

# Lichfield City Centre (including Birmingham Road site): Future planning exercise

CLLr Iain Eadie Deputy Leader Cabinet Member for Investment, Economic Growth and Tourism

Date: 20<sup>th</sup> June 2019

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Key Decision? NO

Local Ward Members  
Cllrs Checkland, Eadie, Smith (Leomensley), Baker, Matthews, Spruce (St. Johns) Anketell, Greatorex, Lax (Stowe)



**ECONOMIC  
GROWTH,  
ENVIRONMENT AND  
DEVELOPMENT  
(OVERVIEW AND  
SCRUTINY)  
COMMITTEE**

## 1. Executive Summary

- 1.1 To update the Committee on matters relating to the planning exercise considering future development of Lichfield City Centre including the Birmingham Road site.

## 2. Recommendations

- 2.1 That the contents of this report be noted and future updates are brought back to this Committee as and when progress is made on work of the appointed consultants.

## 3. Background

- 3.1 On 12<sup>th</sup> March 2019 following detailed discussions and consideration by the cross-party Birmingham Road Member Task Group a report was presented to the Council's cabinet. The report set out details of the work carried out by the Task Group since its inception and included a draft brief setting out the requirements for a commission to carry out a master planning exercise of the BRS and wider Lichfield city centre.
- 3.2 The brief was duly approved (**See Appendix A**). The brief together with details of the Council's detailed requirements were subsequently advertised inviting tenders via the Council's new procurement arrangements involving Wolverhampton City Council.
- 3.3 The deadline for submissions closed on 10<sup>th</sup> May at which point the Council had received 17 tenders. It is worth noting that 42 bodies/organisations showed an initial interest in the project. Officers have duly undertaken for first stage of assessment which involved verifying that bids were compliant with the technical requirements of the commission. The first stage is complete and officers are now appraising the detailed submissions against set criteria. This will produce either an outright winner or a shortlist from which a consultant can be chosen. This appraisal work will be completed shortly and it is hoped to be able to confirm an appointment by the end of June.

3.4 The appointed consultants will be expected in carrying out their work to address 3 specific issues (see brief for more details):

- What a future re-developed Lichfield City Centre could look like having regard to its current offer and the types of city centre uses which would serve best the residents of and visitors to Lichfield
- The affordability of the above – what new uses of land and property would be appropriate and be attractive to the market
- What options would there be for delivering new development including the District Council as a land and property owner but also working with other potential local government and private sector organisations.

3.5 The Committee will be kept apprised of the consultants work as this progresses and will be presented with a final report setting out findings, conclusions and recommendations later this year.

Alternative Options	1. The planning exercise is a means of establishing a high level vision for the future development of Lichfield City Centre and options for the re-development of key sites. Individual development opportunities could be considered but this would be at the expense of an assessment of the overall needs of the city and scope for coordinated and more suitable holistic development options.
Consultation	1. Consultation on the commissioning brief was carried out prior to the brief being presented to and agreed by Cabinet. This involved seeking the views of key stakeholders and involving input from the Member Task Group.
Financial Implications	1. None arising from this report. The Council has previously agreed a budget for the master planning exercise.
Contribution to the Delivery of the Strategic Plan	1. A healthy and vibrant city centre providing for the needs of residents, business and visitors is a key objective of the District Council’s Strategic Plan 2016 -20. The master planning exercise would help to deliver this by identifying development options and explaining how these could be delivered.
Equality, Diversity and Human Rights Implications	1. None arising from this report.
Crime & Safety Issues	1. None arising from this report.
GDPR/Privacy Impact Assessment	1. Not relevant in regards to this report.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	The consultants findings and recommendations do not meet with the commissioning brief	The work of the appointed consultants will be overseen by an officer group led by the Head of Economic Growth and including the Council's Assistant Chief Executive and representatives of partner bodies.	Green
B			
C			
D			
E			

