundamentally, however, the strategy underlines the supreme importance of the site currently occupied by Bird Street car park, which has the potential to become a stunning people and event space in the heart of the city with views towards the cathedral, and can serve as a potential 'game changer' for Lichfield.

The cathedral and its Close is the jewel in Lichfield's crown. Much more can be made of this through improving visitor experiences and access to a range of different buildings and sites within and adjacent to the Close and strengthening the visual and physical linkages to the historic commercial centre of the city. This should include making more of the unique opportunity presented by Stowe and Minster Pools and Beacon Park.

In comparison with many cathedral cities, the city centre is small and although it comprises distinct elements, the city should be treated as an integrated whole with an emphasis on how the different elements can be integrated to give the visitor a seamless experience and the city a sense of integration.

The gateways (considered under SO3), the retail/civic core, the historic parks, the festivals and events, and the cathedral close all contribute to the performance of the city as a destination. For simplicity, we consider here how each, in turn, could be enhanced for the benefit of city as a whole.

The conservation and enhancement of the rich diversity of building types in the city centre is also critical. This places an emphasis not only on sensitive development control by the local authorities to maintain the character of a city, but also on gaining support from the private sector to contribute to this aspect of the public realm through the maintenance, enhancement and restoration of shop fronts and other building facades. There are a number of very fine shop fronts in the city but some have undergone significant alteration including the removal of historic features¹.

The quality of the public realm (vistas, hard and soft landscaping, street furniture and its maintenance and interpretation) helps tie the key elements together through visual, thematic and physical linkages. Responsibility for the public realm lies in large part with the public sector but private landowners also have an important part to play in the maintenance of buildings and spaces that are visible to the public.

¹ Lichfield District Council has a design guide for shop fronts within the Lichfield City Conservation Area.

1. Enhance and revitalise the retail/civic core

This area is the focus of most activity, where residents, visitors, students and local business people all mix. The area comprises the historic market square and adjoining roads along with the new shopping centre and civic area including the library and college.

<p>Support city centre business through a robust Allocations of Land document for the city centre</p> <p>P1</p>	<p>Retailing is a key driver for visits to any destination. High street trading is under pressure from internet shopping, out-of-town stores and other factors. It is critical that every effort is made to help support local retail businesses so that they can continue to contribute to the vitality of the city centre. It should also be recognised that the role of the town centre is evolving with a long-term structural shift away from retail dominated provision to services of all types, but especially leisure (e.g. bars, cafés, entertainment) and a continued rationalisation of non-sustainable retail spaces. The role of town centres as ‘social hubs’, as promoted by Mary Portas², not only enhances a town centre shopping visit, but it also translates into added value in terms of time and money spent in the town centre. The Grimsey Review of 2013 stated a need to ‘repopulate town centres as community hubs encompassing more housing, education, arts, entertainment, business/office space, health and leisure.... and some shops’.³</p> <p>The Portas Review points out the need to ‘re-imagine’ high streets as destinations for socialising, culture, health, wellbeing, creativity and learning, not just selling goods. They should be akin to the best modern shopping malls i.e. 21st century urban entertainment centres, bringing together eating out, leisure and culture. The mix in high streets should include shops but could also include housing, offices, sport, social, cultural enterprises and meeting places. The review seeks to breathe economic and community life back into high streets and town centres. ‘I want to see all our high streets bustling with people, services and jobs. They should be vibrant places that people choose to visit. <u>They should be destinations.</u>’ Every town should have a clear vision of where it wants to get to with coordinated planning and management. This should include marketing to those outside the normal catchment area i.e. tourism.</p> <p>In order to help stimulate town centres, a number of specific initiatives have been identified including growing footfall through town centre residential and office development, supporting the evening economy, revived markets, ‘pop-up outlets’ better promotion including events (including a specific website promoting events taking place in the city), environmental improvements, cheaper/free parking, better use of trains for both marketing and transport, using art to draw people through a wider area of the city centre and to raise its profile, better customer care and embracing digital e.g. servicing ‘click and collect’ and interactive notice boards, loyalty schemes, promotions/offers making use of new technology. These ideas need to be reviewed in the context of the emerging Allocations of Land document that will encompass many of the saved policies from the 1998 Local Plan, but also take on board input from this strategy and key city bodies, including the Lichfield BID.</p> <p>This strategy proposes that the strategic response to the saved strategies that will be considered as part of the Allocations of Land document in relation to the city centre is included at Section 5 (Planning context).</p>
<p>Establish a new ‘people-place’ for Bird Street car park</p> <p>P1 [Feasibility study]</p>	<p>Bird Street car park, including adjacent sites⁴, is the prime site in the city centre - both a blot on the cityscape⁵ and an unexploited opportunity. The site offers the opportunity to create a wonderful new people-place and event venue at the heart of the city with iconic views over Minster Pool to the cathedral.</p> <p>This strategy proposes that the current LDC development brief is reviewed and could incorporate residential and employment development of the highest quality with (speciality/niche) retailing and a new open space/event venue. The strategy recognises this may be a long-term project due to the importance of the site for parking and businesses that border the car park, and also the complexity of the site from an access, historic, conservation, design, archaeology, arboricultural and parking replacement standpoint. That said, the strategy recognises that the redevelopment of the site is a potential ‘game-changer’ for Lichfield and could rebalance the city when the new Friarsgate development comes on stream and create a new focal point in the heart of the historic area of the city. A feasibility study and input from key stakeholders, including businesses, city users, and organisations, such as the BID and Civic Society will be required.</p>

² The Portas Review: An independent review into the future of our high streets, Mary Portas, 2011 and subsequent ‘Why our High Streets Still Matter’; A think piece by Mary Portas, 2014

³ <http://www.vanishinghighstreet.com/wp-content/uploads/2013/09/GrimseyReview04.092.pdf>

⁴ LDC’s Market Street land holdings, Minster Hall etc.

⁵ The Conservation Area Appraisal states: ‘This is a site that presently does not positively contribute to the character of conservation area and represents a poor use of land on the edge of the city centre and as such would benefit from an enhancement scheme.’

<p>Provide an attractive new gateway at Friarsgate</p> <p>P2</p>	<p>The current plans for Friarsgate include a cinema, retail A3 food outlets, transport improvements including a new bus station and an enhanced public realm. There is also some concern that the Friarsgate development will tilt the balance of the city to the south. The development of Bird Street carpark would provide a counter-balance. The priority in destination terms is to create an attractive gateway to the city from the bus and rail stations and a building that is of a quality to fit in with the historic core, particularly St John’s and the Old Grammar School. In this capacity, particular attention should be given to the external appearance of any new development, including treatment of facades, planting and other infrastructure, to create a welcoming, enticing gateway. In addition, the views of the Cathedral from the station will be lost when the development takes place, so clear visitor information and directional signage will be needed to promote the heritage end of the city from the development.</p> <p>This strategy proposes that the partnership supports and feeds into the ongoing development of the Friarsgate development, including feeding into discussions on signage, visitor welcome, orientation, interpretation (S03) and station forecourt improvements (S03).</p>
<p>Lobby/support for re-development of key vacant units</p> <p>P2</p>	<p>There are a number of high profile vacant units in the city centre (in particular 4 Bore Street, 25 St John Street, the former What! store, and the old cinema on Tamworth Street) that detract from the overall attractiveness of the city centre. These are difficult issues to tackle and a lack of appropriate maintenance is a problem and detracts from the city centre. There is currently planning approvals in place for the redevelopment of the former Kwiksave and What!</p> <p>This strategy proposes the partnership works to identify premises owners and understand the issues relating to the properties, in order to identify whether any help can be provided to encourage the redevelopment of the sites. This should feed into the retail strategy (S04).</p>
<p>Enhance the main pedestrian routes and public spaces within the city centre</p> <p>P3</p>	<p>The quality of paving throughout the city varies. The repaving scheme centred on the Market Place and surrounding streets has been successful but highlights the fact that some of the adjacent areas of paving now look worn and in need of some improvement. The Conservation Area Plan refers to the inconsistent use of street furniture in the city centre. The quality of lamp posts, bins, benches, bollards, railings and signs varies significantly “and the character of the area would be greatly enhanced by a consistent and high quality style of street furniture being introduced”. Creative use of arts and cultural input to this, could lead to a further tourist attraction being created along the lines of the bollards in Winchester. There are specific identified areas where improvements to the public realm would be beneficial:</p> <ul style="list-style-type: none"> • The pedestrian links from car parks including the route from the University car parks along the south side of the Friary, the links from Bird Street car park to Bird Street and Market Street and the links from Cross Keys to Conduit and Tamworth Streets. • Lichfield City station environs. • Bird Street where the public realm looks out-dated and in need of some improvement. Numbers 2a-2d, part of a 1960’s shopping arcade, and City Arcade between Bore Street and Market Street detract from the character of the area. • Upper St John Street/Birmingham Road, an important gateway for cars/pedestrians, would benefit from a more cohesive public realm and replacement of more tired elements. • The eastern end of Tamworth Street and Greenhill where the public realm is variable. • The Birmingham Road area where the public realm is weak and there are a number of negative landmarks, which will hopefully be replaced by the Friarsgate. The street scene of Wade Street, Castle Dyke and Frog Lane would also benefit from improvement. <p>This strategy recommends that a Public Realm Improvement Plan is created and taken forward as appropriate, however recognises the challenges this will present in terms of funding and deliverability.</p>
<p>Public toilet improvements</p> <p>P3</p>	<p>The current public toilet provision is relatively poor quality, with the exception of the new toilets at the Friary car park, which includes a changing places toilet. The remaining toilets are tired, difficult to keep clean and difficult to access with a young family or buggy. The cleaning regime is also limited.</p> <p>This strategy recommends that as the owners/providers of public toilets, that the district council researches and seizes any opportunities to improve the public toilet provision, even if that means introducing charging mechanism for toilets – such as the self-cleaning toilets in many historic cities across Europe and the UK.</p>

2. Capitalise on the historic park setting

Beacon Park, Minster Pool and Stowe Pool provide an attractive setting for the cathedral and city centre. They are also major attractions in their own right. There is scope to build on the recent HLF funded enhancements.

<p>Develop new and support existing events in Beacon Park / Minster Pool / Stowe Pool</p> <p>P1</p>	<p>Beacon Park is a superb facility and the venue for a number of outdoor events.</p> <p>This strategy recommends the encouragement and support of a greater number of events, with more headline acts that promote Lichfield as ‘place to visit’/destination along with other smaller community events.</p>
<p>Restore Stowe Pool</p> <p>P1 [HLF bid submission]</p>	<p>Stowe Pool it is an essential part of the city’s green lung and offers great potential for activities and fine views of the major landmarks including the Cathedral and the churches of St Mary, St Michael and St Chad. HLF funding proposals are being developed for the park and include:</p> <ul style="list-style-type: none"> • Activity on the water e.g. sailing involving re-use of the boat house. • Infrastructure improvements to the paths, lighting, seating, signage, information, interpretation etc • Provision for events and play. • Enhanced/restored landscaping to frame and block various views and add interest. <p>Other improvements that could be considered in future projects:</p> <ul style="list-style-type: none"> • Resurfacing the informal parking area in front of St Chad’s church • A new gateway link to St Chad’s (well), a terminus of Two Saints Way. • Public art to create interest and support the wider visual arts initiative (see below). • A public art project, perhaps involving South Staffs College, would add value to any funding bid, giving the plan added value in terms of audience development and interpretation. • Innovative use of the boat house – for potential art projects such as an art gallery, with linkages to local colleges/artists. • Consideration should be given as to whether the funds generated through the sale of the Barcaglia Statue⁶ (held by Lichfield District Council) could be invested in this project. <p>This strategy proposes that the partnership supports and feeds into the ongoing development of the Stowe Pool HLF bid and ensures the Cathedral’s own plans are coordinated. Consideration on whether public art should be fed into the plans needs to given.</p>

⁶ Lichfield District Council holds a sum of money made from the sale of statue gifted to the people of Lichfield by Swinfen Broun. The district council has committed to invest this money in public art within the city limits. No project as yet has been identified for the investment of the remainder of the funding. A small amount of the funding was gifted to the Cathedral to help redisplay the St Chad Gospels and Lichfield Angel.

Second strategic objective

SO2 Improve the quantity, quality and appeal of the city's attractions and facilities, to attract and cater for a year round increase in visitors and spending

A range of actions can be taken to interpret the cathedral more creatively to visitors and to provide new ways to explore and enjoy the building. Other heritage attractions in the city centre also have plans to enhance their visitor appeal which should be supported, but a key requirement is to link them more effectively together so that collectively they can have greater impact. The strategy underlines the opportunity to build on the strong arts and cultural activity in Lichfield, including raising the profile of and building on current activities, including a summer of festivals and major events in the theatre, the cathedral and outdoors spaces, that can raise national awareness of the city's historic position as a centre of literature and creative thought.

Provision of public art and actions to support distinctive retailing and catering can help to attract visitors and increase length of stay. Action including marketing current activities nationally should also be taken to encourage the market to develop more overnight accommodation in and around the city centre.

Visitor attractions are now seen as the new 'anchors' for town centres. They help attract additional footfall from beyond the local retail catchment area, as do cultural events. These attraction visitors need to be supported by interesting retailing and eating out options – and encouraged to stay by providing the right accommodation.

The cathedral is the major driver of visitors to the city, the arts scene and St Mary's has an important orientation role to play, but there is a host of other smaller attractions in the city that together contribute to a significant visitor experience. The requirement is to develop them individually and present and promote them together.

1. Improve the visitor experience offered by the cathedral

The cathedral is one of the earliest pilgrimage sites in England. Its collection of glass, artefacts, sculpture, furnishings, historic library and Anglo-Saxon treasures make this an attraction of outstanding importance. It is also a home for many cultural performances featuring music and the visual arts.

<p>Interpret the significant layers in the Cathedral story.</p> <p>P2</p>	<p>This includes the Saxon period, the Medieval (link to St Chad) and the Civil War. New stories, and old stories told in new ways, should be identified and promoted, complementing the wider stories referred to in the Close.</p> <p>These actions are identified in the Cathedral MasterPlan (Appendix 5).</p>
<p>Enhance the cathedral visitor experience</p> <p>P2</p>	<p>A number of specific actions have been identified to enhance the cathedral as an attraction to visitors:</p> <ul style="list-style-type: none"> • Special tours of the library and other treasures. • Refurbishment of the Lady Chapel (to include shrine to St Chad), St Stephens Chapel and St Chad's Head chapel. • Opening the spire, tower and roof spaces to visitors. • Making more use of the cathedral as a concert and exhibition venue, encouraging greater engagement with the wider community. • Improvements to visitor access, flow through, and exit the cathedral. • Better signposting of visitors to the city centre and other attractions. • Better promotion of the cathedral including joint initiatives with local attractions and accommodation. <p>These actions are identified in the Cathedral MasterPlan (Appendix 5).</p>

2. Make more of local attractions

The smaller attractions and heritage features of the city include Erasmus Darwin House, Samuel Johnson Birthplace Museum, The Hospital of St John without the Barrs, the Guildhall and its prison cells, along with the adjoining Donegal House and the 1510 'Tudor of Lichfield' timber-framed house, St Chad's Church, St Michael's Church, the Wedge Gallery, the Friary remains, the Clock Tower, the local Records Office⁷ and other archives⁸, individual buildings in the city and their related stories.

There are additional 'gems' within the cathedral including the glass, the library, the Staffs Hoard and Gospel Book. St Mary's in the Market Square is a key site, a natural portal to the city, a complement to the cathedral and an important heritage attraction in its own right.

<p>Re-position St Mary's in the Market Square as a focal attraction and orientation point in the city</p> <p>P1</p>	<p>A partnership approach to the future of the building is required. This could include a variety of uses, but should seek to retain a revived museum/visitor centre that provides an over-arching introduction to the social history of the city and its heritage (drawing on its photo archive and possible access point to local records) along with relevant information for visitors. St Mary's should also be used as the focal point for local guides and other visitor welcome and orientation activity (See SO3). These functions will need to be supported by some form of letting to enable the building to achieve financial sustainability.</p> <p>This strategy proposes that the partnership supports plans to redevelop St Mary's in the Market Square and feeds in as appropriate to emerging plans.</p>
<p>Support plans for enhancement at local attractions, including enhanced interpretation</p> <p>P2</p>	<p>Individually, the small attractions in and around the city need to constantly review the nature and quality of the experience they offer. This includes the current plans for enhancement at Samuel Johnson Birthplace Museum and at Erasmus Darwin House, as well as enhancements at St Johns Hospital.</p> <p>This strategy proposes that the partnership supports plans to enhance local attractions and feeds in as appropriate to emerging plans. Equally it proposes that cross marketing and joint promotions should be delivered in line with a new marketing strategy (SO4) and signage strategy (SO3) to supports smaller attractions.</p>
<p>Enhance the existing portfolio of local guided and self-guided walks.</p> <p>P2</p>	<p>Access to the wide array of heritage 'gems' – often not obvious to the visitor - needs to be made as easy as possible. (Green Badge) guided tours are ideal but this is not possible for all so enhancing existing, developing new and promoting self-guided routes/trails within and around the city is critical⁹.</p> <p>This strategy proposes that members of the partnership create a working group to focus on walks/tours and propose enhancements/improvements, including considering theatrical guided tours.</p>

3. Develop and integrate the Cathedral Close experience

The Cathedral Close is the jewel of Lichfield and the city is the crown in which it is set. It is the most historically important area in the city. The cathedral is considered as an individual attraction below while here we identify a number of priority actions for the enhancement of The Close as a visitor destination.

<p>Improve access to the wider heritage of The Close</p> <p>P2</p>	<p>This includes 'Discovery Routes' around the Close, reviewing ways to open up the school buildings and grounds to visitors (Bishops Palace, the Moat, North Tower, Medieval Barn and the associated Chapel are key assets), especially during school holidays. It also includes closer working with Erasmus Darwin's House and improved access to Vicar's Close, with signing and entrances to them from the main Cathedral Close made considerably more appealing and visible.</p> <p>These actions are identified in the Cathedral MasterPlan (Appendix 5).</p>
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⁷ The County Council is currently seeking to 'bring together archive service collections from Lichfield and Stafford together with the William Salt Library onto one site, to enable the Service to transform the way it operates'. There is some concern about the future of Lichfield Record Office and around keeping local (physical) access.

⁸ For example, those related to the Staffs Hoard and stories such as the Conduit Lands Trust.

⁹ Walks around the city include the Darwin Walk around the city and the Dean de Witney Walk between St Editha's Church in Tamworth and Lichfield cathedral.

<p>Create a new path on the north side of Minster Pool</p> <p>P2</p>	<p>This could be a significant attraction, creating new views and offering an attractive alternative approach from Dam Street to the west façade of the cathedral. The strategy does however recognise that there are significant conservation and arboricultural issues to be overcome to drive this project forward and a feasibility study would be required.</p> <p>This is identified as an action in the Cathedral MasterPlan (Appendix 5).</p>
<p>Develop ancillary facilities in the Close</p> <p>P2</p>	<p>A new café, retail and craft workspaces, visitor/education centre¹⁰, more events, holiday accommodation (and other commercial premises) will increase activity, encourage more visitors and help viability.</p> <p>These actions are identified in the Cathedral MasterPlan (Appendix 5).</p>
<p>Improve visual and physical linkages between the Close and city centre</p> <p>P2</p>	<p>This includes the local public realm within The Close and better links to the town centre and Stowe Pool, notably the enhancement of the Dam Street link and the setting of Prince Rupert's Mount. Better integration of The Close into the wider realm of the City may require some landscape works. This could include the implementation of a linking footpath along the Northern bank of Minster Pool and various other interpretation and access works. These proposed works would be subject to detailed conservation and arboricultural input. Further development of the sculpture trail could be used to lead people around the city, taking in and explaining the various heritage and cultural sites along the way. This strategy also suggests creating a new feature in Minster Pool – such as a fountain – would increase the appeal of the area.</p> <p>In addition to the improvements that may be delivered as part of the Cathedral Master Plan and Stowe Pool HLF Bid, this strategy recommends that a Public Realm Improvement Plan is created and taken forward as appropriate, however recognises the challenges this will present in terms of funding and deliverability.</p>

3. Make more of cultural activity in the city

Lichfield is a 'cultural city' with a strong tradition of involvement in, and presentation of, the arts. It is particularly strong in the performing arts and music in particular.

