

Lichfield City Centre Masterplan

Report of the Cabinet Member for Investment, Economic Growth & Tourism
Councillor I. Eadie

Date: 9th June 2020

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Local Ward Members
All Members



**Economic Growth,
Environment and
Development (Overview
and Scrutiny)
Committee**

1. Executive Summary

- 1.1 Following the report to this committee in March 2020, further work has been taking place on the City Centre Masterplan prepared by David Lock Associates. This work has now been completed and the document presented to the Council as the basis for future development within Lichfield City Centre. Following on from this, work has now commenced on moving the project forward to consider how the Masterplan and its component parts would be delivered assuming the Masterplan is in due course approved. This work will include the preparation of a Delivery Strategy and a set of specific actions together with details of governance arrangements and resource requirements.

2. Recommendations

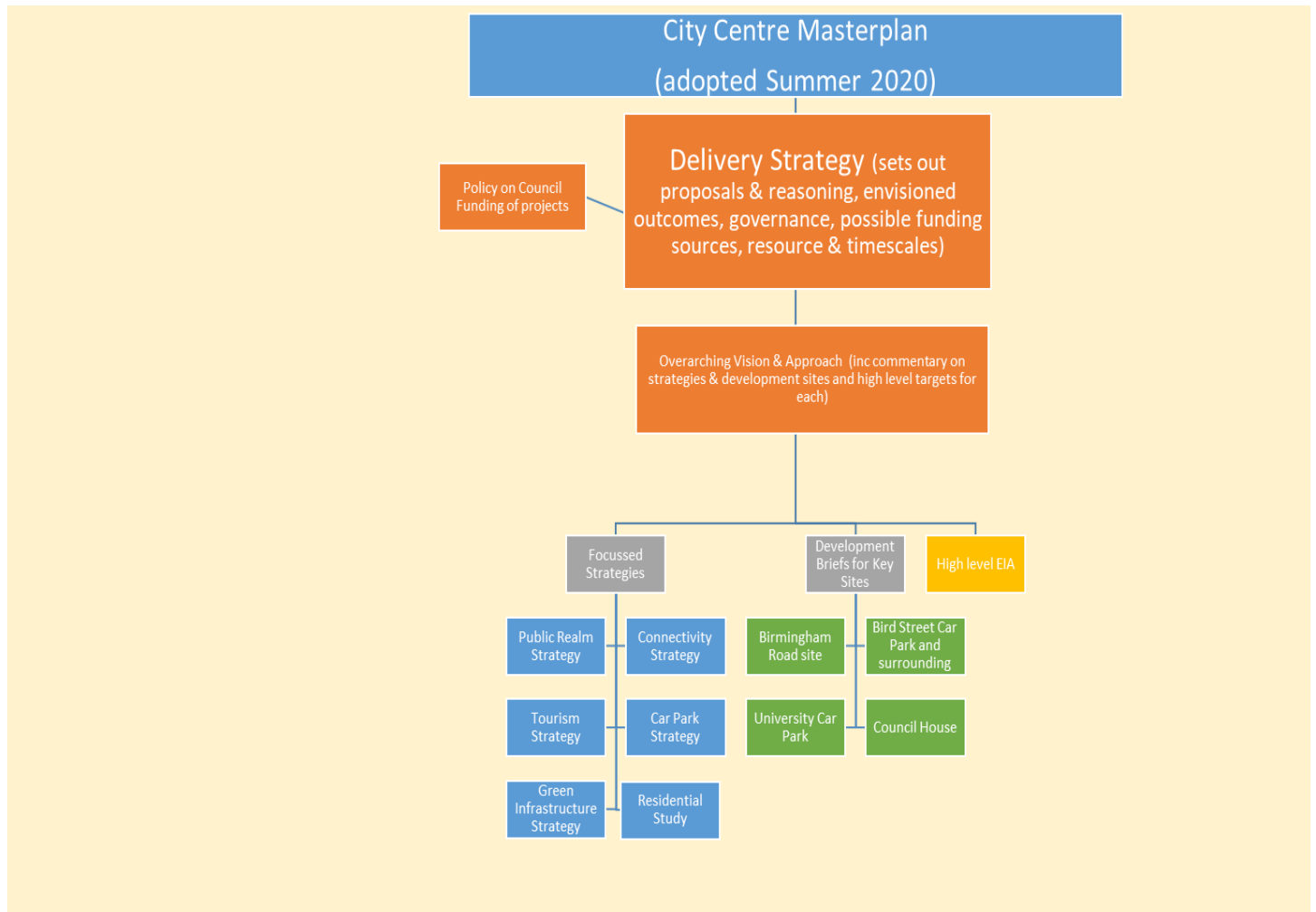
2.1 That the Committee:

- Endorses the City Centre Masterplan and recommends to Cabinet its adoption as the basis of shaping the future development of Lichfield City Centre
- Endorses the proposed approach of moving the proposals in the Masterplan forward, including bringing forward a Delivery Strategy.
- Endorses the proposal to bring forward a Public Realm Strategy as the first in a series of strategies to be produced and implemented
- Endorses the undertaking of a capacity study for Council owned car parks to inform a Car Parking Strategy
- Endorses the proposal to undertake preliminary work to inform work on a development brief for the Birmingham Road site

3. Background

- 3.1 Consultants David Lock Associates were commissioned in July 2019 to undertake work and formulate a Masterplan in respect of the future Lichfield City Centre. Following an Analysis, Issues and Options exercise, a draft Masterplan was duly prepared. Public consultation on the draft Lichfield City Centre Masterplan took place from the 6th January 2020 to 3rd February 2020.

- 3.2 As a result of the public consultation a number of changes were made and a final Masterplan was submitted to the Council in March 2020. This is attached at **Appendix A**. It is envisaged that the Masterplan, once approved by the Council, will be used as a base document, from which further plans/strategies for the finer detail regarding the development of the city centre will emerge.
- 3.3 Since its submission to the Council, work has been focussed on how the proposals within the Masterplan could be delivered once approved. The diagram below sets out the proposals for the work that will be undertaken from adoption through to the production of all strategies and development briefs.



- 3.4 Once approval is given to the Masterplan a Project Initiation Document (PID) will be produced. This will be the control document for the work programme moving forward and will allow a governance structure to be set up to focus specifically on the programme of tasks needed to implement the Masterplan proposals. The first document to be considered will be the Delivery Strategy and Overarching Vision & Approach. This will set out the Council’s confirmation of the Masterplan proposals and give further consideration to the proposed individual development projects to confirm that they are each and collectively viable and deliverable. The document will set out the reasoning as to why the key areas of development within the city centre should come forward and the outcomes that are envisaged. It will also set out the agreed governance structures and resources required (including project teams and leads) as well as possible delivery routes and funding/investment sources. Proposed timescales for delivery will also be included.

- 3.5 The strategy document would be reviewed on a regular basis and updated as necessary. Whilst work on this document could only be finalised after the Council has formally agreed the overarching Masterplan, work has already commenced on defining a structure of its likely contents and also where possible populating with certain details which would be core to delivery.
- 3.6 It is important that the delivery strategy reflects the overarching aims and objectives of the master plan and that any development proposals that duly come forward are in line with the ethos set out in the masterplan. DLA in its work recognised that Lichfield city is an important location serving not only local residents but also visitors. It is of historical, cultural value and the city centre in particular showcases a number of significant assets including buildings and areas of public realm. These need to be preserved and safeguarded and used as the building blocks for new appropriate development that meets existing and future populations and those of visitors. These principles will therefore need to be captured in the strategy and help shape the delivery of all plans and proposals that subsequently emerge.
- 3.7 Linked to the above will be defining the key outputs and outcomes – the masterplan seeks to ensure that Lichfield city centre remains attractive and economically vibrant. To do this the District Council and partners will need to ensure that the city centre, the city as a whole and Lichfield District are seen as places to live, work, play and invest in. Any delivery strategy therefore should work in tandem and be aligned with other key strategies such as that relating to the Visitor Economy and activities that help maintain pleasant and accessible open spaces. The delivery strategy and proposals that come out of this will be expected to enhance the look and appearance of the city centre, respect existing built and natural environments but also and most importantly serve to meet the needs and demands of different sections of our community, the young, older people, families etc. It is vital for the future of the city centre and its residents that it remains relevant.
- 3.8 Having set out the purpose of the Strategy, its underlying principles and expected outcomes the focus will be on setting out specific work streams and tasks. These are currently proposed to include work on public realm, car parking, tourism, connectivity, green infrastructure and residential studies. Of these, it is proposed to bring forward the public realm strategy as the first strategy to be produced due to its interactions with all types of development within the city centre and to provide a basis for any upcoming work as a result of how the city centre may function moving forward. This would include exploring the potential for limiting vehicular access to the city centre and giving priority to pedestrian movement which potentially could unlock a number of new opportunities for how people and business access and use the city centre. A dialogue with Staffordshire County Council as Highway Authority would be required amongst others but this would inform a commission to be developed for later this year.
- 3.9 Alongside a public realm strategy another key priority piece of work would be that of considering parking requirements. A car parking strategy is planned which will require a capacity study of all existing city centre car parks. The intention will be to ensure that suitable parking provision to meet needs is put in place and that the impacts of CV19 and the changing nature of our high streets and consumer lifestyle choices are fully taken into account.
- 3.10 Timescales and resource requirements will be developed as the details of the proposed delivery strategy take shape. A draft work programme for 2020/21 is attached at **Appendix B**. As mentioned