Background documents - Commissioning brief – April 2019

Relevant web links - <https://www2.lichfielddc.gov.uk/birminghamroad/>

Extract from the brief and tender specification

## Brief for Tender

Lichfield City including Birmingham Road Site: Master Planning Exercise

### Consultant Brief

Lichfield District Council



March 2019

## 1. Summary and objectives

- 1.1 This commission is a once in a generation opportunity to rethink the future direction of development in the Cathedral city of Lichfield, Staffordshire, at a time when the future of city centres is topical both locally and nationally. Its objective is to propose a way forward for a key city centre development site and in so doing also capture a dynamic, sustainable, deliverable vision for the future of the city centre.
- 1.2 The objective of this brief is to commission a multi-disciplinary team to consider and develop options for the redevelopment of a major site known as 'Birmingham Road,' in Lichfield City Centre, and to do so in the context of a wider City Centre development strategy. The site and the city centre are shown on the plan attached at **Appendix A.**
- 1.3 The development recommendations must be commercially viable, deliverable, compliant with adopted and emerging local plans and strategies, and of the highest quality commensurate with a development in a historic Cathedral city.
- 1.4 In carrying out the commission the appointed team will report to a Project Officer Board and also a Task Group. The team will further be expected to support the District Council in its stakeholder and public engagement throughout the process as necessary. This support may include engagement with potential funders and development partners in conjunction with the District Council.

## 2. Background and Introduction

- 2.1 Lichfield is a vibrant Cathedral City in Staffordshire, centrally located, with excellent transport links by both road and rail, to all parts of the country. Positioned within Lichfield District, the city has a population of approximately 30,000 and serves a wide catchment area. The city has a vibrant mix of historic streetscape and modern development, with a large number of listed buildings and the Cathedral at its heart. It has weekly markets in the largely pedestrianised centre.
- 2.2 It is a reasonably affluent city, which is attractive to both residents and visitors alike. However, despite significant visitor attractions both in the city and nearby, there is a real opportunity to improve its status in terms of national awareness amongst the general public. Visitors tend to come for a half day, rather than a longer stay in the city.
- 2.3 A large proportion of the working population of Lichfield commutes daily to the larger cities of Birmingham and Derby, the Black Country, or towns such as Tamworth, and Sutton Coldfield. Similarly, these other centres are perceived by some to be larger or more varied shopping destinations, and to have leisure facilities that Lichfield does not currently offer.

### Birmingham Road

- 2.4 The Birmingham Road site is a 2.8 hectare (7 acre) site in the heart of Lichfield City Centre. The site incorporates a range of previous and existing uses; namely an operational bus station, a multi-storey car park, council offices, former police station, former car showroom/garage site, and associated public realm and car and coach parking.
- 2.5 Over the last ten years various proposals for a significant retail-led mixed-use redevelopment scheme on the Birmingham Road site, have been developed but not implemented due to a variety of factors. In June 2018, against a backdrop of unfavourable market conditions and rapidly changing patterns in the retail sector, the District Council took the decision not to progress an agreed, but unfunded, scheme and re-consider the future of the site.

- 2.6 The council is in the enviable position of having a relatively blank canvas site in the heart of the city, at a time when the future of the high street is being completely reimagined for the twenty first century. This commission seeks to appoint an appropriate professional team to engage with the council and key stakeholders, to develop ideas and capture best practice, and propose a way forward for the site in the context of its prominent position in the city. It is a chance to reshape the landscape, facilitate long term sustainable change, and enable linked development across the wider city centre.
- 2.7 The council is keen to move quickly, and to avoid ‘reinventing the wheel.’ A significant amount of work was done on the aforementioned previous schemes in terms of traffic impact, survey work, etc. These are listed in **Appendix B** and will be made available to the appointed team.
- 2.8 The council has complete ownership of the site which has, in part, been demolished to ground level. Ground remediation, removal of obstructions, etc. is still required. The existing multi-storey car park, whilst continuing to operate currently, would have been demolished under the previous proposals. Demolition, as part of any new proposals, would therefore be acceptable in principle, however the timing of such, and the provision of any replacement parking would need to be taken into account given its proximity to the existing Three Spires Shopping Centre and Garrick Theatre. The District Council offices were not part of the previous development proposals but could be incorporated if appropriate (see below).
- 2.9 The district council with the support of its partners has submitted a £4m funding application to the Future High Street Fund which relates to Lichfield City including the Birmingham Road Site. The application focuses on delivering modern, inviting and integrated transport infrastructure, contributing to a balance housing mix, enhancing cultural and entertainment offer and ensuring a high-quality public realm and complementary leisure provision. In detail the application seeks to secure funding to support a number of components including demolition and public realm works, master planning, viability assessments, investment in car and coach parking and a supporting revenue resource.