The visual arts have strong local roots but are less accessible by visitors. Cultural activity makes a significant contribution to the local economy as identified in the impact studies undertaken by the Garrick Theatre and others. Given the local resources, the strong local market and the regional aspiration in the VES for showcase events, more could be made of cultural activity in the city.

This will require ongoing and additional support for cultural activities and venues based on an appreciation of the role of the arts in local community life and its potential to draw in visitors and the added economic value. It will also require greater collaboration amongst local arts stakeholders who admit that cooperation has been poor in the past. This is already happening and the arts organisations are working together to improve the cultural offer and to drive forward changes which deliver the aims inherent in this document.

There is scope for further collaboration particularly on market research and joint marketing (including PR, social media and print production), particularly in terms of an integrated website listing all events in the city and helping to develop the smaller promoters as well as raising the city's wider profile and possibly on more flexible sharing of resources (venues, physical infrastructure) and service requirements (security, insurance etc.)

¹⁰ Possible links to St Mary's in the Market Place

<p>Strengthen and expand existing events / consider new events</p> <p>P1</p>	<p>Lichfield, given its cultural resources, should aspire to be a ‘City of Festivals’. This would involve, primarily, the enhancement of existing cultural and heritage events, building on success and local distinctiveness to grow the audiences and encourage longer stays. Support should be linked to careful monitoring of impact.</p> <p>The priority given in the Greater Birmingham Visitor Economy Strategy to the establishment of new signature festivals and events also offers a particular opportunity for Lichfield. Consideration should be given to the creation of a new event(s) that help develop the brand, perhaps building on the unique position of Lichfield in literary and philosophical spheres. However, care must be taken to ensure that the current rich and diverse festival offer is not diminished by an ill-considered addition to the programme. Best practice would indicate that the wealth of experience and knowledge of existing arts organisations should be used to build the offer organically.</p> <p>Through existing partners, the Lichfield Book Prize could be revived and developed on a national scale. Similarly, a new Lunar Society event could include a series of debates on major issues¹¹. More popular events might involve Anglo-Saxon or Civil War themes.</p> <p>This strategy recommends that an Events Strategy is created that sets out the benefits and opportunities of existing events, along with the necessary resources.</p>
<p>Develop the visual arts and access to them for visitors</p> <p>P2</p>	<p>There is a local tradition in the visual arts based on community activity, college activities and some interesting sculptures around the town. The lack of good quality exhibition space is a drawback but there are opportunities, short and long-term that need to be considered:</p> <ul style="list-style-type: none"> • Use of vacant shops for ‘pop-up’ exhibitions i.e. supporting local arts/outreach projects. • Creation of an external exhibition space within the parks. • New gallery space in the city centre e.g. in St Mary’s or within one of the retail development plans¹². • Investing funds generated through the sale of the Barcaglia Statue¹³ (held by Lichfield District Council) in community led artworks. <p>This strategy recommends that all partners consider visual arts as part of any development plans, and that the use of the Barcaglia money is looked at in line with the aims of this strategy. Equally it recommends that new developments should be encouraged, through the planning process to incorporate elements of public/visual art into their schemes. It also proposes that marketing and promotions of visual arts should be delivered in line with a new marketing strategy (S04) and signage strategy (S03) to supports smaller attractions.</p>

4. Support distinctive retailing and catering

Lichfield does not have the range or scale of branded chains to attract those visitors seeking a wide range of comparison shops in a new location although visitors may visit local shops as an ancillary activity e.g. they may wander around the Three Spires Centre after a visit to the cathedral. It is unlikely that, even with the Friarsgate development, Lichfield will be able to compete as a destination for a purely retail visitor market.

However, there is a second tourism retail market. Domestic (and international) visitors are looking for something special or looking to browse around a range of interesting (usually independent), niche quality shops. Typically these shops will include galleries, antiques, boutique fashion, kitchenware, craft outlets/makers, local souvenirs, gifts, local food outlets/makers and special interests/hobby shops.

Lichfield is an attractive cathedral/heritage city with an affluent catchment area from which both a flow of customers and potential niche retailers can be drawn. The city boasts a relatively high proportion of independent shops, including many of interest to visitors, but these niche shops are dispersed amongst the myriad of other outlets. The profile of these shops is therefore not high and Lichfield does not have a reputation as a specialist shopping destination. Lichfield does however have a relatively strong eating out offer focused in Bird Street. This needs to be better promoted, along with the specialist retail offer.

¹¹ See the ‘Do lectures’; <http://www.theguardian.com/society/2010/sep/21/do-lectures-festival-that-inspires>; <http://www.thedolectures.com/>

¹² The economic impact of art galleries has been identified in recent research; <http://www.tate.org.uk/download/file/fid/45299>

¹³ Lichfield District Council holds a sum of money made from the sale of statue gifted to the people of Lichfield by Swinfen Broun. The district council has committed to invest this money in public art within the city limits. No project as yet has been identified for the investment of the remainder of the funding. A small amount of the funding was gifted to the Cathedral to help redisplay the St Chad Gospels and Lichfield Angel.

<p>Provide units for specialist retail businesses</p> <p>P2</p>	<p>On the demand side, the priority for speciality retailing is to increase footfall amongst visitors and residents while on the supply side the priority should be to encourage the provision and letting of retail units for specialist retail businesses. This will involve creative landlord management and appropriate incentives. This relates in particular to the Bird Street development opportunity but other sites could be considered, working with existing landlords.</p> <p>This strategy recommends that a Retail Strategy for the historic part of the city is developed and implemented. This needs to be led by the BID and involve Three Spires and Friarsgate for maximum impact. Equally this strategy proposes that the Lichfield BID works closely with its member landlords to bring any vacant units back into appropriate use (cross reference S01).</p>
<p>Review the city centre market</p> <p>P2</p>	<p>The existing market could be more attractive. The stalls, layout and impact on St Mary's should be reviewed. This might include the possibility of a Sunday and/or specialist markets.</p> <p>This strategy recommends that a review of the market is led by Lichfield City Council and acknowledges Lichfield BID's ambition to help boost the look and feel of the markets within its BID business plan.</p>
<p>Improve the quality and appeal of the city catering offer</p> <p>P2</p>	<p>New high quality operators have to come from the private sector, but it is important to provide an environment that encourages people to invest and raise standards; an attractive, safe city centre recognised, for example, as a Purple Flag destination can be helpful at a general level while awards and other events that promote quality and local distinctiveness can also encourage food outlets to provide the right kind of service.</p> <p>This strategy recommends that the BID works closely with the district council's environmental health team to deliver initiatives that boost the quality of catering on offer and drive up food standards (target four stars or above) across the city, to both increase business attractiveness and business longevity.</p>

5. Increasing the range and capacity of visitor accommodation

Lichfield has a limited range of visitor accommodation, which is performing well. Subject to more detailed research, there is potential for more serviced accommodation in the city centre. Additional out-of-town accommodation may also benefit the city by attracting more visitors but the impact will be less.

<p>Identify potential sites for new hotel accommodation</p> <p>P1</p>	<p>Lichfield District Council is currently identifying land allocations for the city centre as part of the planning process. This strategy recommends that hotels/guest accommodation should be encouraged as part of any new mixed-use developments within the city. Other opportunities for conversion or new build should be identified and encouraged.</p> <p>This strategy recommends that the need for more hotel bedrooms is market tested and fed into the Allocations of Land document created for the city centre.</p>
<p>Use existing buildings for visitor accommodation</p> <p>P3</p>	<p>Those wishing to use existing buildings for ancillary B&B should be encouraged to do so through supportive policy and business support.</p> <p>This strategy recommends that the need for more hotel bedrooms is market tested and fed into the Allocations of Land document created for the city centre.</p>

Third strategic objective

S03 Improve access to and within the city and facilitate orientation and exploration

While Lichfield's central location is a strength, accessibility could be improved. Various short and longer term actions are proposed to facilitate access to the city, including improvements to signposting, gateway environments, car and coach parking and cycling and walking routes. The visitor experience at the two railway station needs particular attention. Visitor information within the city centre should be tackled in an integrated way, with a strategic review of the future role of the tourist information centre, provision of new orientation panels, renewed pedestrian signposting and the potential to build on art-based trails (such as the existing sculpture trail, or the Winchester style development of street furniture) to encourage tourists to explore widely. The use of frontline personnel to welcome and orientate visitors should also be considered.

1. Improve access to and within the city by road and other routes

Access into the city by road is generally good but first impressions are important and there are a number of issues to address and opportunities to pursue:

<p>Lobby for non-toll signage from the M6 down the A446</p> <p>P1</p>	<p>Signage (and the AA Route Planner) direct visitors from the south to take the M6 Toll road to Lichfield. This effectively 'taxes' visitors to Lichfield. It is vital that partners come together to campaign for the adequate signage of the non-toll route from the motorway. Equally approaches to sat nav companies should be made to encourage them to promote the A446 route.</p> <p>This strategy recommends that the partnership kick off heavy weight lobbying to help campaign for change to the signage.</p>
<p>Improved white-on-brown signage / Audit for directional signage</p> <p>P1</p>	<p>White-on-brown signage into the city is underwhelming. It does not highlight the full breadth of the attractions on offer to the visitor and does not draw curious visitors in to have a look, or encourage them to come back.</p> <p>This strategy recommends a full Review of White-on-Brown Signage into the city, with the ambition to increase the size and information on the signage to better promote the attractions on offer – including Johnson Birthplace Museum, Erasmus Darwin House, Lichfield Cathedral and the city parks. Equally a review of directional signage should be carried out, with the ambition to remove unnecessary clutter at key gateways.</p>
<p>Review car parking facilities in city</p> <p>P1</p>	<p>Lichfield District Council is preparing a car parking strategy for the city. Generally, parking is adequate¹⁴, well positioned, safe and attractive, but from a visitor's point of view, consideration should be given to signage, variable messaging, easier payment methods, payment on departure and information boards, including a map of the city in each car park.</p> <p>This strategy recommends that partners feed into the City Centre Parking Strategy which is currently under development.</p>
<p>Provide new coach parking in the city</p> <p>P1</p>	<p>Lichfield District Council is currently reviewing the replacement of coach parking bays that will be lost in the Friarsgate redevelopment, with the ambition of delivering 9 coach parking bays in a centrally located position, with easy access to hotels, the cathedral and the city.</p> <p>This strategy recommends that partners collaborate to help deliver adequate coach parking in the city and acknowledges that site currently identified for its replacement (University car park) is an ideally located central site.</p>
<p>Enhance/promote long distance walking trails</p> <p>P3</p>	<p>Both the Heart of England Way and Two Saints Way pass through Lichfield¹⁵.</p> <p>This strategy recommends that walking trails are promoted at every given opportunity within marketing materials in line with the strategy (S03) and any opportunities to improve the routes is exploited.</p>

¹⁴ Spare capacity has been identified from usage figures analysed by LDC.

¹⁵ Two Saints Way (<http://twosaintsway.org.uk/>) and Heart of England Way (<http://heartofenglandway.org/>)

<p>Consider part / revised pedestrianisation of the city centre</p> <p>P1</p>	<p>The city centre is currently used by a plethora of drivers, including disabled drivers, which detracts from the experience of travelling through the city, particularly the Market Square. An option to part pedestrianise the city, whilst still allowing for delivery, residential and disabled parking, has been considered in the past.</p> <p>This strategy recommends that this proposal is reconsidered.</p>
<p>Enhance and promote cycle routes into city</p> <p>P3</p>	<p>Every opportunity should be taken to enhance cycling routes into the city from Tamworth and the Birmingham area along with cycle parking facilities, including in new developments.</p> <p>This strategy recommends that walking trails are promoted at every given opportunity within marketing materials in line with the strategy (S03) and any opportunities to improve the routes is exploited.</p>
<p>Environmental improvements at gateways</p> <p>P3</p>	<p>Generally, road entry routes are attractive but selective improvements are needed e.g. new 'Welcome' signs, landscaping Wall Island and re-decoration of railway bridge over Upper St John Street. Opportunities for landscaping/other public realm works on access routes should be taken.</p> <p>This strategy recommends that a Public Realm Improvement Plan (S01) is created to confirm where environmental improvements are needed. Staffordshire County Council has confirmed it would welcome applications by partners/landowners for licences to improve gateways (planting/sculpture etc), but funding would need to be sought through other means.</p> <p>The Lichfield's BIDs stated ambition to install gateways signs is recognised as a positive within this strategy. This strategy also recommends that the partnership begin heavy weight lobbying to Network Rail for the painting of the St John's Street railway bridge.</p>

2. Improve access to the city by rail

Access by rail is also generally good but there is a need to improve the visitor experience and to develop additional services. Neither stations offer welcoming gateways into the city presently.

<p>Improve Lichfield City station</p> <p>P1</p>	<p>Lichfield City station is a potentially attractive building and important arrival point, but requires significant improvement if it is to offer a pleasing welcome to the city. The public areas both within and outside the station are tired, maintenance is patchy and areas of the station are unsightly/unclean. Whilst there is a small shop offering a variety of refreshments, the facilities are a far cry from the modern facilities offered by new smaller stations in other leading heritage cities.</p> <p>This strategy recommends closer working with Network Rail, London Midland (or its successor) and the Lichfield Rail Promotion Group to lobby for and drive forward station improvements. Opportunities to improve the station forecourt/linkages to the city through the Friarsgate development should also be explored.</p>
<p>Improve Lichfield Trent Valley Station and services</p> <p>P1</p>	<p>Similarly, Lichfield Trent Valley station has an unattractive approach, limited parking and the linking of the two lines is poor in physical and information terms – a disabled lift is desperately needed to take visitors between the three lines, which is now programmed. Facilities at the station are poor. A new prefabricated booking hall with waiting area and toilets (but no catering) was constructed on the northbound platform a few years ago, but is often closed when trains are running. Passenger waiting facilities on the southbound platform are minimal. There also needs to be clearer information on how to access the city centre from Lichfield Trent Valley (by train, taxi and foot) and potentially bus laybys/shelters to serve people transferring to the city by bus.</p> <p>This strategy recommends closer working with Network Rail, London Midland (or its successor) and the Lichfield Rail Promotion Group to lobby for and drive forward station improvements.</p>

<p>Lobby for rail / bus services to the National Memorial Arboretum</p> <p>P3</p>	<p>The opening of passenger services on the Burton-Lichfield line would provide an important link to Nottingham, Sheffield, Leeds, York and the North East¹⁶. Equally it would open up non-car/coach arrivals to the National Memorial Arboretum, which is currently difficult to reach by public transport and those arriving on buses have to either cross a busy dual carriage way, or walk down the side of a dual carriage way. A taxi to the National Memorial Arboretum costs in excess of £12 one-way. When you consider the site is of national importance, it is shocking that it is practically impossible to reach it unless you travel by car or coach.</p> <p>This strategy recommends closer working with the NMA, Network Rail, London Midland (or its successor) and the Lichfield Rail Promotion Group to lobby for and drive forward better access to the NMA. Equally the strategy recommends lobbying Arriva (bus company) to encourage the reintroduction of regular bus services to the NMA.</p>
<p>Improve rail services</p> <p>P3</p>	<p>Rail services are generally good but there is scope to improve the frequency of stopping trains at Lichfield Trent Valley, particularly at weekends. Equally the partnership should explore the possibility to extend schemes, such as the Centro card to Lichfield. There is an aspiration for the reinstatement of the line from Lichfield to Walsall, but this requires renewal and reinstatement of track and is recognised as a long-term ambition.</p> <p>This strategy recommends closer working with Network Rail, London Midland (or its successor) and the Lichfield Rail Promotion Group to explore these opportunities.</p>

3. Improve visitor orientation and information in the city

A key requirement of this strategy is to improve circulation and linkages within the city centre. Visitors arriving in Lichfield must be encouraged and helped to explore the different parts of the city centre, including the range of heritage sites and other point of interest. While visitor orientation and information infrastructure and services exist, they are partly out-dated and need to be reviewed and where necessary improved and replaced.

<p>Review city welcome/ orientation and pedestrian signage</p> <p>P1</p>	<p>There is a mix of pedestrian welcome and directional signage – ranging from finger post signage, through to out-dated tourist information points and heritage boards in the parks. There are various places where the signing is unclear or there is poor continuity. The mix of signage has evolved over time and is not as effective as it should be. Equally visitor welcome is missing at key sites, such as some car parks and the station. Creative and artistic ways to deliver this should be considered.</p> <p>This strategy recommends a review of existing signage / strategy for enhancing, replacing and improving signage is developed, that feeds into and influences signage in the new Friarsgate development. The signage developed needs to show the immediate area, current location and linkages to key locations – cathedral, parks, heritage sites - integrated with pedestrian signing.</p>
<p>Review city interpretation</p> <p>P1</p>	<p>Interpretation across the city has grown organically overtime and needs to be reviewed to ensure it takes on board plans of the cathedral and other heritage attractions in the city, including the Samuel Johnson Birthplace Museum, the parks and Erasmus Darwin House. The important role of the cathedral and St Mary's as gateway/orientation points needs to be reflected, as well as a review of the wooden interpretation panels/trail for self-guided visitors and the very important role of Green Badge Guides. Creative and artistic ways to deliver this should be considered.</p> <p>This strategy recommends a review of existing interpretation signage takes place and a strategy for enhancing, replacing and improving interpretation is developed, that also feeds into and influences interpretation in the new Friarsgate development.</p>
<p>Review the role of the TIC</p> <p>P1</p>	<p>The tourist information centre is centrally located and levels of enquiries are relatively high. However, it takes up a significant part of Lichfield District Council's tourism budget.</p> <p>This strategy recommends a critical review of the TIC performance and operation is carried out that assesses the value it delivers and compares its provision with other orientation/ information options, leading to a decision its future role, priorities and targets. Above all the visibility of the TIC externally and the projection of the Lichfield brand internally, within the TIC, needs improving.</p>
<p>Ambassadors programme</p> <p>P2</p>	<p>This strategy recommends the creation of a Lichfield Ambassadors programme, which could include partnership with the BID to improve the welcome in retail outlets, through to close working with main venues and tourism businesses, including transport operators. It could incorporate a specific 'meet and greet' service for coach groups.</p>

¹⁶ A new station could be added to this line at Alrewas for the National Memorial Arboretum with additional parking.

Fourth strategic objective

SO4 Raise awareness of Lichfield and its individual assets and facilities as a leading heritage and events city in central England

Lichfield District Council has been actively involved in the promotion of the city for many years with some significant successes, including the annual visitor guide, bi-annual What's On events guide, as well as the current online and social media presence. That said current budget constraints preclude a significantly expanded marketing programme. In addition, there is a need to take a more strategic approach to marketing, backed by relevant market research, and to concentrate on identifying and articulating a strong Lichfield brand as a basis for strengthening and promoting the visitor experience. This strategy recommends the brand should be built around the following core values:

- An historical and cultural focus and beacon for the north Midlands.
- An iconic, three-spired cathedral in an exceptional setting.
- An intriguing history and heritage to discover and explore.
- An accessible, intimate, green city centre, with beautiful accessible parkland and waterways.
- Speciality/niche independent retailing.
- Distinctive shopping and eating opportunities.
- Ease of access.

The brand values and strengths should form the basis for prioritising product development and marketing activity in the future. The market positioning is based on the analysis of current performance and trends and on the existing and enhanced strengths of Lichfield as reflected in the vision. There is also significant opportunity to work more actively with accommodation providers, the travel trade, local arts organisations, neighbouring destinations and, especially, the large visitor attractions outside the city, on joint marketing campaigns. There is also a need to tie up all activity with that of the Lichfield BID, which has a key ambition to boost marketing within the city centre.

1. Review the city's marketing strategy

There has been a tendency to concentrate more on tactics than on strategy in the marketing of Lichfield. This should be addressed through the preparation of a short marketing strategy for the next five years, based on improved evidence and targeting.

<p>Undertake market research</p> <p>P1</p>	<p>Up to date information is required on current visitors to Lichfield, including their origin, profile, purpose/motivation, places visited and levels of satisfaction.</p> <p>This strategy recommends that a carefully designed visitor survey is produced, supported by systematic feedback from tourism businesses. In addition, non-visitor research should be undertaken to assess awareness and reaction to Lichfield, possibly in conjunction with other destinations in the region.</p>
<p>Refine approach to target markets</p> <p>P1</p>	<p>This strategy has identified a set of primary and secondary target markets.</p> <p>This strategy recommends these segments are further refined, as part of the development of a marketing strategy (see overleaf) leading to the identification of relevant products, messages and tactical approaches for each.</p>

2. Project a stronger Lichfield brand

The relative lack of awareness of Lichfield underlines the importance of simplifying and clarifying the Lichfield brand. Coordination is needed to ensure that all tourism stakeholders are reinforcing common brand messages in their own promotional activity.

<p>Develop and articulate brand identity</p> <p>P1</p>	<p>This strategy recommends that branding specialists are appointed to build on the initial identification of brand values set out above and in work delivered to date. The work should lead to the identification and articulation of a set of stories and key messages, including relevant images and associated graphic treatments.</p>
<p>Disseminate brand guidelines</p> <p>P1</p>	<p>The above action will lead to the development of brand guidelines for tourism stakeholders to follow.</p> <p>This strategy recommend the brand guidelines are launched and actively promoted through a set of events, workshops and other communications.</p>

3. Strengthen communication material and processes

Key communication activity for Lichfield as a destination should be maintained and strengthened.

<p>Create a marketing strategy</p> <p>P1</p>	<p>A wide variety of marketing takes place across the city and this is only set to increase with the advent of the Business Improvement District, which has included marketing as a key objective.</p> <p>This strategy recommends that a marketing strategy that takes account of the work currently underway, the new target markets and the branding work, is developed to help shape future marketing activity, including print (see below) and website (see below).</p>
<p>Review and re-orientate print</p> <p>P1</p>	<p>This strategy recommends that the current suite of promotional print, including the Visit Lichfield Guide, What's On and other material, should be reviewed to establish more clearly the response that it generates and its relevance to the identified target markets (as part of the Marketing Strategy – see above).</p> <p>Consideration should be given to new or alternative print as necessary, which could include a shorter mini-guide aimed more directly at the regional and day visitor market, to promote more awareness of what the city has to offer. The groups promotional material also needs to be reviewed in line with the JAMWIG marketing group.</p>
<p>Consolidate and strengthen online presence</p> <p>P1</p>	<p>www.visitlichfield.co.uk attracts over 12,000 visitors a month and is reasonably successful. It has a strong events engine, which is unusual for a city this size and allows any event organiser to add events for free. That said, its design fails to project the sense of a leading heritage city and it is currently not responsive. In future it should convey the essence of the brand, as developed above and be easy to use on mobile devices. The BID led destination website (www.inspiringlichfield.co.uk) is unnecessary. The requirements of a strong web presence for the city centre and for its retailers and other businesses could be achieved through well designed, high quality web pages within www.visitlichfield.co.uk. This can be linked with current news, offers, events and other active content, which requires constant management, supported by various actions to drive business to the site.</p> <p>This strategy recommends ongoing maintenance and the enhancement of the Visit Lichfield website, subject to agreement in the Marketing Strategy (see above).</p>
<p>Develop and deliver comprehensive PR strategy</p> <p>P1</p>	<p>Centralised PR is not currently delivered at a low level, with approximately 12 press releases issued each year to mainly local audiences.</p> <p>This strategy recommends a this activity is stepped up and a target of 2 releases should be issued per month and should also be targeted at national and international media. Equally PR linkages with Visit England. Enjoy Staffordshire and Marketing Birmingham should continue to be exploited for maximum benefit (see overleaf).</p>

<p>Build relationships with rail networks / operators for marketing</p> <p>P1</p>	<p>Some good work has taken place recently promoting the Lichfield offer through London Midland.</p> <p>This strategy recommends that this marketing approach is built on and the strategy should consider building profile in populations with easy communications (eg at the end of train lines) through visual means (eg adverts on the tube, or London train hubs) attracts a younger, more dynamic visitor, with disposable income and an internet dependent knowledge base. The 'Last-minute.com' visitor may be a considerable asset to the town's tourist economy.</p>
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4. Develop joint promotions and offers

More opportunities should be pursued to promote visits to Lichfield as part of offers and packages developed with a range of partners.

<p>Work with nearby towns/cities</p> <p>P1</p>	<p>This strategy recommends that the opportunity to work closely with nearby towns, including Tamworth to promote the wider offer is exploited to the full.</p> <p>Tamworth offers a range of leisure facilities that don't exist in Lichfield (snowdome, cinema, bowling, additional hotels) and so complements the city's offer and expands its attractiveness to a wider/younger/short-break audience. Equally the National Forest and Cannock Chase offer the ability to extend and enhance Lichfield's offer from a visitor perspective.</p>
<p>Work with the travel trade and group organisers</p> <p>P1</p>	<p>This strategy recommends the continuation of existing work with a range of partners to strengthen the groups market/awareness through the JAMWIG partnership.</p> <p>This should include promotion through relevant media and events and the hosting of familiarisation visits in line with the new JAMWIG Strategy.</p>
<p>Work with major attractions</p> <p>P2</p>	<p>This strategy recommends that Drayton Manor, the NMA and other sizeable neighbouring attractions should be encouraged to promote Lichfield as a destination, aimed especially at people taking second and subsequent visits to these attractions from within and especially outside the region.</p> <p>This should include dedicated information, backed by incentive offers, for promotion by the attractions on their websites, at their venues and through joint campaigns.</p>
<p>Encourage accommodation-based offers</p> <p>P2</p>	<p>This strategy recommends that hotels and other accommodation in and around Lichfield are encouraged to promote more short breaks in the city, with the provision of information, offers and packages.</p> <p>This should include group travel packages – both daytime and overnight. This work is underway with the JAMWIG marketing group.</p>
<p>Engage in local, regional and national campaigns</p> <p>P2</p>	<p>Due to limited budgets, there has been a tendency for Lichfield to be relatively isolated in its marketing activity.</p> <p>This strategy recommends that, as a small destination with limited resources, it is important that Lichfield works with others.</p> <p>This includes clarifying its relationship with Destination Staffordshire and Marketing Birmingham, which are better placed to engage with and influence national and international marketing initiatives. The approach should be to secure a presence for the Lichfield brand within selected regional and national campaigns. In particular, opportunities should be taken to raise the profile of Lichfield as an important heritage destination, through participation in relevant themed promotions in the broad area of cultural and heritage tourism. This should include ongoing promotion of the Staffordshire Hoard, which provides opportunities to raise awareness of Lichfield and its ancient history in national and international markets.</p>

Fifth strategic objective

S05 Ensure all stakeholders are engaged and pulling in the same direction and secure support for the delivery of the strategy

A number of actions must be taken to coordinate the implementation of the strategy and win support for it. This includes formalising the role of the Lichfield City Centre Development Partnership, strengthening commitment from the private sector, supporting the district council's tourism team and coordinating action by other departments. It will also be necessary to garner the support of external bodies, including the two Local Enterprise Partnerships (LEPs) and key local partnerships including the Lichfield Arts, Culture & Heritage Partnership.

It will be important to ensure that the right organisations and structures are in place to help implement this strategy. It will require commitment from a range of stakeholders, buy-in to the strategy itself and a pro-active approach to disseminating the report and implementation. Action is required on two levels:

1. Establish coordination structures

Within the city, there is a range of stakeholders that need to work together effectively. Structures and communication processes need to be established and maintained.

<p>Formalise the role and function of the partnership</p> <p>P1</p>	<p>The partnership has commissioned this strategy. Although it has no resources or authority as a group to implement action, it has a potentially very valuable role as an independent, multi-interest, coordinating group. It needs to seek buy-in from all partners and take overall responsibility for agreeing, sustaining and monitoring action. This needs to include an agreed constitution for the group, a review of membership, roles and relevant processes e.g. meetings etc.</p>
<p>Sustain and support the work of the district council's tourism team</p> <p>P1</p>	<p>Many of the identified actions require coordination by the tourism team. It is crucial that the team has the resources and responsibility to deliver these actions and to support the partnership and internal working group.</p>
<p>Coordinate the tourism activities of relevant district council departments</p> <p>P1</p>	<p>Besides the formal tourism team, the district council comprises a large number of other departments, the activities of which involve or have a bearing on the tourism sector e.g. planning, traffic, parking, arts development, leisure services, toilet provision and street cleaning. Inter-departmental collaboration is critical to the implementation of the strategy. This strategy proposes that the relevant departments form an internal working group that monitors the council's contribution to the strategy and has a formal seat on the partnership. This is particularly necessary in vital service areas such as street cleansing and public toilets, where possible budget cuts could have an impact on service levels, and where the impact of this needs to be closely monitored and assessed. Equally any growth in visitor numbers could require additional/increased level of basic yet vital services (street cleansing/toilet cleansing/grounds maintenance/litter collection) and this needs to be factored in. It further recommends that the council's tourism team act as the secretariat for the working group and partnership.</p>
<p>Strengthen the commitment of the private sector</p> <p>P3</p>	<p>Many of the actions are dependent on the private sector and it is equally important that the private sector understands what the strategy seeks to deliver. The partnership includes the local Chamber, BID and LDTA as 'supporting stakeholders' and it is important they are closely engaged. Each private sector group should seek formal buy-in and support from their members.</p>

2. Secure support from external partners

It will also be important for the Partnership to engage with the range of external parties, which can support the implementation of the strategy.

<p>Secure commitment of the LEPs to the strategy</p> <p>P1</p>	<p>There are opportunities for external funding and collaborative work on certain action points in the strategy, particularly those with a direct economic development objective.</p>
<p>Close collaboration with destination management organisations</p> <p>P1</p>	<p>Both the Staffordshire and Birmingham area visitor economy strategies highlight potential opportunities relevant to Lichfield. These need to be actively explored for mutual advantage.</p>

6. Target markets

It is proposed that the strategy for strengthening the visitor economy in Lichfield city centre should be shaped around the following six target markets:

Local residents and workers

A key priority is to encourage repeat visits from local residents and workers and to build a feeling of community loyalty/spirit. Marketing activities targeted directly at residents/workers (for example heritage passes or special offers) need to be investigated to ensure this 'captive' market chooses Lichfield time and time again for social, shopping and cultural purposes. Ensuring the city remains attractive to professional services businesses is also vital, as city workers provide a life-blood for local businesses during out of season and non-busy periods. This should also be extended to residents at Whittington Barracks, who are a captive audience and are looking for leisure and shopping opportunities.

	All residents	All households	All dwellings
Chadsmead	3,780	1,542	1,580
Curborough	5,037	2,083	2,140
Leomansley	6,948	3,067	3,236
Stowe	4,976	2,326	2,495
St Johns	6,409	2,651	2,746
Total	27,150	11,669	12,197

Day visitors – local/regional within 1.5 hours drive time

A key priority is to generate more and longer visits (growing from a half to a full day) leading to increased spend per head. A primary focus should be the immediate southern Staffordshire area and the north Midlands as a whole (in which Lichfield stands out as an attractive heritage city), together with the wider Birmingham area. The approach should be to increase awareness and delivery of an integrated 'heritage' related offer based on ambience, cultural heritage, catering, retailing and events. School trips should also be considered a key day visitor market.

Short breaks, related to heritage, attractions and events

Primarily from the Midlands, London, South East and North West. In order to increase the chance of winning more overnight breaks in a highly competitive environment, the offer needs to be well focussed. Particular markets to target include:

- Visitors with a general heritage interest attracted by places with the attributes listed above
- Visitors with a specific heritage literary and events interest
- Visitors to the nearby sizeable attractions, seeking a further dimension to their visit

Coach trips

The central location and heritage appeal of Lichfield, coupled with the NMA and other neighbouring attractions, means that the city has a comparative advantage for coach trips, which should be further exploited. The development of the coach market is particularly important in historic cities, reducing the traffic impact of an equivalent number of cars. There is also a market overlap as 48% of those taking overnight trips on organised coach trips are over 65 years old. Demographic trends suggest the long-term prospects for the coach industry appear good. Education and schools are also key group audience for

Social functions and corporate business – add-ons

This is already a relatively strong market for accommodation enterprises. The approach should be to seek more spending from these visitors in the city centre based on improving the offer and increasing awareness of it.

Overseas and domestic touring and transit markets

The central location, proximity to the M6 and M42, and heritage appeal of Lichfield provide it with potential to be better known and used as a stopping point for touring visitors and those in transit. It needs to be placed more clearly on the overseas and domestic visitors' map.

7. Growth targets

In 2012 tourism in Lichfield was already generating £135m in the local economy and supporting over 1,700 full time job equivalents. This strategy seeks to recognise and build on this important contribution.

In 2010 Visit England set a target of 5% per annum growth in tourism spending to 2020. This has been broadly achieved to date. The revised national Strategic Framework is seeking to maintain this target, although it is recognised that exchange rates and other economic pressures may make it hard to continue to achieve it, which may result in growth of nearer 3% per annum.

In recent years, tourism in Lichfield has been meeting and seemingly exceeding national levels of growth. The Greater Birmingham Visitor Economy Strategy set a target of an additional 2% points above this 5% level.

This evidence suggests that the future target for Lichfield should be seen against the following range of scenarios:

Visitor spending growth target	Comparison
3% growth	In line with national targets
5% growth	Above national targets by 2%
7% growth	Above national targets by 4%

The consequences for added economic value and employment in Lichfield, based on these three scenarios, is set out below:

Table 6: Economic targets

Growth in visitor spending per annum	3% target	5% target	7% target
Additional economic contribution per annum by 2021	£26m	£46m	£67m
Additional jobs supported by 2021 ¹⁷	480	850	1240

Whilst recognising that the results may fall within the above range, this strategy sets out a 5% growth target in visitor spending and related economic and employment factors.

¹⁷ Based on growth of £54,000 in visitor spending required to support one additional job. Based on Visit Britain's report 'Tourism, Jobs and Growth: The economic contribution of the tourism economy to the UK' by Deloitte, 2013

8. Planning framework

The Local Plan Strategy 2008-2029 was adopted by Full Council in February 2015. It is the first part of the new Local Plan for Lichfield District and will be followed by the Local Plan Allocations document. The 1998 Local Plan had some policies in it that have been saved and brought forward for the new Local Plan, which will be updated in the next phase of the Local Plan's development (as part of the Allocations of Land). There are nine saved policies that relate to the city centre, which are referenced below:

Policy No	Saved policy	Strategic response
L12	0.3 ha (0.75 acres) of land on Sandford Street, comprising four separate sites is proposed for office development.	This is supported by the strategy. However the strategy would welcome additional retail in Sandford Street in recognition of the fact that it is now a key thoroughfare between the Friary Outer car park/Premier Inn and the city, and existing retail at the end of the street is currently isolated.
L13	It is proposed that the site identified for Friarsgate be developed or redeveloped primarily for shopping purposes. The development shall include the provision of replacement car park spaces and sufficient additional car parking capacity to meet the requirements of the commercial floorspace provided. A bus station facility will be retained within the site, or a replacement included within the development. Other uses may be incorporated in the site, which may include offices, leisure facilities or housing above ground floor level.	The development of the Friarsgate site is acknowledged and supported by this strategy.
L15	Within the primary retail area planning permission will not be granted for the change of use of ground floor shops to non-retail uses, including uses such as building societies or banks, where this would lead to an unacceptable concentration of such uses undermining the vitality and viability of streets as shopping streets.	This is supported by this strategy.
L16	Within secondary retail areas the following will apply: 1. The change of use of existing non-retail premises to retail uses will be encouraged. 2. General office uses at ground floor level will not be permitted but where the use falls within Class A2 of the Use Classes Order (financial and professional services) proposals will be permitted except where this would result in an unacceptable concentration of such uses undermining the vitality and viability of the shopping centre.	This is supported by this strategy.
L17	The District Council proposes to assist in the regeneration of Bird Street and maintain its essential character through the following policies: 1. The change of use of existing ground floor retail premises to non-retail uses will be opposed except in the case of change of use to cafes and restaurants. 2. Change of use of ground floor non-retail premises to general office use will not be permitted. 3. Change of use of ground floor non-retail premises to financial and professional services (A2) will be permitted.	This is supported by this strategy.

Policy No	Saved policy	Strategic response
L18	<p>The District Council proposes to maintain the mixed use character of Dam Street and retain its residential element through the following policies:</p> <ol style="list-style-type: none"> 1. Planning permission will not be granted for the change of use of a building currently used for residential purposes, to a non-residential use. 2. Changes of use of existing ground floor retail uses to non-retail uses will not be permitted. 3. Changes of use to other non-residential premises will be permitted where there will be no adverse environmental impacts on the amenities enjoyed by existing residents of the street. 	<p>This is not wholly supported by this strategy. Increase use of Dam Street for cafes and retail units would increase the vibrancy of a key route between the cathedral and the city and this strategy would support change of use from residential to retail/eateries.</p>
L19	<p>The conversion or redevelopment of properties for office use will be permitted in the business areas defined in the Lichfield City Centre Inset Map provided the amenity and design principles of Policy DC.1 will be met.</p>	<p>This is supported by this strategy.</p>
L46	<p>In the Conservation Area the design of new, replacement or alterations to shop fronts will be required to be sympathetic to the remainder of the building and to the character of the street as a whole. The District Council will not permit the replacement of those shopfronts which date from the nineteenth century or earlier or are of architectural merit.</p>	<p>This is supported by this strategy.</p>
L47	<p>The District Council will not permit the change of use of buildings within Lichfield Cathedral Close which involve the introduction of commercial activities unrelated to the existing functions of The Close, or the loss of residential accommodation. See also Cathedral Parking and Traffic Management (Policy L.30).</p>	<p>This is not wholly supported by this strategy. The strategy is keen to see further sympathetic development of The Close in line with its Masterplan which could require the use of some residential properties for other functions – visitor welcome, cafes, art gallery, retail units.</p>

9. Overview of Lichfield and the visitor economy

Lichfield is a small city in Staffordshire in the centre of England with a population of 32,000. Its origins are obscure but there was a Roman fort on Watling Street near the present village of Wall two miles south of the city. Its emerging prominence as a city coincided with the establishment of a bishopric in 669 and the first church probably stood on the site of the present cathedral. Lichfield has therefore always been a tourism destination, a place of pilgrimage for centuries.

The settlement quickly grew as the ecclesiastical centre of the powerful Kingdom of Mercia and its development was consolidated in the 12th century when the cathedral close was fortified and the city's 'ladder-form' street pattern – which still survives – was laid out. This was based on the original patterns of movement with pilgrims approaching the cathedral from St Michael's to the southeast or the Friary to the southwest and the development of services for pilgrims in the town. The magnificent, three spired cathedral dominates the city, being visible from a wide surrounding area and a symbol of local identity, reinforcing the city's rich and important history.

The city centre (now a Conservation Area) is characterised by densely packed two and three storey buildings in the central shopping streets, many still on the 12th century burgage plots, staggered blocks of buildings along Beacon Street and St John Street and random, lower density development in the Gaia Lane, Stowe and Friary areas. Built evidence from the medieval period is relatively sparse but some buildings survive from around 1500. Following the ravages of civil war and plague in the mid-17th century, the damaged cathedral and close were rebuilt and the city was reconstructed. By the beginning of the eighteenth century the city was experiencing a golden age. Lichfield became a centre of genteel society, the birthplace of Samuel Johnson and the home of the Lunar Society. Johnson described Lichfield as a 'city of philosophers'. Many of the buildings that we see today date from this period, some masking earlier buildings and some as fine examples of Georgian architecture.