## City Centre

- 2.10 The masterplan exercise should take into account the above but must relate to the City as whole, along with policies and proposals set out in the current and emerging Local Plan, Neighbourhood Plan and City Strategic Plan documents. In carrying out the commission, specific reference should be made to these and how the scheme supports the objectives, requirements or aspirations of these key documents. It is vital that outputs from the commission include a clear direction on both the future of the Birmingham Road site but also other key areas and sites which combined make up the wider city centre.
- 2.11 A number of other city-wide projects are being considered or are underway, for instance the Cathedral has some significant plans, and St Mary’s in the market square has recently been restored as a new library and arts space. Potential developments on Lombard Street and Eastern Avenue are being bought forward, and may also impact on the Birmingham Road site. The District Council and County Council also have potential development opportunities, particularly the Bird Street Car Park site, which should be given careful consideration. Any proposals for Birmingham Road should therefore be made in the context of an understanding of the wider city development potential.
- 2.12 Lichfield is a green city, with significant open spaces within it, Beacon Park, Stowe Pool, Cathedral Close, the Remembrance Garden, etc. This sense of space, openness, greenery, and tranquillity are important components of Lichfield’s appeal. They must be preserved and enhanced by any scheme. The Council consider that high quality public realm will be a key component of any proposal.
- 2.13 The city, with the Cathedral at its heart, is a vibrant cultural destination, with a wide range of busy festivals, arts groups, and activities functioning all year around. It is already successfully bringing people into the high street for such activities and seeks to build on this in terms of any new development plans. Encouraging people to live, work, and visit the city centre should be at the heart of any proposals.

### 3. Developments Elements

- 3.1 Whilst the Council do not wish to pre-empt or pre-judge the master-planning exercise, it is imperative that the lessons learnt from the previous attempts to find a solution to the site are not lost. Crucially, given the importance of the site in the city centre and the role it could play in the overall health and well-being of Lichfield and the district the Council is keen to see progress with the delivery of development. A significant amount of effort has gone into establishing city-wide groups to formulate ideas, including via the setting up of a dedicated District Council cross-party member task group. Further consultation has taken place with city wide key stakeholders and the general public. This exercise, and the previous responses to the Friarsgate scheme, have helped identify some key aspects and issues to be considered when moving forward.
- 3.2 It should be noted that the following elements are in no particular order of priority nor should be taken as exhaustive. There may be scope for alternative elements of development on the site which may emerge as part of the commission.

#### Attractions and the Arts

- 3.3 The Council, and key stakeholders, are keen to further develop Lichfield as a destination city both nationally and internationally. Its links to David Garrick, Dr Johnson, The Lunar Society, and of course the Cathedral story, are all strong potential attractions in the city, and close by is the National Memorial Arboretum. The city is a good location to visit slightly further afield attractions too such as Drayton Manor Park, Black Country Museum, Tamworth Castle, etc. However, a priority is to develop the city as a destination where visitors come for more than a half day or day, being able to stay and patronise the various offers which complement the city's attractions.
- 3.4 Development should enhance and support the existing culture, atmosphere, activities, conservation area, etc. rather than conflict or damage them. Notable visitor attractions in historic settings include the Cathedral itself of course, but also St Mary's, Dr Johnson's Birthplace Museum, Erasmus Darwin's House, and the Guildhall (which is a popular arts venue and meeting space).
- 3.5 Hotel accommodation in the city has historically been underprovided, although recent developments have included additional provision (e.g. Premier Inn). There is a perception that there remains a shortage of good quality hotel accommodation to support a growing tourism offer, and this should be explored.
- 3.6 The city has a vibrant arts scene, with a major annual arts festival, and a range of other smaller similar events throughout the year. The Garrick Theatre is a key leisure facility in the city, and St Marys in the Market Square (which also now accommodates the city library) also provides flexible arts space. The Cathedral has a varied and vibrant arts programme of its own which has proved to be very successful at bringing people into the city centre and has been nationally recognised.
- 3.7 The provision of arts facilities, events and entertainment is a key component of the current Lichfield city centre 'offer' and this, combined with the vibrancy of its historic streetscape, and should be considered carefully in developing proposals for the site and the wider city context.
- 3.8 The new development opportunities for Birmingham Road should take these into account and consider how to complement and support existing provision rather than compete.

#### Employment

- 3.9 A key aspiration of the Lichfield City Neighbourhood Plan is to encourage more employment in the city, and there is a lack of high-quality modern office space. Consideration should be given to the current market demand for this provision in Lichfield, and whether inclusion of commercial office development in some form would be appropriate. The role of the public sector as employer and any specific locational requirements relating to this should form part of this consideration.

## Food, beverage and night time economy

- 3.10 Lichfield is very well provided for in terms of cafes, and coffee shops. Bird Street has a reputation as the centre of the food offer in the City, and the council is keen to protect this and retain its vibrancy and reputation. Many of these providers are independents but there are some larger chains and franchises represented.
- 3.11 There may be an opportunity for additional food offers in conjunction with the wider development, e.g. leisure facilities, and these should be explored.
- 3.12 The City has a vibrant, growing, nationally recognised, food festival and regular 'street food' events. Along with a wide programme of arts and other activities (see below) this has been very successful at bringing both residents and tourists into the city, and should be taken into account when considering new food offers, both in terms of type, scale, and location.
- 3.13 Notwithstanding the above, the night-time economy is not perceived to be fulfilling its potential. The focus of restaurant trade in Bird Street, draws people away from the market square and Three Spires and there is a limited offer around the Garrick Theatre. There are a large number of pubs in the city centre, both major chains like Wetherspoons and Joules, and independents including some micropubs, however there is no nightclub and only one or two late night venues. There is no live music venue and performance space other than the Garrick or pubs.

## Heritage

- 3.14 The city has a wealth of historic assets, most notably the Cathedral with its famous three spires, but also grade 1 listed St John's Alms-houses, the historic Guildhall, and a large number of listed properties in the city centre. The historic core has been largely retained with a mix of Tudor, Georgian and Victorian properties making up a mixed and very attractive streetscape.
- 3.15 Development must respect and reflect the historic nature of the city and in particular the listed buildings adjacent to the site and the context of the conservation area. In particular grade 1 listed St John's Hospital, and the former Grammar School (part of the council buildings) which are immediately adjacent to the site. Consideration should be given to the impact the development will have on the grade 1 listed Cathedral, and grade 2\* listed St Marys. Other heritage assets, and the wider heritage streetscape are also vitally important for the city in terms of its ambiance, and attractiveness to visitors. Careful consideration should be given to views in and around the city and the development, especially at points of arrival and through routes between areas. Existing cycle paths, and walking routes, which criss-cross the city, should be taken into account.
- 3.16 The cathedral is developing plans for improved visitor facilities, and this, coupled with the recent restoration of St Marys and provision of a new library and arts centre – with the tourist information point located here too, are consistent with firmly planting the centre of Lichfield in the market square. Pedestrian links, signage, orientation, and street furniture are all important aspects of ensuring that any development in the city is part of a cohesive city-wide approach.
- 3.17 The Cathedral Close has a large number of historic properties, as does the market square. The city centre has retained its historic 'ladder' street plan with the Cathedral at one end (North West) and the Birmingham Road site at the other (South East) and this should be considered as a key historic context when looking at the Birmingham Road site.

## Housing

- 3.18 The Council recognises that a number of residential development schemes in the city in recent years have been targeted at the elderly, or more affluent individuals, and is keen to redress this balance whilst mindful of commercial viability of any scheme. Affordability of housing is an issue in Lichfield City and the district as whole, particularly for young people and families.

- 3.19 Depending on the overall development mix, residential development could be a key part of the scheme.
- 3.20 A suitable mix of housing which will help create a vibrant City Centre for all, and improve its sustainability as a retail, commercial and leisure destination, would be desirable. Any proposals for residential provision should be compliant with local planning policies, and housing need data.

#### Leisure

- 3.21 Lichfield has a vibrant events programme, but a lack of a suitable permanent leisure provision. There is a limited public sports centre and swimming pool offer at the Friary School for instance, but this is in a poor condition.
- 3.22 It has been noted that there is a lack of activities for young adults, and young families in the city. Although there is some local provision, residents often travel elsewhere for activities such as cinema, swimming, gym, bowling, children's indoor play, etc.
- 3.23 Previous schemes have included the provision of a cinema, and this has been consistently argued as a key desirable from respondents to consultation events in the City. Previous schemes for the site also included a gym and associated facilities. The council is keen to consider the options around provision of these and how this might best integrate with a wider scheme.
- 3.24 With retail gradually reducing in its significance as the core land use in city centres, the council anticipate that such leisure uses will be increasingly important for sustainable city centres. However, leisure provision must be supported by evidence of demand and commercial viability and consideration as to whether a city centre site is the most appropriate location.