Lichfield expanded rapidly in the mid-late 20th century but has retained a separate identity as an attractive, affluent and cultured city just 16 miles from Birmingham. The city centre still contains a large number of fine historic buildings. The three spires of its cathedral are unique in England and along with the spires of St Mary's and St Michael's they combine to form a much loved skyline. The medieval pools and later parks that run through the centre are an important part of its character and create an attractive setting. A fine tradition in the arts has developed locally. The guidebooks provide a good insight into how the city is perceived.

Rough Guide to England (2011) has two pages on Lichfield plus another half page box on Samuel Johnson. It describes Lichfield thus '*... the county has one interesting town, pocket-sized Lichfield.....which holds a splendid cathedral and was the birthplace of that polymath of all polymaths, Samuel Johnson.*' '*Once you've seen the sights, there's no reason to hang around....*'

It has a large section on the Cathedral and then refers to Dam Street, Market Square, the Heritage Centre ('with an illuminating section on (Lichfield's) role in the Civil War'), Edward Wightman and the Samuel Johnson birthplace. It mentions Bird Street for eating and the Garrick Theatre.

Lonely Planet Guide to Great Britain (2013) has just over a page on Lichfield. It waxes more lyrical: '*Even without its magnificent Gothic cathedral (one of the most spectacular in the country) this quaintly cobbled market town would be worth a visit to tread in the footsteps of lexicographer and wit Samuel Johnson, and natural philosopher Erasmus Darwin, grandfather of Charles. Johnson once described Lichfield folk as the most sober, decent people in England.*'

It has sections on Lichfield Cathedral, Erasmus Darwin House, Samuel Johnson Museum and Lichfield Heritage Centre.

Michelin's Angleterre et Pays de Galles (French version, 2011) has about a page on Lichfield and refers to the '*one of the most beautiful cathedrals in England*'. Other references are made to the Garrick, Beacon Park, Samuel Johnson, Erasmus Darwin, the Georgian architecture and Tudor houses.

Given the various attributes of the city, there is a general view that Lichfield 'under performs' as a visitor destination. In addition, there is a view that the functional integration of the Cathedral and the rest of the city has broken down in recent years and there is now a desire to re-build the physical and social relationship between the Cathedral and the city.

1. Visitor volume and value

The below table shows the basic dimensions of tourism volume and value in Lichfield, based on a standardised model that has been applied to the different districts of Staffordshire. It uses national data together with local evidence on tourism product and performance.

Table 1: Visitor volume and value, Lichfield District 2012

Type of visitor	Trips	Nights	Spending (£)
Domestic staying	90,000	193,000	9,490,000
Overseas staying	12,300	101,000	3,424,000
Day visits	2,354,000	-	94,967,000
TOTAL	2,456,300	294,000	107,881,000

Source: *Lichfield Tourism Economic Impact*, The Research Solution, 2014

Further analysis undertaken on the above data, looking at the characteristics of visits made, reveals the following key points:

- Visiting friends and relatives (VFR) accounts for 54% of all overnight trips and 59% of nights. This accounts for most (70%) of the relatively large number of nights spent by visitors from overseas;
- Holidays account for 26% of all overnight trips and 22% of nights (but only 11% of nights by overseas visitors);
- Business visits account for 15% of all overnight trips (24% of trips by overseas visitor) and 14% of nights;
- Average length of stay in Lichfield for overnight holiday trips is 2.4 nights (2.2 for domestic visitors and 5.5 for overseas visitors); and
- Day trips (defined as those occurring for irregular purposes that last for three hours or more) dominate tourism in Lichfield, both in terms of trips (95%) and total spending (88%).

Average spending per head per 24 hours (day/night) by different types of visitor to Lichfield is shown below

Table 2: Average spend per head per night/day (£), 2012

Type of visitor	Domestic	Overseas
Leisure	67	46
Business	60	88
Visiting Friends and Relatives	36	24
Day visitors (mainly domestic)	40	-

Source: *Lichfield Tourism Economic Impact*, The Research Solution, 2014

The significant spend per head from day visitors¹⁸ suggests that a policy that seeks to increase day visits as well as overnight visits can have an important economic impact on the city. Comparative trend data on tourism in Lichfield is available for domestic staying tourism based on three year rolling averages. The results are given below. They should be treated with caution, as figures disaggregated to this level are subject to wide margins of error.

Table 3: Trends in domestic staying tourism - per annum results based on 3-year rolling average

	2006-8	2007-9	2008-10	2009-11	2010-12	2011-13
Lichfield Trips '000	63	77	77	94	98	113
Lichfield Nights '000	166	182	177	202	263	256
Lichfield Spend £m	8	9	10	11	12	11
Lichfield Nights as % all England	0.055	0.060	0.059	0.067	0.087	0.084

Source: Great Britain Tourism Survey

The figures show growth over the six-year period, although with some fluctuation. Comparison with the equivalent national figures for nights suggest that Lichfield has slightly increased its market share in terms of nights during the period.

¹⁸ The figure of £40, which is based on results from the Staffordshire visitor survey of 2011, could be an overestimate. An alternative source (Visit England T-stats) gives total day visitor spending in Lichfield as £38m (compared to £95m) resulting in an average day visitor spend per head of £16. Nationally, average spend per head on day visits is around £30.

2. Performance of attractions and facilities

Lichfield District Council collects and collates information on visitor numbers from the different attractions and facilities in and around the city. The results are given in Table 4.

Table 4: Visits to attractions/facilities, 2013 (or 2012 – shown by *).

City Centre		Key events	
City centre parks	250,000*	Bower festival	40,000
Lichfield Cathedral (50% general visitors, 50% worshippers)	200,000	Lichfield Festival	45,216
Samuel Johnson Birthplace Museum	16,250	Fuse Festival	18,500
Erasmus Darwin House	11,403	Lichfield Literature Festival	3,262
Lichfield Museum	3,515	Blues and Jazz Plus Festival	*
		Food Festival	*
		Proms in the park	*
Outside Lichfield		Shakespeare in the Park	*
Drayton Manor Theme Park	1,300,000	Lichfield Heritage Weekend	*
National Memorial Arboretum (NMA)	291,626*	Lichfield Festival of Folk	*
Heart of the Country	250,000		
Curborough Craft Centre	175,000	Other services	
Chasewater Railway	40,000	Lichfield Garrick box office sales	108,231
Staffs Regiments Museum	10,334	Tourist information footfall	48,736
Wall Roman Site	8,850	Green Badge Guided Tours ticket sales	2,244

*Other festivals between 2,000 and 10,000 – eg Literature Festival 3,262**

Overall, visitor numbers at city centre attractions have been relatively static in the last few years, but with some variations between them. Samuel Johnson Birthplace and Erasmus Darwin House have seen a small steady increase. The Cathedral has remained static, although its visitor figures are broad estimates. Numbers for city centre parks have varied significantly year on year but it is unclear whether they have been collected in a consistent way. The TIC figures have been relatively static.

Events in the city, such as the Lichfield Festival, the Jazz and Blues Festival and the Food Festival continue to attract large numbers and give impetus to the tourists' decision to visit the city. Continuing productions, gigs and concerts in various local venues add a rich seam of cultural events for the overnight tourist.

Lichfield has an extremely diverse programme of annual events – particularly for a city of this size – and a strong audience following from local residents, casual visitors and tourists. The Lichfield Arts, Heritage and Culture Partnership is keen to explore new ideas, meet audience demands and at the same time challenge them with something new.

Strategic development, using the wealth of skills, knowledge and experience already present in the city should build up the profile of existing events and festivals and support the infrastructure which enables these organisations to deliver to a nationally and internationally recognised level.

Lichfield Festival is now entering its 35th year in the city. It has a national profile and strong links to other festivals nationwide (on a similar and larger scale) with whom they share artists and projects – this includes Salisbury Festival and Cheltenham Festivals who are recognised as some of the leaders in the field. In addition the Lichfield Literature Festival celebrates its 10th anniversary in 2016.

Lichfield Arts, now in its 42nd year, will re-launch the Fuse Festival in July 2016, traditionally attracting over 18,000 customers. The Lichfield Festival of Folk is now firmly established, attracting national audiences and major musical artists to the city in only its third year. The recently introduced Blues & Jazz Plus festival, in collaboration with Lichfield Cathedral and local businesses, attracted over 30% of its audience from outside Staffordshire. Lichfield, as a 'City of Festivals', with a programme of events running from June to October, has the potential to build a vibrancy and wide spread appeal to the city's overall brand and reach (June Lichfield Arts – Blues and Jazz Festival / July Lichfield Festival / July Fuse Festival / August Proms in the Park / August-September Lichfield Food Festival / September Lichfield Heritage Weekend / October Lichfield Literature / October – Lichfield YELL Festival / October – L2F Folk Festival)

The city centre hotels have reported high occupancy rates (80-90%), with those outside the city also doing well, but not at the same level (55-75%). While recent years have been quite challenging, most hotels are pointing to a current up-turn and there is a sense of optimism.

3. Economic impact, employment and other benefits

The total spending by overnight and day visitors to Lichfield in 2012 was £107 million. Further information on the recipients and consequences of this spending is provided below¹⁹.

Overall, 37% of this visitor spending was on food and drink, 36% on shopping, 12% on travel, 11% on attractions and entertainment, and 3% on accommodation. If overnight visitors only are considered, then accommodation was the largest recipient of spending (27%) but closely followed by food and drink (25%) and shopping (19%).

It is estimated that a further £8m of direct spending was created in other ways, for example through the spending by friends and relatives stimulated by receiving guests.

Information is available on the relative effect of visitor expenditure on business turnover. Direct spending generated £111m of turnover in 2012. In addition, a further £24m of turnover resulted from indirect and induced (multiplier) spending, giving a total economic impact of £135m.

It is estimated that direct tourism spending supports 1,926 jobs in Lichfield, some of which are part time, amounting to 1,331 full time job equivalents. Of these, 44% are in catering, 23% in retail, 13% in attractions/entertainment and 6% in accommodation. If indirect and induced effects are taken into account, total jobs amount to 2,364, or 1,714 full time job equivalents.

Information on the economic contribution of specific elements of the visitor offer is also available from other sources. A study of the impact of Lichfield Cathedral²⁰ concluded that visitors to the Cathedral contributed total income of just under £1m to the city and supported around 50 jobs. Extrapolated from data collected by all the arts organisations, the current impact of the cultural economy is significant:

Venue	Timescale	Number of Events	Visitor Numbers	Estimated Additional Spend (based on average spend of £15pp taken from audience feedback)
Lichfield Festival	June – October 2015	100	42000	£630,000
Lichfield Garrick Theatre	Calendar year 2014	1148	114325	£1,714,875
Lichfield Arts	April 2014-2015	32	22861	£342,915
Erasmus Darwin House	June- October 2015	47	12,265	£183,975
			Total	£2,871,765

It is important that the benefits from tourism are not just looked at in economic terms. It can bring a range of social, cultural and environmental benefits to destinations. Most notably, visitor spending can support a range of facilities that can be enjoyed by local residents that would otherwise not be available. These include catering and retail outlets, events and various cultural facilities. The importance of visitor income in supporting the arts scene in Lichfield has been stressed by various providers. Visitor income also supports the conservation of the historic fabric of the city. Overall, providing visitors and residents alike with a quality experience should be seen as an aim in its own right, delivering recreational and educational benefits and a general enhancement of quality of life. It also supports an overall sense of place, and of pride in it, and provides an opportunity for community engagement.

¹⁹ Largely taken from *Lichfield Tourism Economic Impact*, The Research Solution, 2014

²⁰ An Evaluation of the economic impact of Lichfield Cathedral upon the local economy of the City of Lichfield, October 2013. University of Wolverhampton and Staffordshire University

4. Market profiles and segments

An idea of the profile of the current visitor market in Lichfield has been obtained from consultation with tourism enterprises.

The following pattern of overnight visitors is evident from the hotels:

- Corporate business provides the main source of occupancy for the larger hotels and predominates during the week
- Non-business tourism, which occurs mainly at weekends, is primarily driven by social functions (weddings etc.) and VFR
- Hotels do receive some short break business, but this appears to be as much related to visits to the neighbouring attractions, such as Drayton Manor and the NMA, as to the appeal of Lichfield as a heritage city or local events. A few hotels offer short break packages but with relatively limited take up
- Transit traffic features as part of the market mix for overnight stays

The attractions in Lichfield report the following general visitor profile:

- A predominance of visitors from the West Midlands. For example, over three quarters of visitors to the Cathedral are from within the region²¹
- A strong local audience for the arts and other cultural activity. Evidence from Lichfield Arts suggests 55-60% of visitors are locals with 30-40% coming from Birmingham, Rugeley, Cannock and up to 10% from further afield. Special interest events draw people from further afield e.g. 34% of respondents to the folk festival had travelled 50km or more to attend the event
- A tendency towards a senior market, with a broad but not specific interest in heritage
- Many visitors are 'passing by' the attraction and are not making a predetermined visit
- A few visitors have a specialist interest in the specific subject of the attraction
- Group visits make up a minority, but important, component of the market
- Attractions would like to receive more visitors from families, young people and local people, who are generally considered to be underrepresented amongst current visitors

Some evidence on market profile is available from research undertaken on the users of the Visit Lichfield guide in 2012. A majority of respondents came from the West and East Midlands, with the most common age bracket being 50 to 64. However, these results may say more about the users of the guide and its distribution than about visitors to Lichfield overall. There has been relatively little segmentation of current and potential future visitor markets in Lichfield to guide the future strategy.

To date, Lichfield District Council (LDC) has prioritised three broad market types:

- Day visitors, primarily within a 1.5 hour band, but some extension beyond this
- Overnight visitors with a general interest in culture
- The coach market

Destination Staffordshire has decided not to be too specific in market segmentation, but rather to work on attracting short breaks, especially from the London area and the North West, within three broad markets:

- Elderly empty nesters, couples, with broad cultural interests
- Young families attracted by theme parks
- Pre-family, sophisticated couples attracted by spas and nightlife

²¹ Ibid

5. Comparison with neighbouring and competitor destinations

The availability of data as a basis for quantitative comparison between cities in terms of tourism performance is relatively limited and needs to be treated with caution owing to finite sample sizes and the lack of reliability of data that is disaggregated to a local level.

The three year rolling average for the annual number of trips in 2011-13 by domestic overnight visitors is given in Table 5 below for a selection of Districts that are dominated by historic cities.

Table 5: Trips by domestic overnight visitors, per annum - three year rolling average 2011-13

	All trips	Holiday trips
Lincoln	345,000	108,000
Winchester	321,000	98,000
Gloucester	283,000	68,000
St Albans	248,000	15,000
Worcester	203,000	65,000
Stafford	225,000	75,000
Lichfield	113,000	32,000
Tamworth	108,000	49,000

Source: Great Britain Tourism Survey

The figures show that Lichfield is significantly less visited for overnight stays than the other cities listed. This also applies if just holiday trips are considered, although Lichfield outperformed St Albans in this respect.

Comparative data for the number of trips by overseas visitors are even less reliable and depend on recall of places visited on departure from the UK. In 2011-13 the performance of Lichfield in comparison with the other cities in the above table was relatively similar for overseas visitors as it was for domestic visitors. Lichfield performed less well than all the others, both in terms of all visits and holidays.

Further insight on the performance of Lichfield against a wider range of comparative or competitor cities can be obtained from the visitor figures for the cathedrals. A recent report on the economic impact of cathedrals as a whole²² placed them into various categories. Cathedrals with a high international profile, including Canterbury, Durham, Salisbury, St Paul's, Winchester and York, receive an average of around 580,000 visitors per year. Lichfield would not be expected to measure up to them. However, the report identified a group of 18 Medium Sized Historic Cathedrals, which includes Lichfield amongst others²³.

Taking all 18, they received an average of 163,000 visitors per year in 2014. This figure excludes worshippers and other specific users and events. The comparable figure for Lichfield cathedral is around 100,000, which suggests that it is falling short of its peers in terms of visitor throughput.

The reason for this lower level of visitation is not clear and evidence is limited. Across the group of 18 cathedrals, visitors on holiday, as distinct from day visitors from home, make up 45% of visitors. This is higher than in Lichfield. It is likely that national awareness of Lichfield, both as a city and as a cathedral, is lower than for the majority of others in this group, but this needs further research.

The ECORYS report found that a visit to the cathedral was the main motivation for over 40% of tourist visits to the 18 cities in the above mentioned group. Another study found that 64% of recent visitors to cathedral cities had visited the cathedral²⁴. Therefore, the performance of the visitor economy in cathedral cities as a whole is likely to be considerably affected by the relationship between the cathedral, its related events and facilities, its immediate surroundings and the rest of the city.

²² The Economic and Social Impact of England's Cathedrals, ECORYS, 2014

²³ Carlisle, Chester, Chichester, Ely, Exeter, Gloucester, Hereford, Lichfield, Lincoln, Norwich, Oxford, Peterborough, Ripon, Rochester, St Albans, Southwell, Wells, Worcester

²⁴ Spiritual Capital: The present and future of English cathedrals. Theos and The Grubb Institute, 2012

Aspects of this relationship have been considered in a report undertaken for Lichfield Cathedral²⁵ which contained case studies of other cathedral cities. From this, a number of factors affecting the impact of cathedrals on the visitor economy can be identified, including:

- Conference and function facilities – e.g. extensive in Canterbury; new project in St Albans
- Visitor facilities and experiences – e.g. visitor centre complex in Norwich; tower climbs and tours in Durham and Bath Abbey
- Events – e.g. programmes of concerts and guided tours (Winchester, St Albans); major festival (Salisbury – Welcoming the World)
- Cathedral or historic quarters, with associated facilities and retail – e.g. Belfast, Carlisle, Chester, Derby, Norwich

The concept of a ‘cathedral quarter’ can lead to some confusion, caused by the terminology. The above report considered cities where such a quarter had nominally been identified and others where there was simply clear integration with a historic core area. The main conclusion is that, irrespective of terminology, a key need is to ensure the strongest possible link between the cathedral, the buildings and other features in the surrounding close, and the historic centre of the city.

As well as the comparative performance of Lichfield as a cathedral city, it is important to consider its position more generally as a heritage destination. It is perhaps most helpful to consider this within a regional context. Within the area of the West and East Midlands (the former Heart of England tourism region), it is the area south of Birmingham, including Stratford (Shakespeare’s England) and the Cotswolds that stands out as a national and international centre for heritage tourism. The area to the west also has a strong heritage offer, including Worcester and Hereford, and the medieval towns and castles of the Marches, including Shrewsbury and Ludlow. The area to the north and east of Birmingham, including Staffordshire and much of the East Midlands, is comparatively less strong as a historic heritage destination. Within this area, Lichfield stands out. Yet it has not achieved a profile equivalent to locations to the south and west.

²⁵ University of Wolverhampton and Staffordshire University (op cit.)

10. Policy context

This strategy reflects the strategic context at regional and local level. Coordination with these policies will help gain support for the initiatives proposed.

1. Regional context

The two LEPs have produced strategies for growth and related plans²⁶. Their mission is simple; to create jobs and grow the economy and, in doing so, raise the quality of life for all in the local population. In addition, there are regional tourism strategies.

The Greater Birmingham & Solihull LEP vision is to re-establish the region's role as the major driver of the UK economy outside London. This means building sector strengths and opportunities and tourism is identified as a high volume job creation sector. The region is referred to as 'one of the most significant leisure and tourism destinations in the country' but while Lichfield is identified as a strategic centre, there is no reference to its role in tourism.

The Greater Birmingham and Black Country Visitor Economy Strategy emphasises the conference/ exhibition market and overseas tourism but more pertinently for Lichfield, it seeks to make more of the outstanding, under-appreciated cultural assets of the region (through better marketing and supporting signature festivals) and to make more of the region's central location to increase the volume and value of day visitors. Although Lichfield is not referred to specifically, it potentially fits well with these objectives.

The Stoke and Staffordshire LEP Strategy envisions the transformation of Stoke-on-Trent along with accelerated growth in urban centres. This will involve connecting growth sectors. Tourism is identified as a key sector and Lichfield is identified as a strategic centre although the two points are not related in the strategy.

The Enjoy Staffordshire Strategy is being updated. It includes policies to increase employment and local quality of life. This includes encouraging more investment, especially in accommodation, converting non-visitors with positive perceptions of the region, and non-leisure visitors into leisure staying visitors. Awareness of Staffordshire is acknowledged as 'low'. There little specific reference to Lichfield.

Staffordshire Hoard Trail Strategy The Staffordshire Hoard Trail strategy outlines an ambition to boost the economic vibrancy of the Staffordshire and Greater Birmingham region through the promotion of the Staffordshire Hoard Trail, which celebrates the shared and connected Anglo-Saxon history of the area. The strategy proposes a dedicated marketing spend of £1.5M over 5 years on promotion, developing the visitor experience and developing/promoting festivals. It is estimated this would lead to an additional 350,000 visitors spending £72M in its host destinations. The strategy incorporates the displays at Lichfield Cathedral.

3.2 Local context

There are a number of local strategies and plans that back up and relate to this strategy:

The Lichfield BID Business Plan 2015 – 2020 identifies five themes, each with a series of actions:

- **PR, marketing and promotion.** Develop a cohesive marketing strategy, targeted print and display advertising, enhanced digital marketing building on the 'Eat, Shop, Drink, Explore' brand, footfall counters.
- **A stylish and eventful city.** High quality festivals and events including; a magical Christmas, boosted Lichfield Food Festival, Welcome to the city signs, an annual 'Style in the City Week' and a programme of chef master-classes.
- **A safer city.** This includes Free StoreNet radio & training, night marshals, Purple Flag and 'Best Bar None' accreditation and a business crime manager.
- **Parking & street improvements.** This includes summer bunting, free WIFI in public spaces, an even more 'Blooming Lichfield', enhanced city streets, 100 free parking spaces, card payment on parking machines and boosted market stalls.
- **Business support.** This includes a Lichfield City Centre Manager, training, joint purchasing and annual professional services awards.

²⁶ <http://centreforenterprise.com/strategy-for-growth-delivering-growth/> and <http://www.stokestaffslep.org.uk/documents/>

The Lichfield District Local Plan has recently been approved by Council (February 2015) and work is currently underway to identify Allocations of Land by the end of the year. Core Policy 9 (Tourism) states: 'The District Council will support the growth of sustainable tourism in the District in line with the principles of Core Policy 3 (Delivering sustainable development) and, as part of this, promote Lichfield City as a centre to access tourist attractions across the District.' The notes refer to support for:

- Additional overnight accommodation (within town centres).
- Existing attractions.
- New tourism initiatives where they are of particular local relevance and significance.

Other relevant policies are that:

- Lichfield City 'will maintain and enhance a high quality environment within and around the city in which to live and work, and to visit'.
- Development will be of the highest quality.
- The green infrastructure links through the City will be protected and enhanced.
- Support will be given to travel by sustainable transport, whilst allowing for sufficient and conveniently located parking to serve the city.
- Lichfield City Centre will be promoted as a strategic centre by improving its range of shopping, leisure, business, cultural, education and tourist facilities whilst sustaining and enhancing the significance of its historic environment.
- Lichfield City will be the focus for new employment, office, leisure and shopping development.

Support will be given to:

- Improvements to the transport network (Lichfield Southern Bypass, Lichfield Trent Valley station and parking);
- Improvements to open space in terms of quantity, quality and accessibility; and
- Improvements to arts and cultural facilities.

Lichfield City Neighbourhood Plan An initial scoping report has been produced which makes a number of pertinent observations:

- The report questions whether it is necessary to stop the commuting outflow as long as residents spend time and money in the City and questions the feasibility of attracting high spec offices to the City Centre.
- It emphasises the need to focus on existing city centre assets with further development of the leisure, tourism, cultural heritage offer, the night-time economy and opportunities for mixed use development – housing, retail, office and leisure. This will help to create an 'attractive city centre environment which can be used to attract viable new developments on vacant sites that help to strengthen demand for these uses and increase the vitality and vibrancy of the city centre economy'.
- It observes that a number of sites are considered critical to the future of the City. 'If their potential ... is realised then the capacity for change in the economic fortunes of Lichfield is considerable. If it is not maximised then it is likely to be a declining business base for the City Centre as other competing centres capture the footloose markets'.
- The report suggests not focusing too narrowly on traditional offices or retail but to consider attractive, modern residential offers that cater for the younger and older population. Both groups value the City Centre environment with the cultural/leisure offer.
- The report expresses concern about the viability of the Friarsgate development potential but is positive about Bird Street as a development site.

The Lichfield District Council Strategic Plan 2016 – 2020

Lichfield District Council's new strategic plan identifies 'a vibrant and prosperous economy' as a key priority for the council. Within this priority, the regeneration of Lichfield City centre is seen as key. Within the plan, the council commits to encouraging increased visitors to the district, increased spend in the local economy and more overnight stays. It also commits to delivering good quality, accessible and safe car parking in key retail areas. In addition it commits to developing supplementary planning guidance which will help to preserve our historic environment, restoring Stowe Pool and fields, and to maintaining local parks and open spaces. All of these underpin the City Centre Development Strategy.

The Lichfield Economic Development Strategy 2015 - 2020

The key objectives of the strategy are 'to increase the levels of investment in the district, provide a good mix and range of employment opportunities, as far as possible balance job growth with housing provision and achieve economic prosperity across all parts of the district. The projects outlined in the strategy will all contribute to achieving one or more of these goals. The strategy references the importance, work and role of the City Centre Development Partnership in delivering its goals. To find out more visit www.lichfielddc.gov.uk

Joint Advertising & Marketing Working in Groups (JAMWIG) Strategy

The Joint Advertising and Marketing Working in Groups (JAMWIG) is a partnership of local attractions and tourism businesses that work together to promote Lichfield District to the groups market. This includes attending trade fairs, such as the Best of Britain & Ireland, hosting familiarisation visits, producing groups literature and working together to welcome and increase group visitors to the district. The JAMWIG strategy was recently refreshed for a year, at which point a further strategy will be developed (2017 – 2021) which will align with the ambitions set out in this strategy. To find out more visit www.lichfielddc.gov.uk

Lichfield Arts

Lichfield Arts seeks to:

- Understand and respond to people's demand for the arts.
- Provide equality of access to our services.
- Promote artistic excellence and innovation.
- Ensure professionalism in everything we do.
- Support, value and develop our staff and volunteers.
- Provide a safe and secure environment for everyone involved at any of our activities.
- Work in partnership with other relevant organisations that have like-minded views on corporate social responsibility.
- Promote Lichfield as a centre of cultural and artistic excellence.
- Have a positive economic impact locally.

The impact we seek to make is such that:

- Our high quality programmes reach a large and diverse audience such that everyone in and around Lichfield has access to high quality arts experience and benefit from the Arts.
- Excellence is thriving and celebrated in the arts in Lichfield by committing to equality and diversity and its application in the production of our work.
- Audiences and users expand their horizons, explore new ideas and get involved in shaping local arts and cultural provision.
- Opportunity, inspiration and involvement in the arts is available to and accessible for all, with a particular focus on children and young people having opportunities to engage with and experience the artistic and cultural heritage of Lichfield.
- We develop long-term partnerships and collaboration with local communities, local authorities and business to encourage aspirational artistic and cultural programmes, with a particular focus on galvanising, facilitating and leading local partnerships to co-author and co-ordinate high-quality cultural experiences for children and young people in and out of school.
- We target areas of low engagement to enable everyone to have the opportunity to experience and participate in great art.
- The leadership and workforce at Lichfield Arts is diverse and appropriately skilled.

This is set out in the Lichfield Arts Business Plan 2015 (Sept 15-Aug 16). For more information visit <http://lichfieldarts.org.uk/>

Lichfield Cathedral Masterplan 2015 - 2025

The Cathedral Masterplan supports the Cathedral's Strategic Vision for the next ten years. The cathedral's site, including the cathedral and the close occupies a significant part of the city centre and represents a national hidden gem. The Chapter of the Cathedral recognises that more can be accomplished with site and the preserved historic fabric in attracting pilgrims and visitors alike to the city and the cathedral. 'Project Cathedral' represents an opportunity to develop new visitor facilities including a new visitor centre, education space, café/restaurant, gift shop, new public realm and other relevant buildings and spaces. To find out more visit www.lichfield-cathedral.org

Erasmus Darwin House

Erasmus Darwin House is a historic building in the heart of Lichfield and was home to the 18th Century scientist, doctor, inventor, poet, botanist and Grandfather of Evolution, Erasmus Darwin. The objective of Erasmus Darwin House is to promote international awareness of the life and achievements of Erasmus Darwin (1731-1802) and the manner in which they relate to today's world and to do this in a way that is enjoyable and easily understood by all. To find out more about Erasmus Darwin House visit

www.erasmusdarwin.org

Lichfield Festival Strategic Plan 2016 – 2019

The Lichfield Festival is currently undergoing a review of the company's strategic and artistic plan. The festival's reputation has been built on providing high-quality entertainment in the city and working with the local community to promote engagement in the arts for all ages. Our new plan looks to further this, with investment in both the overall organisation and its events to provide more opportunities for the local economy and an audience further afield. Over the next three years the Lichfield Festival aims to:

- Work even closer with other partners in the city, across the district and further afield to build programmes of activity that are accessible, exciting and innovative.
- Provide employment opportunities for new staff and more volunteering placements.
- Develop our outreach work to engage with participants in new areas; working in particular with schools who have not engaged in our work before and widening our catchment area for participants.
- Develop an artistic vision which is planned 2-3 years in advance, allowing us to collaborate with partners and build projects requiring a longer lead time.
- Deliver events at different times of the year, to assist the city in having a year-round programme.
- Raise the profile of the Lichfield Festival across the city of Lichfield, while also promoting the appeal of Lichfield as a tourist destination on a national level.

To find out more visit www.lichfieldfestival.org

Lichfield Garrick

The Lichfield Garrick is a modern, purpose built theatre in Lichfield city centre. The Garrick's program includes a variety of touring shows as well as its own productions. It is also used for plays and musicals by local amateur companies. The Lichfield Garrick is operated as a charitable theatre trust and is independent of Lichfield District Council, although the council invests in the theatre as its principal partner. The ambition of the Lichfield Garrick is to make arts accessible to the local and wider community, as well as open up opportunities for people of all ages and all backgrounds to get actively involved in theatre, arts and arts education. To find out more about the Lichfield Garrick visit www.lichfieldgarrick.com

The Samuel Johnson Birthplace Museum Forward Plan 2016 – 2019

Lichfield City Council's aims in operating the museum are "...to stimulate wider interest in and understanding of the life and achievements of Samuel Johnson. To safeguard the future and development of the museum and its collection to enable access by all." The following aims and objectives are identified as key strategic aims:

- To operate to a high professional standard, making the best use of available resources (to maintain ACE accreditation status, and to maximise all possible revenue, staff development and volunteering)
- To build our audiences and respond to user consultation (to attract more local, family and young visitors; to monitor users and consult non-users; to increase the number of school visits, to increase the number of group visit bookings)
- To develop access to the museum and collection (to improve awareness of, and access to, all parts of the collection; to update interpretation and displays, to improve facilities for researchers and publicise provision more widely; to assess and seek alternative solutions to access limitations)
- To care for the museum building and collection (to improve the storage and care of the collection; to improve the documentation of the collection, to ensure the ongoing protection of the collection against; to ensure the continued maintenance and sustainability of the Birthplace building)

For more information email sjmuseum@lichfield.gov.uk

Lichfield Arts, Heritage and Culture Partnership

The Lichfield Arts, Heritage and Culture Partnership brings together Lichfield Garrick, Lichfield Cathedral, Lichfield Arts, Lichfield Festival and Erasmus Darwin House to deliver joint initiatives, from shared marketing and planning activities, through to share economic evaluation and partnership working. To find out more contact any one of the partner organisations.

10. Analysis of existing situation

1. Access to the city

Since Roman times, Lichfield has relied on its road network for bringing visitors, pilgrims and traders into the city. In 1729 Lichfield became the centre of the turnpike network which made travel easier and more comfortable and, today, Lichfield still retains this advantage with immediate access to the national highway network. The city is just two miles from the M6 toll road and the A5 and A38 also provide dual carriageway access from Birmingham, Burton and Derby. Routes into the city are attractive and appear generally well-signed along with a network of white-on-brown signs for local attractions. There is an issue over strategic signing from the M6 and the city's 'Welcome' signs could be more appealing.

Parking for cars is excellent, being competitively priced with adequate provision²⁷ in a number of car parks located all around and close to the City centre. Most of these car parks are pleasant arrival points²⁸. Coach parking is provided at the bus station (for the present) with additional drop-off points at the Garrick Theatre and Beacon Park. Additional parking bays are being sought. Lichfield has 'Coach Friendly' status from the Confederation of Passenger Transport.

The two railway stations provide regular services from Birmingham, London and the North West although weekend services to Lichfield Trent Valley (LTV) are not ideal and there is an aspiration for a new passenger service between Burton and Lichfield. Services include:

- The Cross City Line service from LTV and Lichfield City stations to Birmingham New Street (operated by London Midland);
- The West Coast mainline hourly service between London and Crewe, stopping at LTV (also London Midland); and
- Occasional fast trains between London and destinations in the North West, with a stop at LTV (operated by Virgin Trains).

LTV station has a poor approach, a shortage of parking and poor access between the platforms. Lichfield City station also suffers from the surrounding public realm.

There are hourly or more frequent daytime bus services linking Lichfield City to Stafford, Cannock, Walsall, Tamworth, Burton and Birmingham, as well as surrounding rural villages such as Alrewas and Fradley. Lichfield itself has hourly or more frequent services running clockwise and anticlockwise around the City terminating at the main bus station.²⁹

Lichfield also benefits from easy access from two airports, Birmingham and East Midlands.

The strategic transport infrastructure proposals set out in the Lichfield District Integrated Transport Strategy 2013 – 2028 have particular relevance to this strategy. They include:

- Completion of the Lichfield Southern Bypass;
- Delivery of improvements to the trunk road network;
- Transport improvements associated with Lichfield City centre development;
- Enhanced connectivity and additional parking at Lichfield Trent Valley rail station; and
- An enhanced cycle network.

²⁷ At least 25% excess capacity based on analysis of use.

²⁸ A new parking strategy is being prepared.

²⁹ Lichfield District Integrated Transport Strategy 2013 – 2028.

2. Lichfield City centre

The city centre includes:

- The Cathedral with surrounding buildings in The Close
- The green 'lung' of Beacon Park, Minster Pool and Stowe Pool
- The retail/civic area

The overarching power of the Cathedral allied to the attractive city centre with a host of heritage buildings³⁰ and related open spaces imparts a general sense of quality to the cityscape although this is let down in a few places with some unsympathetic developments and poor quality public realm.

There are a number of identified development initiatives/ opportunities in the city centre:

The Friarsgate retail and leisure development is the current focus for new retail development. The vision is to revitalise the Birmingham Road area in a way that will link in with, and complement, the rest of the city centre. The original mixed use scheme featured food, retail, a cinema and homes, extending the city centre and providing routes through to the bus and rail stations, as well as a link in to the Three Spires shopping centre. The development of a cultural quarter with a cinema, theatre and restaurants in close proximity will change the way visitors view the city centre.

The developers report ongoing interest from leisure and retail operators and a planning application was received by the District Council in November 2015. A decision will be forthcoming in April 2016. The development will include a multiplex cinema, new retail units, new cafes and restaurants, new public realm, a new bus station and a 500 space car park. The project will create up to 1000 new jobs (660 FTE) created through the retail, food and drink and leisure floor space. In addition 430 construction jobs would be supported each year over a 2 year build period. The economic benefits to the city once the proposed development is operational and occupied would contribute to approximately £156 million of GVA to Lichfield over the next 10 years. Footfall in the city centre will increase by approximately 4000 shoppers and shopping turnover in Lichfield city centre could increase by £55 million (106%) to £107 million by 2022.

Consultations suggest some concern about the viability of new retail of this nature, the balance of A1 and A3 uses, the quality of development and the potential impact on other parts of the city centre.

On the other side of the city centre, the 'Strategic Vision for Lichfield Cathedral 2014-2023' and Master Plan proposes broadening the Cathedral's offer to visitors and positioning itself as the central focus for visitors to Lichfield. There is a desire to improve revenue streams by increasing visitor numbers to 400,000 by providing a better experience, enhanced visitor facilities and infrastructure.

Bird Street car park, located in the centre of the city and owned by the District Council, is the other major potential development site in the city centre. It was the subject of a development brief prepared in 2010³¹. The brief envisaged a mixed use development (retail, leisure hotel, office, residential, community use) but the council's view is that development will not commence before the completion of the Friarsgate project. It also points out a number of constraints including the likely underground archaeology, rights of access, the loss of parking and the sensitivity of the site in design terms. This area could be developed as a flexible events space together with parking during the daytime.

Being small and relatively compact, the city centre is relatively easy to get around and the TIC is well located. However, information and signing (finger posts, glazed information panels) is partly dated and not comprehensive. The team of Green Badge Guides provide regular and tailor-made tours and there is a series of eight lectern-style interpretation panels with accompanying leaflet.

³⁰ Over 230 listed buildings.

³¹ The development brief includes the car park and 21-27 Market Street (now occupied by B & M Retail and New Look) and could also include the County owned Minster Hall.

3. City centre attractions and facilities

Within the city, the main attraction is the cathedral. Other heritage attractions include St Mary's in the Market Place, Samuel Johnson's House, Erasmus Darwin's House, the Guildhall prison cells, the Lichfield Garrick, the local parks, and a number of other historic buildings, some with an element of public access.

Lichfield's retail sector is considered a key strength in some quarters: 'Lichfield City's retail experience is unique; it offers a wide range of shops, from high street chains to independent outlets and original boutiques; the diversity of its independent shops is one of its distinctive strengths.'³² The shop vacancy rate in the City centre is 8.30% (Dec 2014), well below the national average of 13.2%.³³ Lichfield is ranked 23rd in a list of the UK's top 100 retail hotspots outside central London³⁴. Notwithstanding this strong performance of the retail sector some consultees have expressed the view that the retail is the weakest part of the visitor offer, that the city does not have a reputation or critical mass to attract visitors.

Lichfield has a strong, well-managed night-time economy. The Garrick Theatre is a noted driver supporting a large number of independent eating and drinking outlets, many along Bird Street, that attract visitors from outside the immediate catchment. Many of them offer live music and other cultural activities e.g. a poetry group. More eating out outlets are planned in the Friarsgate development.

Outside the city, there are two major attractions, the National Memorial Arboretum and Drayton Manor Park, and a number of other smaller attractions including the Staffordshire Regimental Museum³⁵ and the Roman museum at Wall.

4. Arts and culture

Lichfield has always been an 'arts town'. During the 18th century, Birmingham became the industrial and commercial centre of the Midlands but, in the absence of any regional university, Lichfield could claim to be its cultural capital. This was a remarkable achievement for a small city.

Lichfield was the intellectual heart of the region in at least two different respects. First, a number of individuals who made their impact on British cultural life were born in Lichfield or educated locally. They included Elias Ashmole, the antiquarian, Gregory King, the statistician, Joseph Addison, the essayist, Samuel Johnson, the writer and David Garrick, the actor-manager. Secondly, Lichfield became the home of several residents who achieved intellectual importance whilst living in the city. They included the physician, Sir John Floyer, the antiquarian Richard Greene, Erasmus Darwin, doctor and scientist, Anna Seward, the poet, Thomas Day, the humanitarian campaigner and Richard Lovell Edgeworth, the inventor and educationalist. Darwin, Day and Edgeworth were members of the Lunar Society who were part of a wider network of creative individuals in Derbyshire, Staffordshire and Warwickshire. The 'Lunatics' made central contributions to Enlightenment thinking and industrial innovation.