#### Public Realm & Open Spaces

- 3.25 The development should include exciting and imaginative public realm design. Public spaces should be generous and include high quality landscaping, public art, etc.
- 3.26 It is considered particularly important to improve the 'welcome' those arriving in Lichfield receive. This includes the spaces immediately outside the City Station and on the corner of St Johns Street and Birmingham Road. Further to this imaginative use of public space, pedestrian routes, and wayfinding are needed to encourage footfall around the city.
- 3.27 The city as a whole has a good provision of public open spaces, with Beacon Park, Minster Pool and Stowe Pool all in the heart of the city. The market square is also a popular location for other events, however, this at times creates challenges in terms of diary clashes with the city markets.
- 3.28 New development should provide an appropriate mix of development and public open space, and ensure connectivity between existing retail areas, city destinations (such as the Cathedral, Garrick, and St Marys/Library) and points of arrival either by public transport or car.
- 3.29 Signage, street furniture, lighting, etc. should be consistent with a city-wide aspiration for a common palette, this being an objective of the Lichfield City Business Improvement District (BID) and City Centre Strategic Partnership.

#### Retail

- 3.30 Provision of additional retail use within the new development is a difficult balance to strike, especially in light of the current challenges facing the traditional high street.
- 3.31 Some consider that Lichfield is under performing for its size in terms of the retail offer, with shoppers electing to go elsewhere to access a wider choice. However, in contrast others consider Lichfield's smaller more

independent retail offer to be attractive and 'different' from the larger town centres. This paradox will be a key challenge for the scheme.

- 3.32 Any retail provision should be considered in the context of the mix of the proposed development uses on the site, for instance supporting leisure or arts provision, and the general retail offer across the city. The city's current retail centre, the Three Spires Shopping Centre, and the historic retail offer around the Market Square, Bird Street, Market Street, Bore Street, Conduit Street and Tamworth Street, should not be impacted negatively by the new development, especially given the already challenging retail environment.
- 3.33 Consultation and previous studies have suggested that retail should generally be aimed at further developing smaller independent, and 'high end' providers as part of a 'destination' retail experience, continuing to develop Lichfield as a city centre attractive to both residents and tourists. Niche/artisan retail is seen as a key component of Lichfield's retail offer.
- 3.34 However, as noted above, for its size Lichfield is lacking in traditional large retail names and loses out in terms of the shopping experience compared to Tamworth, Sutton Coldfield and Birmingham. A few major names such as Debenhams, Boots, etc. are present but others are not. Marks and Spencer has recently closed its food outlet. Consideration needs to be given as to whether these providers believe Lichfield is unattractive for larger stores because of its size or demographic, or whether the barrier is the availability of larger sites.
- 3.35 The commission should consider current market trends in terms of retail development, and endeavour to retain some flexibility in terms of the nature, scale and scope of future retail provision.

#### Adjacent land and property

- 3.36 The existing district council offices and car park are located immediately adjacent to the site. The property includes the original historic council chamber, grammar school and associated buildings which are considered of significance. The rest of the building however is of more recent build yet inefficient and expensive to operate and maintain. It may be possible to include the council offices in the Birmingham Road development plans but careful consideration would need to be made in respect of:
- The economic justification for redevelopment and value benefits
  - Benefits for the wider scheme
  - Careful consideration of the historic buildings
- 3.37 Consideration of this aspect of the potential development will require close liaison with the District Council.
- 3.38 How the Birmingham Road development interfaces with the City Station will be a key consideration (see transport section below) both for transport infrastructure works, but also in terms of visitor welcome and public realm.