Lichfield retains a strong cultural heritage in music, theatre and literature including long-standing major festivals of (inter)national repute (see below) and a variety of productions. There is also a bedrock of grass roots activity fostered by Lichfield Arts³⁶, Lichfield Mysteries, the Lichfield Festival and other outreach programmes. South Staffs College is very strong in the creative arts and Staffordshire University are working with the Lichfield Garrick³⁷. Coordination between arts groups, however, has been an acknowledged weakness, but recent changes in managements have addressed this issue and the arts groups are now working together to drive forward the arts ecology of the city and region.

³² Business and Economic Partnership Strategy 2014-18

³³ As reported by LDC based on their database of shops in City Centre.

³⁴ Property Week, 14 November 2014. (CACI metrics gauge the health of a retail centre based on demographics, local economic variables, growth prospects and the impact of future projects. They also look at the growth prospects of the town in terms of the opportunity to add retail space, how well aligned the retail offer is to the demographics of the catchment area, how good the leisure offer is and how the population will grow over the next decade.)

³⁵ The museum may be supplemented by the Defence Medical Services Museum being re-located from Surrey.

³⁶ For example, in 2013, Lichfield Arts staged 55 concerts/events, ran 3 outreach projects involving schools and the wider community and attracted 21,000 customers spending just over £0.5m.

³⁷ South Staffs College has courses in Creative Media, Performing Arts, Art and Design, Music Technology, TV and Film Production, Fashion and Clothing, Graphics and Illustration, Photography, Musical Theatre (Performing Arts) and Dance (Performing Arts).

The city has four main venues for the performing arts; the Cathedral (which can accommodate 1,000), the Garrick Theatre (560), the Garrick Studio Theatre (136) and the Guildhall (c200). The Garrick has a particularly strong programme for a healthy audience and is a significant visitor draw.

The visual arts are less well presented in the city with small gallery spaces in the library and at South Staffs College (Wedge Gallery). There is no cinema.

The main annual events in Lichfield include:

- The Lichfield Festival, a ten day international arts festival
- The Literature Festival
- The Greenhill Bower, an historic festival dating back to the Middle Ages
- Shakespeare in the Park
- The Blues and Jazz Festival
- The Lichfield Food Festival
- Lichfield Proms in Beacon Park
- The Heritage Weekend
- The Festival of Folk
- The triennial Lichfield Mysteries, reported to be the biggest community theatre event in the country; and
- 'Fuse', a community arts festival.

5. Accommodation facilities

Within the city, the main hotels include the new Premier Inn (79 rooms), the George an historic coaching inn (45) and Cathedral Lodge (32). In addition there are 10 smaller properties offering 2-9 rooms. As stated above, local hotels are performing strongly, driven by the midweek corporate market and weekend function/VFR business. The NMA and Drayton Manor Park provide valuable additional business; local events and short breaks contribute less.

Within five miles of the city there is the Holiday Inn Express at Wall (102), Wychnor Park (44), another Premier Inn (32) and Swinfen Hall (17). Further afield, within 10 miles, we have identified over 20 hotels including a large number of budget hotel rooms.

There is one caravan park, Cathedral Lodge, just to the north of the city but little else by way of self-catering within the city.

6. Marketing and visitor information

The marketing activity for Lichfield as a destination is largely led or undertaken by the LDC tourism team in liaison with local businesses (e.g. through the LDTA) and other stakeholders.

The main components of the marketing programme include:

- Maintenance and promotion www.visitlichfield.co.uk. This receives approximately 12,000 visits per month and this number has been increasing.
- Production of the annual Visit Lichfield guide (60,000 print run). This is distributed to a range of information outlets throughout the region and to TICs nationally as well as to direct requests.
- Production of a twice yearly 'What's On' guide – 50,000 per issue distributed to local homes and within 1.5 hours drive time.
- Production of monthly e-newsletters, with over 4,000 subscribers.
- Promotion of a range of specific events.
- Recruitment and promotion of an updated selection of special offers.
- Liaison with the travel trade and group organisers. This includes the production of a Groups Guide and provision of direct handling services for groups, familiarisation visits and attendance at trade shows.
- Provision of services for businesses, including regular swap-shops and training courses (e.g. Welcome Host).

This is a practical programme of marketing tactics and Lichfield District Council has received feedback from businesses that they are benefitting from the website, guide and other activity. However, it could be more strategically driven and focussed, with increased engagement and coordination with other partners. Elements of duplication, such as a parallel city centre website (www.inspiringlichfield.co.uk) should be addressed. There is a need to articulate Lichfield's brand more strongly around heritage themes and messages, which are reinforced by all stakeholders.

Opportunities have been taken to strengthen the position of Lichfield in conjunction with external partners. LDC has led on the preparation of a marketing plan for the Staffordshire Hoard Trail and is pursuing its implementation.

Lichfield District Council is responsible for the TIC, operated by three part-time staff and casual team members, and maintains a partnership agreement with St Mary's in the Market Square in which it is housed. In 2013 the TIC handled 48,736 enquiries (40,445 face to face). The number of enquiries grew significantly between 2007 and 2009 but since then they have been relatively static.

7. Destination management structures and stakeholder engagement

Lichfield District Council plays a central role in destination planning and management as well as promotion in the city. In addition, a number of structures exist which bring together other key players in a supportive and partnership role.

The Lichfield District Tourism Association (LDTA) is a trade body with over 130 members, including accommodation, attraction, catering, retailing and other local businesses. It is coordinated by Lichfield District Council.

Staffordshire Local Enterprise Partnership and Staffordshire County Council provide active support for tourism. This is mainly channelled through Destination Staffordshire, the county Destination Management Organisation (DMO). Lichfield District Council is a member of Destination Staffordshire, as are a number of businesses in Lichfield District, with LDTA members able to benefit from a joint discount arrangement. However, the level of participation in the DMO by LDC is lower than some other districts.

The area is also covered by the Greater Birmingham and Solihull LEP. This is implementing a Visitor Economy Strategy through a number of projects and working groups, in which LDC participates. The existence of two LEPs provides opportunities for Lichfield that are not available to most other areas, but it can also lead to some confusion and uncertainty on behalf of partners.

At a local level, the Lichfield City Centre Development Partnership provides an important structure for bringing together the key players, not least in the commissioning and implementation of this strategy.

Overall, while stakeholder structures exist, it appears that Lichfield District Council retains a more dominant role in local destination management compared with many other districts in England. This level of engagement is very positive. However, there is a need to ensure that other public and private sector bodies are engaged to their full potential, with enhanced focus and coordination.

11. SWOT

The above assessment, informed by local consultation and coupled with experience of comparative destinations elsewhere, leads to the following summary of Lichfield's strengths and weaknesses and of the opportunities and threats presented by the wider context.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Central location within England • Unique 3-spired cathedral and intact close • Parks, pools and green spaces • Strong, interesting historic heritage • Range of heritage sites and buildings • High profile attractions in vicinity • Good access and parking • Compact centre • Arts town, Garrick theatre, Lichfield Arts, Lichfield Festival, events etc. • Independent retailing and markets • Night-time economy • Attractive, safe environment • Public sector / strategic support for tourism • Business Improvement District 	<ul style="list-style-type: none"> • Low profile of city • Small, fragmented historic attractions • Low profile of niche retailing • Limited visitor accommodation • Some undistinguished/poor quality retail • Cathedral/city divide • Dated and incomplete signing/orientation • Undeveloped/articulated brand • Limited engagement with sub regional, regional and national networks and support programmes • Insufficient local coordination • Poor quality public realm in places – tired street paving, tired benches and bins, poor pedestrianisation. • Poor toilet provision – tired and unattractive public toilets (apart from Friary Outer). • Issues with through traffic and disabled drivers. • Lack of cohesive car parking strategy.
Opportunities	Threats
<ul style="list-style-type: none"> • Sites with potential for visitor uses, notably at Bird Street car park • Relative strength of local economy and affluent catchment area • Proximity to Birmingham conurbation • Local development (employment, housing) to create stronger local market • Strong corporate market and local function business for hotels • Confidence in Lichfield and future 	<ul style="list-style-type: none"> • Viability of development schemes • Public sector funding cuts • Cross LEP collaboration weak and LEP overlap causes duplication and confusion • Lack of coordination unresolved • Non response to market changes

12. Summary of responses to strategy

A consultation on the strategy was carried out in early 2016. The following organisations and individuals commented on the strategy. The majority of comments have been woven into the revised strategy, where appropriate. Where comments have not been included, this is also referenced below. The full comments/feedback are included at Appendix 1.

Organisation	Feedback included	Feedback not included
Lichfield Civic Society	<p>Overall they welcomed the strategy:</p> <ul style="list-style-type: none"> • Support for improvements to all aspects of the public realm in the City Centre, • Support for improvements to the gateways (rail stations, bus station and car parks, and pedestrian links from these) into the core of the City Centre. This should include securing commitments from the County Council to improve signage in the City centre and on gateway entrances and replace dead trees that they are responsible for in these places, • Support for emphasis on bringing all existing empty shops and other vacant premises into appropriate use – this has been added in. • Support for emphasis on repairing/refurbishing/restoring derelict, deteriorating and abandoned buildings, such as the former What and KwikSave buildings, the Angel Croft and the Prince of Wales public house – this has been added in. • Support for developing a long term car parking strategy – this has been added in. • Support for progress improving web site information on tourism related matters, provide additional information on designated walking and cycle routes and ensure regular updating of tourism information points in the City. • Concerns re resources to deliver the strategy – recognised in the strategy. 	<p>Civic Society commented: “the Draft Strategy does not appear to address nor resolve the inherent tension between the aspiration to attract increased visitor based on this characteristic and support for new development and more buildings”.</p> <p>This comment will be carried forward to the allocations of land document.</p> <p>Civic Society do not support the use of Bird Street as a ‘another development site’. “If the site is to become a well-designed “people-place and event venue” with limited scale speciality/niche retailing, this is welcomed by the Civic Society. If it were to be treated principally as another development site, this is not supported.”</p> <p>This needs to be fed into the design brief/consultation. Equally it is noted that the Civic Society does not support the provision of a new hotel on the Bird Street site.</p>
Lichfield BID	<p>Fully welcomes the strategy:</p> <ul style="list-style-type: none"> • Wants to work jointly on signage. • Wants to work jointly on marketing. • Wants to work jointly on car parking initiatives. 	<p>Only concern is the redevelopment of Bird Street. The BID would like to know that adequate replacement car parking is provided before a scheme is developed.</p>

Organisation	Highlight feedback included	Feedback not included
Lichfield Rail Promotion Group (LRPG)	<p>Overall they welcomed the strategy:</p> <ul style="list-style-type: none"> • Concerns that strategy is weak on implementation. This has been addressed through the action plan and improved actions in the strategy. Remains an issue for the partnership to address. • Provided good detail about issues at both Lichfield Trent Valley and City Stations – comments have been included in the revised strategy. • Lichfield to Burntwood line has been referenced as a long-term ambition • Strengthened reference to Lichfield to Burntwood line and included reference to lobbying for station at NMA in the document. • We would strongly urge the District Council/Partnership to submit its views to the Department for Transport on the next franchise for the West Midlands – this is being addressed. 	None
LDTA	<p>Overall they welcomed the strategy:</p> <ul style="list-style-type: none"> • Concerns the strategy is weak on implementation. This has been addressed through the action plan and improved actions in the strategy. Remains an issue for the partnership to address. • Concerns re impact on tourism team. • Concern needed clearer ownership in the action plan – this has been addressed. • Need to include education visits as target audience. Referenced under groups. • Strategy did not reference local residents or Whittington Barracks residents are target market – included. • Felt need to include more on railways – referenced LRPG feedback – included as above. • Need 7 – 9 coach bays – updated reference. • Concerned about points to work with landlords on vacant units – felt too vague an aspiration. • M6Toll lobbying needed to Highways England and Sat Navs companies – included • Concerns re resources and ability to do more on marketing. Felt consultants did not recognise strength of existing visitor guide. • Toilet improvement needs including – included. • Concerns re deliverability of Bird Street Car Park • Suggestion that SMART objectives – we have attempted to weave actual required outcomes into strategy/action plan as far as possible 	Comments on joining walking/cycle paths between Cannock Chase and Lichfield and other towns/cities. Discussion with SCC has highlighted that cycle path improvement is reliant on developer contributions and may be a longer term ambition than the report suggests.

Organisation	Highlight feedback included	Feedback not included
LDC officers combined	<p>Overall they welcomed the strategy:</p> <ul style="list-style-type: none"> • Concerns re action plan – most actions include LDC, but a large majority won't be delivered by LDC. Addressed in revised action plan. • Concerns re how the DC will respond to this strategy ongoing and who will lead the working group/how it will be driven forward. • Concerns re floating platform and bandstand in Beacon Park – floating platform is not deliverable due to underwater structures and team feel energy would be better delivered into events in the park, rather than a bandstand/fixed structure – both removed. • Suggestion that a fountain would be better in Minster Pool a public realm enhancement – included. • Concerns re thinning trees along North Side of Minster Pool – discussion with arboricultural team taking place. • Concerns target market does not include local residents – added in. • Concerns growth in tourism will impact on vital services – added in concern. • Concerns that the document does not include any planning references – added in. • Need to develop a site allocations/physical layout of city. • Support idea of boosting food standards ratings across the city – added in. Team feel this would not increase work, but would shift focus to good performance, vs low performance/high establishment turnover • Concerns re conservation issues – included 	None
Lichfield Arts, Heritage & Culture Partnership	<p>Overall they welcomed the strategy:</p> <ul style="list-style-type: none"> • Strategy suggests a focus on new events. Group feel existing events need to be strengthened and improved, vs bringing in an unsustainable outside event. This has been stressed. • Impact of current events not recognised adequately – this has been addressed with additions into economic impact section • Ability for public art to be used to improve public realm – included in strategy • Inclusion of arts//heritage in strategic objectives. • Use of art/creative approach in signage projects has been included. • Inclusion of engaging all partners in strategic objectives 	The partnership feels that there is no events calendar for local events. This has not been included as we have a robust events calendar that is leaps and bounds ahead of many cities of Lichfield's size. That said making the website responsive (works on mobile devices) and reviewing the design in line with the marketing strategy has been included.

17	S02	Explore market for more hotel accommodation - identify potential sites within allocations of land document (see above).		Dependent on/feed into Allocations of Land		LDC	
14	S02	Support plans for enhancement at local attractions				All partners	LDC, LCC
25	S05	Seek closer collaboration with sub-regional destination management organisations				All partners, LDC, DMOs	

P2 - years 2 - 3

Pg		Action			Target start date	Lead partner(s)	Supporting partners
11	S01	Provide an attractive new gateway at Friarsgate				Dev Sec	LDC
13	S02	Enhance the cathedral visitor experience				Cathedral	
14	S01	Improve access to the wider heritage of Cathedral Close				Cathedral	
15	S01	Develop ancillary facilities in the Close				Cathedral	
14	S02	Interpret significant layers in the Cathedral story				Cathedral	
15	S01	Create a new path on the northside of Minster Pool				Cathedral	LDC, LCC
14	S02	Enhance the existing portfolio of local guided and self-guided walks				LDC	Cathedral
16	S02	Develop existing and new events (create events strategy)				LDC, BID	LCC
12	S01	Develop new /support existing events in Beacon Park, Minster Pool & Stowe Pool				LDC, LCC	
17	S02	Review the city centre market - stalls and usage				LCC & BID	St Mary's in the Market Square
11/17	S02	Provide units for specialist retail / Lobby for reuse of vacant units				PS	LDC
20	S03	Develop Lichfield Ambassadors programme				LDC, LCC, PS	
24	S04	Work with major attractions to develop offers				LDC, PS	
23	S04	Engage in local, regional and national campaigns				LDC	PS, DMOs, VE inter alia
24	S04	Encourage accommodation-based offers				LDC, JAMWIG, DMOs, PS	
16	S02	Develop the visual arts and access to them for visitors				PS	LDC, LCC, SCC, Cathedral
17	S02	Improve the quality and appeal of the catering offer				BID, LDC, PS	

P3 - years 3 - 7

12	S01	Deliver development of Bird Street car park in line with the development brief established in phase 1.					
11	S01	Enhance pedestrian routes, public spaces in city centre				LDC, LCC, Dev Sec, Three Spires	PS
19	S03	Undertake environmental improvements at gateways				SCC, LCC, LDC, BID	
15	S01	Improve visual and physical linkages between the Close and city centre.				LDC, Cathedral	
17	S02	Use existing buildings for visitor accommodation				PS	LDC
11	S01	Public toilet improvement				LDC	PS
19	S03	Enhance and promote cycle routes into city				SCC, Sustrans	
18	S03	Enhance and promote existing portfolio of long distance walking trails				SCC	LDC
20	S03	Lobby for rail services to the National Memorial Arboretum				All partners	
20	S03	Lobby to improve rail services				All partners	
24	S05	Strengthen the commitment of the private sector				All partners	

APPROVAL OF A FORMAL COUNCIL PARKING STRATEGY

Councillor Mrs Fisher – Cabinet Member for Car Parking & Tourism

Date: 10th May 2016
Agenda Item: 5
Contact Officer: John Roobottom
Tel Number: 01543 687546
Email: john.roobottom@lichfielddc.gov.uk
Key Decision? YES
Local Ward Members Lichfield City Cllrs

Lichfield
district council
www.lichfielddc.gov.uk

Cabinet

1. Executive Summary

- 1.1 To seek approval for a Car Parking Strategy including new tariff charging proposals.

2. Recommendations

- 2.1 That Cabinet: - agrees the Car Parking Strategy attached at Appendix B - <https://www.lichfielddc.gov.uk/Council/Meetings-committees-and-papers/EconomicGrowthEnvironmentDevelopmentOverviewScrutinyCommittee/2016/04/21/Agenda/EGED-Parking-Strategy-April-2016.pdf>
- 2.2 That Cabinet agrees the proposed car parking proposals shown in paragraph 3.8 and the car parking charges shown in bold in paragraph 3.9.
- 2.3 That delegated authority be given to the Strategic Director - Democratic, Development and Legal Services in consultation with the Cabinet Member for Car Parking and Tourism to change the designation of car parks in order to maintain the balance of parking provision during the Friarsgate build and to ensure the continuing processing suitable facilities for coach parking.

3. Background

- 3.1 As part of the Council's Fit for the Future programme the Council's car parking service has been reviewed. The key objectives of the review were to consider how the Council manages its car parks estate, what scope there is to improve car parking services to customers and how the costs of operating a car parks service can be best met. The review has resulted in the preparation of a draft Car Parking Strategy which amongst other things has looked at car parking charges. The Strategy and proposed changes to the car parking service have been reported to the EGED (O&S) Committee and debated by members. A copy of the Strategy is at Appendix B.
<https://www.lichfielddc.gov.uk/Council/Meetings-committees-and-papers/EconomicGrowthEnvironmentDevelopmentOverviewScrutinyCommittee/2016/04/21/Agenda/EGED-Parking-Strategy-April-2016.pdf>
- 3.2 At its meeting in January of this year EGED (O&S) Committee agreed to the carrying out of a wide ranging consultation exercise on the conclusions of a parking strategy report. Consultation took the form of a set of meetings between Council officers and an Overview and Scrutiny Task Group and specific groups/organisations to elicit comments and views. Meetings

took place with the City Council, Lichfield BID, Friends of Beacon Park etc. In addition an online survey was made available for anyone with an interest in the subject matter to respond to. The public consultation attracted 158 responses. Whilst this is a substantial number, as a percentage of the 1.5m plus tickets sold per year it is clearly a limited grouping. A summary of the responses to consultation is attached at **Appendix A** to this report

- 3.3 Whilst individual comments received challenged certain aspects of the Council's suggested approach toward car parking including its proposed pricing/charging policy, little if any objection was raised to the intended overall Strategy. This is to be welcomed. Respondents raised no objections to the suggestion that the Council should continue in its role as the major provider of public car parks in Lichfield for the present. 17% of the public respondents claimed not to use Lichfield car parks presently and a further 20% said that they use them only once per month or less. The main reason cited for not using the Council's car parks was the availability of free but time limited parking at Tesco in Lichfield or in out of town locations elsewhere such as Ventura Park, Tamworth. Other respondents criticised the retail offer available in Lichfield saying that it put them off accessing the city and several referred to the number of empty shops despite the occupancy rates for Lichfield being consistently above the national average.
- 3.4 As regards the convenience of parking, some members of the public continue to request Pay on Exit operation. The strategy report looks in detail at why conventional, pay on foot systems using barriers are not practical for the circumstances pertaining in Lichfield. Many of the same respondents did also express major misgivings regarding a potential card payment trial despite this being an inherent part of Pay on Exit systems.
- 3.5 As may be expected the parking tariff proposals attracted the most comment. The main points are set out below:
- Some of the group and individual responders suggested rounding up of certain charging rates to the nearest £1.00 or 50p.
 - The proposed all day rate for the car parks serving Beacon Park was thought excessive by a number of respondents who suggested capping it at the all day rate applicable to other car parks as a maximum.
 - The Lichfield BID group has indicated that it could not support any form of increase in charges due to the impact on businesses, workers and the general economy of Lichfield.
 - Various groups and individuals suggested that discounts should be available for part time workers, students, commuters, shop workers, any town centre workers or in one case any resident of the District.
 - 35% of the total number of responders (55 people) objected to increased tariffs.
 - A further 5 respondents thought that hourly rates should be held at the current rates with any increases coming from other chargeable areas such as evening or Sunday charging.
 - 9 of the respondents felt that charges should be rounded up to the nearest pound or fifty pence.
 - 3 felt that charges should increase further to discourage car usage.
- 3.6 In a joint response from officers of Staffordshire County Council a number of issues were raised:
- A concern that the proposals will risk displacing some parking from off to on-street
 - that the proposal to introduce Blue Badge parking charges could also result in more on street parking with consequential impacts on congestion and traffic flows particularly within the town centre pedestrian area.

- That Staffs CC's objection to the proposed use of a pay on foot system involving barriers in the proposed Friarsgate development and the highway difficulties this would cause is specific to Friarsgate and not a policy matter. Other sites would need to be assessed individually.

3.7 In the light of the comments received and the officer responses set out at **Appendix A**, members will wish to consider the comments that have been made on detailed matters and determine whether in response they wish to see the proposed strategy and/or charging regime amended in anyway. The Council's charging period is from 7.30 am until 6.30 pm and there are no changes proposed to the charging period at this stage.

At its most recent meeting the EGED, O&S committee on 21 April 2016 debated the proposals and also gave full consideration to the consultation responses. In light of the concerns of members and of the opinions expressed by the various bodies and individuals who responded members recommended that the permit cost should be kept to £45 per month or £225 for six months. Members also recommended the short stay rates should be rounded up to the nearest full pound. Importantly it was made very clear that, particularly given the objections of the County Council, the Committee could not support the proposal to introduce charges for Blue Badge users. The financial impacts of these proposals are set out in the tables below.

3.8 Key proposals –

- That the District Council should continue in its role as the major parking provider for the City at least until the completion of the Friarsgate project.
- That the management and operation of the parking facilities should continue in house but with further work to be done to explore any other options which may be available
- In the interest of customer satisfaction further investigation should continue into alternative payment options
- When considering parking matters the District Council should continue to work closely with partners such as the Lichfield BID and Three Spires

3.9 Proposed new charges

Permits –

Permit type	Current	Initial Proposal	O&S proposal
Long stay six months	£200.00	£250.00	£225
Long stay one month	£40.00	£50.00	£45

Hourly tariffs -

	Current	Initial Proposed	O&S proposal
Short stay			
One hour	90p	£1.00	£1.00
Two hours	£1.80	£1.90	£2.00
Three hours	£2.70	£2.90	£3.00
Four hours	£3.60	£3.80	£4.00
All day	£7.00	£8.00	£8.00
Long Stay			
Four hours	£2.00	£2.10	£2.10
Six hours	£3.00	£3.20	£3.20
All day	£4.00	£4.30	£4.30
Sunday	£1.00	£1.00 (no change)	£1.00 (no change)

Car parks serving Beacon Park – O&S did not recommend any additional changes to the proposal.

Location key CP1 Bunkers Hill, CP2 Shaw Lane, CP3 Greenhough Road

	Current rate	Location	Proposed	Location
One hour	n/a	All CP's	50p	CP1 and CP2
Two hours	20p	All CP's	50p £1.00	CP3 CP1 and CP2
Three hours	n/a	All CP's	£1.50	CP1 and CP2
Four hours	40p	All CP's	£2.00	All CP's
All day	£3.00	All CP's	£10.00	All CP's

- 3.10 It was expected that the changes from the initial proposal would bring an increase in gross additional parking income of **£215,000** (including VAT) or after taking account of VAT, the additional income to the Council would be **£179,200**.

Based on 2013/14 usage, the alternative proposal is expected to realise gross additional parking income of **£206,760** (including VAT) or after taking account of VAT, the additional income to the Council would be **£172,300**.

The financial modelling based on later years' usage and taking into account revenue sharing arrangements on two car parks is currently being undertaken and will be reported to the meeting.

It is anticipated that the proposed charges would not adversely affect the number of people parking, although there may be some displacement from the car parks serving Beacon Park.

This is itemised as being made up of -

	Initial proposal	O&S proposal
Permit increases	£49,000	£27,510
Increased charges at the car parks serving Beacon Park	£33,000	£33,000
Increases in hourly tariffs	£110,000	£146,250
Charges for Blue Badge users	£23,000	n/a
Totals (including VAT)	£215,000	£206,760
Totals (excluding VAT)	£179,200	£172,300

- 3.11 Cabinet are asked to give its approval to the delegation of powers to the Director and Cabinet Member allowing them to change the designation of car parks in order to maintain the balance of parking provision during the Friarsgate build and to ensure the continuing provision of suitable facilities for coach parking.

This would not involve any changes in tariffs but would be a matter of changing car parks from long to short stay or vice versa and redesignating an area, possibly at the University but this is subject to negotiation, to provide a new coach parking facility.

These changes will be in line with the aims stated in the report of delivering a suitable balance between short stay shoppers parking and long term parking aimed at city centre workers and commuters.

3.12 A further report on the future operation and management of the Friarsgate car park will come before members in due course. It is not possible to include this report at this stage as commercial negotiations with the Friarsgate developer are still under way.

3.13 The Strategy report does consider potential future options for the management and operation of the car parks before concluding that this should remain in house for the time being. In line with the challenge principles embodied in the Fit for the Future principles this will remain under further review and to this end the Council has commissioned consultants to report on management options for the whole of the car parking estate. These considerations are for the long term future of our car parking operation and fall outside of the scope of this report but Councillors will be fully involved in any future decision making process on these matters.

Alternative Options	1. That the Cabinet does not agree and approve the Strategy but requests a further rewriting of the Strategy report to take account of consultation responses and the views of Cabinet members.
Consultation	1. A draft Car Parks Strategy and including proposals to amend charging tariffs has been considered by EGED (O&S) Committee and the subject of public consultation.
Financial Implications	1. The proposed permit and tariff changes are projected to bring an increase in gross income of around £206,760 or after taking account of VAT £172,300 as set out in paragraph 3.10 above, but this figure may be updated at the meeting when the modelling on the basic usage in future years has been undertaken.
Contribution to the Delivery of the Strategic Plan	1. By continuing to provide safe and affordable pay and display parking the District Council will be contributing to three of the primary aims laid out in the Council's Strategic Plan 2016-2020. These aims are:- <ul style="list-style-type: none"> • A vibrant and prosperous economy • Healthy and safe communities • Clean, green and welcoming place to live
Equality, Diversity and Human Rights Implications	1. It is important that reserved disabled bays within the Council's car parks be monitored to ensure continued availability to legitimate users.
Crime & Safety Issues	1. The continuing presence of uniformed patrols on the car parks is thought to be useful in bringing about a reduction in the level of crime and disorder and also in the fear of crime.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	That the supply of parking spaces fails to meet future demand	Ongoing capacity counts suggest a surplus in the system at this time and co-operative work with the developers of Friarsgate indicates that future provision should be enough to meet predicted demand	Green
B	Increased parking tariffs lead to a fall in business	Rates are benchmarked against other authorities and it is felt that Lichfield will still have a competitive parking offer with the added benefit of the increased draw from the Friarsgate Development. It is not anticipated there will be a significant economic impact leading to an increase in vacant retail units but if there was, this could impact on the Council's share of rental income from the Three Spires Shopping Centre and adverse impact on business rate income.	Green

Background documents – consultation responses – summarised in Appendix A; Proposed Strategy Appendix B:

<https://www.lichfielddc.gov.uk/Council/Meetings-committees-and-papers/EconomicGrowthEnvironmentDevelopmentOverviewScrutinyCommittee/2016/04/21/Agenda/EGED-Parking-Strategy-April-2016.pdf>

Relevant web links

Appendix A – consultation responses

Summary of responses

Name of consultee	Comments from consultee	Remarks
EGED O&S	Suggested that short stay rates should be rounded to the nearest pound above.	This is a matter for Councillors to decide, the potential impact has been modelled in the full report.
Lichfield City Council	<p>Proposed the introduction of a 50p for thirty minutes rate to encourage short stay parking.</p> <p>Suggested the rounding of rates to the nearest 50p, ie increasing the proposed £3.80 short stay to £4.00 and the £4.30 long stay to £4.50.</p> <p>If Blue Badge charges were introduced suggested that badge holders should receive an extra hour of parking for the same rate.</p> <p>More publicity should be given to electric vehicle charge points.</p>	<p>This has been looked at in the past but was dismissed mainly due to the significant availability of free of charge on street parking to cater for this demand. The income implications of such a change would be impossible to model due to the lack of information on possible impacts on the one hour payments.</p> <p>Stoke on Trent City Council offers thirty minute tariffs but only on car parks in areas with no alternative on street offer.</p> <p>East Staffs. Borough Council and Newcastle Borough Council did offer thirty minute tariffs but have withdrawn these with no apparent customer dissatisfaction.</p> <p>Cannock Chase DC offer thirty minute tariffs which have proven popular in Cannock but not Rugeley due to the availability of free of charge alternatives.</p> <p>This could be done but would clearly constitute a further increase with the potential for dissatisfaction amongst other bodies and car park users.</p> <p>This could be done if Councillors thought appropriate but could be difficult to convey the requirements to customers.</p> <p>The charge points are shown both on the LDC website and on the various national websites available to EV users. The national websites also link into most sat nav systems. The very low level of usage for the LDC charge points is thought to be at least partly due to the provision of free charging facilities at the Lichfield Waitrose store.</p>

	<p>The current charge period runs to 18:30, this should be reduced to 18:00 in line with on street requirements.</p> <p>Long stay permit availability should be advertised on the car parks.</p>	<p>LDC charges previously ran from 07:30 to 19:30, a straight twelve hour period. The one hour reduction was at the initiative of Councillors with the intention of encouraging the night time economy. Most authorities charge for evening parking.</p> <p>Permit availability is shown on the LDC website and on various promotional material relating to the City but some form of signing on the car parks would not be difficult to provide.</p>
Lichfield City Centre Development Partnership	<p>The draft report was presented at the most recent partnership meeting but, despite reminders, no formal response has been made.</p>	
Lichfield BID	<p>Felt that they could not support any increases due to the potential Impact on local businesses.</p> <p>Suggested that the increase from £3.00 to £10.00 for all day parking at the car parks serving Beacon Park, if it must be implemented, should be capped to £8.00 in line with the potential short stay rate.</p> <p>Were concerned that charges at the Beacon Park car parks on Bank Holidays and during school holidays may deter people from visiting the park.</p> <p>Concerned that the increase in permit charges could be detrimental to low paid workers and part timers. Suggested that a part time permit should be introduced for city workers and offered potential funding to achieve this.</p>	<p>This is a matter for Councillors to consider when making their decision.</p> <p>The £10.00 all day rate was intended to discourage this form of parking at the parks, car parks and as such the income models assume very little would be received from that tariff. As a possible £8.00 rate is almost equally punitive it is assumed that such a change would be cost neutral and unlikely to have any marked effect on usage levels as compared to the £10.00 rate.</p> <p>Bank Holiday parking is free of charge and there is no proposal to change this. School holiday parking is heavily weather dependent but in peak periods demand substantially exceeds supply. Even with the potential increases any high season reduction is thought unlikely to be significant.</p> <p>Some authorities with extended or 24/7 charge policies do offer reduced rate evening permits but research has not revealed any one offering part time permits of the type proposed. It is difficult to see how this type of permit could be implemented given the substantially varying periods and hours of work that part time workers are employed for. If the BID did feel that a subsidy of this nature was viable presumably there would be nothing to stop them paying</p>

		this direct to the workers or businesses involved.
Friends of Beacon Park	<p>The proposed £10.00 all day rate was thought to be excessive and as a maximum this should be capped at the £8.00 proposed for other short stay car parks.</p> <p>Whilst the intention to discourage business or commuter use during the week was accepted it was suggested that a lower rate could apply at weekends to benefit leisure visitors.</p> <p>The group had concerns that increases in general would displace parking onto nearby streets.</p>	<p>The proposed rate is intended to discourage all day parking but any rate in excess of normal long stay charges could have this effect.</p> <p>Sundays are remaining free of charge although other towns are moving towards charging normal rates on a Sunday. A lower Saturday rate would be feasible but this would still carry the risk of attracting displaced retail users.</p>
Public consultation – this drew a varied response with some responders (35%) objecting to any tariff increases, others suggesting a changed pricing structure and the remainder accepting the need for increases albeit making clear that they would prefer it if they did not have to be implemented. A minority felt that the increases could be bigger or that Council Tax should be increased instead. The commonest responses are summarised in the next column.	<p>Object to paying for parking in principle in and feel that parking should be made free of charge or reduced in cost</p> <p>Feel that any increases would affect the local economy and claim to visit the town centre either seldom or not at all due to lack of draw and number of empty shops</p> <p>Site other towns as being more popular due to lower parking rates with Tamworth and Sutton being singled out</p> <p>Not prepared to pay for parking and only use supermarket or out of town sites</p> <p>Say that LDC car parks are poorly maintained or designed, siting difficulties with narrow bays.</p>	<p>This is a matter for Councillors to decide but would have a major impact on LDC finances</p> <p>Independently audited figures show that Lichfield retail occupancy rates are consistently above the national average</p> <p>Comparative figures appear to show that charges would remain competitive. Press reports suggest that Birmingham CC intend to increase parking rates in Sutton by between 27 and 50% and bring in full rate charging for Sundays</p> <p>The availability of three hours free parking at Tesco does provide an attractive alternative for some users. The offer of free parking at Ventura Park is also a common theme.</p> <p>Only 6% of respondents expressed this view. Considerable sums of money have been spent on continuing car park improvements. All of our car parks meet or exceed national design standards.</p>

	<p>Feel that removal of Sunday rates would increase visitor numbers and general prosperity of town</p> <p>Different respondents would like to see discount parking for Lichfield residents, for shop workers, for commuters or for students.</p> <p>Concerned that increased charges at parks would be unfair to commuters or that they would increase parking problems in surrounding streets</p> <p>Would like to see an out of town park and ride</p> <p>Feel that the increase in charges at the parks would discourage park usage.</p> <p>Object to the proposed increase in permit costs due to size of percentage, comparing this to the level of inflation.</p> <p>Proposed that parking costs should be rebated against golf or other park activities.</p>	<p>Sunday charging is common with most operators, many at full rate.</p> <p>Given the wide range of discounts proposed this would greatly limit the pool of customers paying full tariffs. Due to the uncertainty over possible take up rates the income impact is impossible to model but would clearly be substantial</p> <p>The charges are designed to discourage commuter use. Resident parking zones could provide an answer to the on street problems.</p> <p>It is not clear that demand would justify this and no suitable site has been identified</p> <p>Other customers hold a contrary opinion as they feel that the spaces are currently occupied by business or other users.</p> <p>The current permit rates are at a substantial discount to payment through the machines, whilst the proposed increases are above inflation permit parking will still be much cheaper than daily payment.</p> <p>This would be a matter for the parks management but could be seen as prejudicial to walkers, picnickers or family users not taking part in paid for activities.</p>
<p>Staffordshire County Council.</p> <p>Both David Walters, the SCC Regulation and Governance Manager and Wayne Mortiboys, the District Commissioning Lead for Lichfield have provided responses. Both are summarised here.</p>	<p>David Walters –</p> <p>On and off street parking strategies should be considered together</p> <p>Reference should be made to local transport plan and District Strategy</p>	<p>Whilst the desire for joined up working in local government is clear the County strategy is believed to be at an early stage of development and District Councils have not been consulted on this matter. Delays to allow for the County to complete their strategy could be substantial.</p>

	<p>Parking strategy should encourage modal shift</p> <p>Pointed out risks of displacement from off to on street sites and cautioned that that RPZ's were not suitable in all circumstances</p> <p>County policy for on street parking is being reviewed but current policy sets charges for on street (when applicable) above those for off.</p> <p>Concerned that Blue Badge charging would cause displacement to on street locations with impact on traffic flow and congestion. Reminded us that SCC approval would be required for any tariff change proposal and that this would be considered in light of their network management duty.</p> <p>Wayne Mortiboys –</p> <p>Pointed out that there would be a tipping point where increased permit costs moved parking to residential streets</p> <p>Suggested retention of Market Trader permits with availability extended to part time workers requiring parking on certain days only</p> <p>Pointed out that an initial reduction in car park usage could be expected following any increases.</p> <p>Agreed with the comments from David Walters regarding RPZ's</p> <p>Pointed out that the objection to the use of barriers at Friarsgate was specific to that site and not a policy. Other sites</p>	<p>It is assumed that this refers to discouraging car usage, this is not in line with LDC policies</p> <p>We have not been informed of any intention to charge for on street parking in Lichfield at this time.</p> <p>This is a clear risk if Blue Badge charging is implemented. The parking order is made under the Traffic Management Act and this does make Highway Authority approval mandatory.</p> <p>Whilst this is undeniably correct the new permit costs are still substantially below those of daily payment and no further argument is made to support the possibility that we would reach that tipping point.</p> <p>The flexible nature of part time working is likely to make this difficult to implement and we are not aware of any other authority offering this type of permit.</p> <p>The parking policy document will be amended to reflect this.</p>
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	<p>would need to be assessed individually.</p> <p>Pointed out that the lack of VMS signing in Lichfield was not due to a lack of funding from SCC, those areas which do have them have been funded through major developments in the locality.</p> <p>Echoed David Walters concerns that Blue Badge charging would displace parking to on street locations and also pointed out the particular effects that this could have in the town centre pedestrian zone.</p> <p>Suggested that Lombard Street car park could be zoned as a tourist/cathedral parking area to relieve pressure on Bird Street car park.</p>	<p>As above</p> <p>As discussed in the reply to David Walters comments this is a genuine concern</p> <p>It may be overly ambitious to try and implement this at the same time that the Friarsgate redevelopment is likely to be progressing but consideration could be given to this in the longer term as part of the discussions on the future of Bird Street car park.</p>
<p>Lichfield and Tamworth Chamber of Trade and Commerce</p>	<p>Copies of the strategy report and supporting documents were sent to the Chamber but despite reminders no formal response was made by them.</p>	

Statement of Community Involvement

Cabinet Member: Councillor I. Pritchard

Date: 10th May, 2016

Agenda Item: 6

Contact Officer: Craig Jordan

Tel Number: 01543 308202

Email: Craig.jordan@lichfielddc.gov.uk

Key Decision? NO

Local Ward

Members



Cabinet

1. Executive Summary

- 1.1 A Statement of Community Involvement (SCI) is part of a suite of documents which support the preparation of the development plan and development management functions of this authority. It sets the standards which can be expected by the public and statutory consultees for community involvement in the planning process. The Council is required to produce a SCI and comply with the requirements it establishes when preparing development plan documents. In accordance with the Local Development Scheme the Statement of Community Involvement has been updated.
- 1.2 As required by statutory procedures the document has been subject to public consultation. The responses to the consultation on the SPD have been considered by EG, E & D (Overview and Scrutiny) Committee and this report seeks approval to amend the SPD as a result of consultation and further suggested changes proposed by officers and to formalise it for use in consultation. The report also seeks approval to withdraw the existing Statement of Community Involvement, which was adopted in 2006.