#### Transport & Connectivity

- 3.39 The Birmingham Road site is a key transport hub for the city with bus station, coach and car parking within it, and the city rail station immediately adjacent. A key part of the commission will be to review existing transport provision and in the context of any re-development plans for the site determine the future location of the aforementioned facilities including the scope for enhanced connectivity between the same.
- 3.40 The city railway station, which is located adjacent to the development is presently an unattractive arrival point. On leaving the station visitors will be faced with the development which should be inviting and attractive, and clearly linking into routes into the city centre. Previous re-development schemes on Birmingham Road included the potential to include improvements to the City Station site, and car park as part of a cohesive scheme, but

costs were an issue. The functional relationship between the rail station and development on the Birmingham Road site should be considered again as part of the commission.

- 3.41 Consideration of the impact of development on highways, road widening, or realignments, etc. should be given, but no detailed survey work or traffic impact assessments will be necessary. Birmingham Road, and the junction with St Johns Street to the south and Greenhill to the north are busy and congested (the County Council do have proposals for improvements to this area). Frog Lane is a one-way street. Access to the site generally, and in terms of servicing, will be a key factor to consider.
- 3.42 Car Parking will be a key consideration. The site includes an existing multi-storey car park which is at the end of its useful life and will require demolition. Consideration must be taken as to existing car parking provision in the city, the likely impact of any other developments on this provision, and the necessary provision for any new proposals in the context of the existing District Council's city-wide car parking strategy. A brief car parking statement is attached as **Appendix C**.
- 3.46 The appointed team will be required to engage with transport stakeholders, County Council, and where appropriate rail and bus operators, etc.

## Sustainability

- 3.47 Best practice in terms of sustainability should be considered. Whether this be in landscaping, drainage, selection of materials, incorporation of public transport, pedestrian and cycle friendly design, or energy efficiency, etc.
- 3.48 Consider the impact of achieving BREEAM excellent, and outline the considerations the Council should review in this respect.
- 3.49 Consider the most appropriate requirements for sustainability in respect of the development design, e.g. housing standards, and how these might be included in any subsequent development brief.

## 4. Outcomes and Outputs

- 4.1 The commission is intended to deliver a way forward for the Birmingham Road site and wider city centre. The successful bidding team will be required therefore to undertake an appraisal of the existing city centre, determine the needs of Lichfield and use this to inform proposals for Birmingham Road and other locations where development of certain uses would be suited. In terms of Birmingham Road the requirement would be for a proposed development mix that is:

- Deliverable
- Appropriate
- Best practice
- Sustainable
- Economically viable
- Imaginative
- Vibrant
- Respectful of its context
- Consistent with need and market demand
- Supportive of the wider city centre

- 4.2 The commission should specifically aim to deliver the following outputs:

- A high level overview of Lichfield City Centre including commentary on development needs and opportunities.
- Develop a scheme for the Birmingham Road site in block plan form which suggests a potential development mix and locations of key elements (including any public realm), including options where appropriate.

- A high-level design brief including physical and functional relationships with adjoining land and property.
- A set of development principles which could be used as the basis for generating a future development brief.
- Proposals for transport infrastructure requirements directly or indirectly affected by the development of the site including, but not limited to, car parking, pedestrian and cycle routes, bus station provision, coach parking provision and connectivity to rail services and the station.
- Recommendations for expanding the development area given the conclusions of the team, including consideration of the District Council office site, and the City Station frontage.
- An analysis of stakeholder issues, and key drivers and how these relate to the proposals put forward by the team. The appointed team will be required to work closely with Lichfield District Council to manage and facilitate stakeholder engagement including, workshops, meetings, formal public events.
- A considered, market led, assessment of likely commercial viability of the options proposed, and their relative economic and social benefits to the District Council.
- A report outlining the optimum development mix for the Birmingham Road site.
- Consideration of how the optimum scheme can demonstrate best practice in sustainability and environmental impacts.
- A work programme showing how the optimum development mix or suggested variations could be delivered including different delivery options available to the Council as landowner.
- A commentary and recommendations on potential funding routes including public sector grants, loans and other forms of market interventions linked to delivery.

4.3 In producing the requirements above it will be expected that the successful bidding team will carry out the following tasks:

- A strategic review of the wider city context, including significant development sites earmarked for development or already coming forward, with commentary on how these impact on the Birmingham Road site.
- A review of planning context and the impact of the Local Plan, Neighbourhood Plan, and similar reports and documents.
- Carry out desktop studies and market testing to establish the likely response to the proposals from the wider market and hence their viability.
- A review of market trends in similar cities, and consideration of current best practice in future high street development and investment, including Government initiatives and reports.
- A review of delivery options.