2. Recommendations

- 2.1 That Cabinet approves the adoption of SCI as amended and attached at [Appendix D.](#) That Cabinet agrees to the withdrawal of the existing Statement of Community Involvement adopted in 2006.

3. Background

- 3.1 A SCI whilst being statutorily required, recognises the valuable contribution community involvement can have in the planning process and that by engaging with our customers this can assist in the delivery of better quality development that meets the needs of current and future generations. In addition customers should be better informed about the planning system and this may reduce the number of enquiries generated.
- 3.2 The SCI incorporates development management procedures established in the Development Control Department-Customer Charter adopted in September 2011, Neighbourhood Plans reflecting the changes in legislation arising from the Localism Act, Neighbourhood Planning (General) Regulations 2012, Town and Country Planning (Development Management Procedure) Order 2015 and other changes which reflect changes in technology, the availability of new methods of consultation such as the use of social media and reflect the Council's channel shift.
- 3.3 The representations received during the consultation can be categorised as follows:
 - Support for early engagement
 - Requests to be included when consultations are being undertaken
 - A request from Lichfield Civic Society to retain a phrase which encourages developers of major sites to establish appropriate liaison arrangements.

3.4 The representations have been considered by the EGED (Overview and Scrutiny) Committee and consequently a set of suggested further changes. A summary of the consultation responses, LDC response and table of additional suggested changes are attached respectively at [Appendix A, B and C](#). Subject to the aforementioned changes being agreed the EGED (O&S) Committee is recommending to the Cabinet that the SCI as duly amended be approved and adopted by the Council ([See Appendix D](#)) and that the previous SCI which was adopted in 2006 be withdrawn.

Alternative Options	<ol style="list-style-type: none"> The revised SCI is not approved and adopted. The current adopted SCI is not up to date and would not provide the necessary guidance to assist in the preparation of policy and decision making.
Consultation	<ol style="list-style-type: none"> Consultation was undertaken for a six week period from 1st February, 2016 until 14th March, 2016 as required by the existing SCI. This included a newspaper advert in the Lichfield Mercury, a press release, the document and an invite for comments being placed on the District Council website, and email alerts were sent to those registered on the consultation system including statutory consultees.
Financial Implications	<ol style="list-style-type: none"> Consultation is required as part of the planning process. The proposed SCI seeks to take advantage of new and improved communication channels which it is considered will provide enhanced opportunities for communication of and engagement in the planning process but at reduced costs and is within the existing Medium Term Financial Strategy.
Contribution to the Delivery of the Strategic Plan	<ol style="list-style-type: none"> Supports the priority of a vibrant and prosperous economy as it assists in the delivery of the planning function of the Council. It will assist in the delivery of a strong and adaptive council by providing up to date guidance on consultation. By setting standards for consultation it will assist in the delivery of good customer service which is one of our 3 core values. It encourages our residents to use on-line tools for contacting and engaging with us.
Equality, Diversity and Human Rights Implications	<ol style="list-style-type: none"> None. An equalities impact assessment was considered with the draft document in January 2015.
Crime & Safety Issues	<ol style="list-style-type: none"> none

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	The adopted SCI is not updated and would not provide the necessary guidance to assist in the preparation of policy and decision making.	Review the SCI	Red
B	The SCI is not prepared in time to operate alongside approved policy leading to delays in the preparation of the Land Allocations DPD and confusion to users.	Proceed to adopt the SCI	Green

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Background documents: Statement of Community Involvement 2006

Relevant web links: Equalities Statement 2015

Developer Contributions SPD

Cllr Prichard

Date: 10th May 2016

Agenda Item: 7

Contact Officer: Craig Jordan/Maxine Turley

Tel Number: 01543 308 206

Email: maxine.turley@lichfielddc.gov.uk

Key Decision? **NO**

Local Ward: All wards

Members



Cabinet

1. Executive Summary

- 1.1 The Developer Contributions Supplementary Planning Document (SPD), is part of a suite of SPD's which support the adopted Local Plan Strategy.
- 1.2 Following approval from the Economic Growth, Environment and Development (Overview and Scrutiny) Committee formal consultation on a draft SPD document commenced on the 1st February 2016 for six weeks with the consultation closing on the 14th March 2016.
- 1.3 The comments received have been reviewed with recommendations and amendments to the document considered by Economic Growth, Environment & Development (Overview and Scrutiny) Committee at its meeting on the 21st April 2016. A summary of comments and recommendations form [Appendix A](#).
- 1.4 Approval to adopt the amended Developer Contributions SPD is now sought.

2. Recommendations

- 2.1 Cabinet approves the adoption of the amended Developer Contributions SPD attached at [Appendix B](#).
- 2.2 Cabinet delegate to the Portfolio Holder for Economic Growth, Development and Environment in consultation with the chair and vice chair Economic Growth, Development and Environment Overview and Scrutiny Committee the authority to amend, if required, the Supplementary Planning Document following the enactment of the Housing and Planning Bill 2016 to take account of any changes that the Bill as enacted would have on the provisions of the SPD.
- 2.3 Cabinet approves the withdrawal of the following guidance after the commencement date for the levying of the Community Infrastructure Levy (CIL) within Lichfield District.
 - Planning Obligations, adoption statement May 2006 including the adopted Allocation of Funding Policy and Procedures.
 - Open Space, Sport and Recreation SPD and Assessment Paper, Assessment Annex Maps Draft April 2005

3. Background

- 3.1 The Local Plan Strategy adopted in February 2015, sets out the strategic spatial policy context for the development and use of land in Lichfield District. In due course it will be complemented by a Local Plan Allocations Document. In addition, a suite of SPD's covering a raft of topics have been and continue to be developed to add further guidance to support existing policy.
- 3.2 The Developer Contributions SPD sets out the District Council's approach to planning obligations. The document covers the types of development that the Council intends to seek contributions from subject to meeting the legal tests set out in the relevant Planning Acts and associated regulations. Planning

obligations secured through developer contributions will enable the delivery of sustainable development within the District. Contributions will support the delivery of the key infrastructure requirements identified within the Local Plan Strategy (Core Policy 4: Delivering Our Infrastructure and Policy IP1: Supporting Our Infrastructure) and also expressed in the Council’s Infrastructure Delivery Plan.

- 3.3 Between the 1st February and 14th March of this year formal consultation was completed on a Draft Developer Contributions SPD. The Consultation resulted in the receipt of 19 external representations.
- 3.4 In response to the representations a number of changes to the document have been proposed and approved by Economic Growth, Environment & Development (Overview and Scrutiny) Committee.
- 3.5 The Developer Contributions SPD sits directly alongside and supports the District Council’s CIL charge. The CIL Charging Schedule was adopted by Full Council on the 19th April 2016 when it was also agreed to set the commencement date for CIL charge as the 13th June 2016.
- 3.5 It is intended that when formally approved and adopted the Developer Contributions SPD will replace the following existing guidance:
 - Planning Obligations, adoption statement May 2006 including the adopted Allocation of Funding Policy and Procedures.
 - Open Space, Sport and Recreation SPD and Assessment Paper, Assessment Annex Maps Draft April 2005.

The Cabinet is asked to approve the withdrawal of the aforementioned existing SPD with the adoption of the developer contributions SPD.

Alternative Options	<ol style="list-style-type: none"> 1. Continue using the guidance listed in section 3.5. This existing guidance does not reflect the policies within the adopted Local Plan Strategy or that Lichfield District Council has adopted a CIL Charging Schedule.
Consultation	<ol style="list-style-type: none"> 1. Officers of the Infrastructure Officer Working Group (IOWG) have been pivotal in the development of the document. The IOWG includes officers from all Directorates and officers from Staffordshire County Council. 2. Consultation on the Developer Contributions SPD started on the 1st February for a six week period coming to a close on the 14th March 2016. A press notice was placed in the Lichfield Mercury and a press release circulated. The document appeared in the Latest News section of the Local Plan pages of the Council’s Website, links were provided to the local planning consultation system. E mails were sent to those registered in the consultation system including statutory consultees.
Financial Implications	<ol style="list-style-type: none"> 1. Developer Contributions will provide infrastructure requirements identified in the Infrastructure Delivery Plan and support the sustainable delivery of the Local Plan Strategy. 2. Securing the right level of contributions will ensure development in the District is sustainable, thus reducing the impact on Council resources and in turn contributing to F4F.
Contribution to the Delivery of the Strategic Plan	<ol style="list-style-type: none"> 1. The SPD when approved and adopted by the Council will assist in delivering on the aims and objectives of the Lichfield District Local Plan Strategy which itself is aligned with the themes and aims of the District Council’s Strategic Plan 2016-20.

Equality, Diversity and Human Rights Implications	<ol style="list-style-type: none"> 1. None 2. An equality impact assessment has been prepared.
Crime & Safety Issues	<ol style="list-style-type: none"> 1. None

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	That the SPD does not provide the necessary guidance to assist in interpreting agreed Policy.	The document has been developed with input from appropriate professionals. The consultation period will enable comments to be received from potential users of the SPD. Following the consultation period there will be an opportunity for the SPD to be amended to reflect comments received.	Yellow
B	That the SPD is not prepared in time to operate alongside approved policy and the adoption of a CIL Charging Schedule.	The Local Plan Strategy was adopted in Feb 2015. Timescales, for the approval adoption process compliment the CIL Charging Schedule adoption timeline.	Yellow

Background documents

Local Plan Strategy Adopted February 2015

Infrastructure Delivery Plan 2015

Lichfield District Council Community Infrastructure levy Charging Schedule.

Relevant web links

<https://www.lichfielddc.gov.uk/Council/Planning/The-local-plan-and-planning-policy/Local-plan/Local-Plan-Strategy.aspx>

<https://www.lichfielddc.gov.uk/Council/Planning/The-local-plan-and-planning-policy/Planning-obligations/Community-Infrastructure-Levy-CIL.aspx>

<https://www.lichfielddc.gov.uk/Council/Planning/The-local-plan-and-planning-policy/Resource-centre/Evidence-base/Infrastructure/Infrastructure-delivery-plan-IDP.aspx>

Supplementary Planning Document – Biodiversity and Development

Cllr I Prichard

Date: 10th May 2016

Agenda Item: 8

Contact Officer: Justine Lloyd

Tel Number: 01543 308164

Email: justine.lloyd@lichfielddc.gov.uk

Key Decision? **NO**

Local Ward All

Members

Cabinet

1. Executive Summary

- 1.1 In accordance with the adopted Lichfield District Local Plan Strategy, a Supplementary Planning Document (SPD) on Biodiversity and Development has been prepared. This forms part of a suite of SPDs which support the adopted Local Plan. As required by statutory procedures the document has been subject to public consultation. The responses to the consultation on the SPD have been considered by the Economic Growth, Environment & Development (Overview and Scrutiny) Committee and this report seeks approval to amend the SPD as a result of consultation and adopt it for use in developing and appraising planning proposals.

2. Recommendations

- 2.1 That Cabinet approves the SPD as amended (attached at [Appendix A](#)) and adopts the Biodiversity and Development SPD

3. Background

- 3.1 Within the adopted Local Plan Strategy, reference is made to additional guidance being necessary to explain how policies will be implemented. One such area relates to Biodiversity (i.e. protected/priority species and habitats) and it is considered that there is a need for a Supplementary Planning Document. SPDs when linked to specific approved policy and having been subject to public consultation can be considered as a material consideration in the determination of planning applications.
- 3.2 The Biodiversity and Development SPD provides applicants with step-by-step advice throughout the planning process and supplements the policies within the Natural Environment chapter of the current Lichfield District Local Plan: Our Strategy, which provides a framework for development in the District. The SPD explains what Lichfield District Council expects to be considered with any planning application and the detailed information that needs to be submitted.
- 3.3 The Biodiversity and Development SPD is one of 6 SPDs being developed, 3 of which have now been adopted.
- 3.4 The Biodiversity and Development SPD has been prepared by officers and steered by a Task Group made up of elected members from the EG, E & D (Overview and Scrutiny) Committee. The SPD has been subjected to public consultation between the 26th June and the 10th August 2015.

3.5 Representations received during the consultations have been considered by the EG, E & D (Overview and Scrutiny) Committee and certain changes recommended to reflect matters raised. Representations received during the consultations were generally supportive. The main points can be summarised as follows; the final version of the SPD should include an executive summary; further details and clarification regarding biodiversity offsetting schemes should be provided; the quality of maps should be improved; all reference to geodiversity should be removed; and the naming and description of the 'first impressions survey' should be amended. Additionally it is recommended by officers that the biodiversity net gain value a development must achieve be reduced from + 25% to +20%; that the 'delivered net gains for biodiversity form' be removed; and additional description of what constitutes a non protected site be included. A summary of the consultation responses and LDC responses is attached at [Appendix B](#) and [Appendix C](#).

3.6 Subject to the aforementioned changes being made the EG, E & D Committee are recommending to the Cabinet that the SPD as amended be approved and adopted by the Council.

Alternative Options	1. The alternative option would be to 'do nothing' and rely on national guidance to guide decision making on planning applications. This approach would not accord with the adopted local plan and would miss the opportunity to create schemes which will allow for a net gain to biodiversity within the Lichfield District. Without the guidance provided within the SPD, applications are likely to be submitted without the correct ecological information, preventing the expedient determination of a planning application. The 'do nothing' option is therefore not credible.
Consultation	1. Consultations on the SPD commenced on the 26 th June 2015 and closed on the 10 th August. The SPD was advertised by a press notice in the Lichfield Mercury, via the Council's website and communicated via email to all those registered on the consultation system maintained by the Spatial Policy and Delivery team. The responses received have been considered by EG,E and D (O and S) Committee and are attached at Appendix B and Appendix C .
Financial Implications	1. None from this report.
Contribution to the Delivery of the Strategic Plan	1. The SPD is part of a suite of guidance prepared to help in the implementation of the council's adopted Local Plan Strategy, a major element of the council's strategic ambitions.
Equality, Diversity and Human Rights Implications	1. An Equality Impact Assessment checklist has been completed and there are no equality and diversity implications.
Crime & Safety Issues	1. There are no specific crime and safety issues arising from this report

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	That the SPD does not provide the necessary guidance to assist in interpreting agreed policy	The Biodiversity and Development SPD Task Group involving members and officers has allowed for the individual	Green

		topics to be considered in detail and issues raised. Consultation has provided those with concerns to raise them and have them considered. Reporting to EGED O and S Committee and Planning Committee has enabled up to date policy consideration.	
B	That the SPD is not prepared in time to operate alongside adopted policy	The SPD has been subject to consultation to ensure that it is suitable to work alongside the Local Plan policy framework	Green

Background documents 1. The adopted Lichfield District Local Plan: Strategy February 2015

Relevant web links [Local Plan Strategy](#)

Trees, Landscaping and Development Supplementary Planning Document

Cllr I Prichard

Date: 10th May 2016
Agenda Item: 9
Contact Officer: Portia Howe
Tel Number: 01543 308185
Email: portia.howe@lichfielddc.gov.uk
Key Decision? **NO**
Local Ward: All
Members

Lichfield
district council
www.lichfielddc.gov.uk

Cabinet

1. Executive Summary

- 1.1 In accordance with the adopted Lichfield District Local Plan Strategy, a Supplementary Planning Document (SPD) on Trees, Landscaping and Development has been prepared. This forms part of a suite of SPDs which support the adopted Local Plan. As required by statutory procedures the document has been subject to public consultation. The responses to the consultation on the SPD have been considered by the Economic Growth, Environment & Development (Overview and Scrutiny) Committee and this report seeks approval to amend the SPD as a result of consultation and adopt it for use in developing and appraising planning proposals.

2. Recommendations

- 2.1 That Cabinet approves the SPD as amended and attached at [Appendix B](#) and adopts the Trees, Landscaping and Development SPD
- 2.2 That Cabinet agrees subject to the approval of the above SPD to the formal withdrawal of the existing Trees and Development SPD adopted in 2005.

3. Background

- 3.1 Within the adopted Local Plan Strategy, reference is made to additional guidance being necessary to explain how policies will be implemented. One such area relates to trees and landscaping and it is considered that there is a need for a Supplementary Planning Document. SPDs when linked to specific approved policy and having been subject to public consultation can be considered as a material consideration in the determination of planning applications.
- 3.2 The Trees, Landscaping and Development SPD will provide up to date design and technical guidance on how existing trees, woodland and hedgerows can be retained, protected and incorporated within new development and guidance on the provision of new landscaping as part of sustainable development.
- 3.3 The Trees, Landscaping and Development SPD is one of 6 SPDs being developed, 3 of which have now been adopted.
- 3.4 The Trees, Landscaping and Development SPD has been prepared by a Task Group made up of elected members drawn from the EG, E & D (Overview and Scrutiny) Committee and officers and has been the subject of public consultation between 6 Feb – 20 March 2014 and 26 June – 10 August 2015.
- 3.5 Representations received during the consultations have been considered by the EG, E & D (Overview and Scrutiny) Committee and certain changes recommended to reflect matters raised. Representations

received during the consultations were generally supportive. The main points can be summarised as follows; clarification required in relation to the Council's local planning validation requirements, inclusion of an Executive Summary, expansion in respect of the historic landscape and the landscape character of the district, expansion on trees, hedgerows, woodland and veteran trees and their importance within the district for biodiversity and as Habitats of Principal Importance as defined by the National Planning Policy Framework 2012, clarification of the scope and purpose of the SPD and the inclusion of additional links to the council's Sustainable Design SPD. A summary of the consultation responses and LDC responses is attached at [Appendix A](#)

3.6 Subject to the aforementioned changes being made the EG, E & D Committee are recommending to the Cabinet that the SPD as amended be approved and adopted by the Council. The proposed revised version of the SPD is attached at [Appendix B](#)

Alternative Options	<ol style="list-style-type: none"> The Cabinet could choose not to adopt the proposed SPD and rely on national guidance and the existing Trees and Development SPD (adopted 2005) to guide decision making on planning applications. However the former SPD does not accord with the current adopted development plan and does not contain up to date and locally relevant considerations on existing trees and new landscaping. This is due to the age and lack of relationship to an up to date policy either at local or national level. As a result the weight which can be accorded to the existing Trees and Development SPD is diminishing. It is proposed that if the emerging SPD is approved and adopted, that the existing Trees and Development SPD will be formally withdrawn. The Cabinet could decide to adopt the SPD without amendments.
Consultation	<ol style="list-style-type: none"> Consultations on the SPD occurred in February 2014 and June 2015 and ran for 6 weeks at each consultation. The SPD was advertised by a press notice in the Lichfield Mercury, via the Council's website and communicated via email to all those registered on the consultation system maintained by the Spatial Policy and Delivery team. The responses received have been considered by EG,E and D (O and S) Committee and are attached at Appendix A.
Financial Implications	<ol style="list-style-type: none"> None from this report.
Contribution to the Delivery of the Strategic Plan	<ol style="list-style-type: none"> The SPD is part of a suite of guidance prepared to help in the implementation of the council's adopted Local Plan Strategy, a major element of the council's strategic ambitions.
Equality, Diversity and Human Rights Implications	<ol style="list-style-type: none"> An Equality Impact Assessment checklist has been completed and there are no equality and diversity implications.
Crime & Safety Issues	<ol style="list-style-type: none"> There are no specific crime and safety issues arising from this report

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	That the SPD does not provide the necessary guidance to	The Task Group has reviewed the content of the SPD and it	Green

	assist in interpreting agreed policy	has also been subject to external consultation	
B	That the SPD is not prepared in time to operate alongside adopted policy	The SPD has been subject to consultation to ensure that it is suitable to work alongside the Local Plan policy framework	Green

Background documents 1. The adopted Lichfield District Local Plan: Strategy February 2015

Relevant web links [Local Plan Strategy](#)