earlier there will be key pieces of work that will need to start as soon as is possible after the Council confirms its acceptance of the master plan. As the strategies are produced these will assist in the formulation of development briefs for sites where detailed proposals are not already in hand. Here the focus to begin with will be taking forward the on-going feasibility work in respect of the District Council House (led by the Council's Property team and reporting into the Strategic Asset Management Committee). Exploratory work on the Birmingham Road site will commence this summer and where enabling works are currently taking place to facilitate longer term re-development plans. As regards resource requirements, the intention will be to utilise as much as is possible the various considerable skills and knowledge available within the Council across a number of relevant disciplines, complementing these with external specialists where these will be necessary. Examples of the latter include advice on commercial property matters, legal advice and funding streams.

- 3.11 The delivery strategy and its implementation will need to be effectively managed, reported on and results ultimately assessed. Here suitable governance arrangements will be required and work is presently underway to identify a structure involving officers and members with relevant inputs from external partners. The EGED Committee will be represented via nominated members in this structure and this will complement any additional on-going reporting that would be expected as part of the Committee's normal annual work programmes.
- 3.12 Although the budgets for the aforementioned work are still to be established it is noted that to deliver such an ambitious programme of will require revenue and significant capital funding. As stated above resources have been previously agreed to assist in delivering major development projects and these will be used alongside other resources within the Council. There will however be a need to bring in external assistance and therefore a revenue budget will need to be identified. As regards capital expenditure, the master plan work undertaken by DLA also considered the different ways implementation of the masterplan elements could be funded. These options will need greater more detailed scrutiny and relate to individual projects but one important issue for the Council will be the degree to which if any, the Council commits capital monies. Members are asked to consider what role Lichfield District Council should have in the place shaping of the city, given the approved borrowing provision of £45 million within the MTFs and whether they would wish to see the Council use this in conjunction with the capital strategy to implement the delivery of some or all of the Masterplan proposals.

Alternative Options	<ol style="list-style-type: none"> Members could request alternative proposals to the Delivery Strategy and associated documents as set out above in order to bring forward the implementation of the City Centre Masterplan Members could request other pieces of work are brought forward in advance of those set out.
Consultation	<ol style="list-style-type: none"> The draft Masterplan has been subject to public consultation as outlined in the main body of this report. Ongoing consultation and engagement with key stakeholders including local residents will take place as the Delivery Strategy is finalised and rolled out in its operation.
Financial Implications	<ol style="list-style-type: none"> The formulation of the proposed strategies and briefs and the implementation of projects will require revenue funding and potentially capital funding from the District Council. More detailed work to be carried out will determine the scale and nature of funding required however it should be noted that the Council has previously agreed to borrow to invest in delivering property. It should also be noted that potential funding from

	external partners will also be explored be it from the private or public sectors.
Contribution to the Delivery of the Strategic Plan	<ol style="list-style-type: none"> 1. The Masterplan, Delivery Strategy and the associated delivery documents will particularly help support and deliver the Council's strategic objectives of developing prosperity and shaping places to benefit residents and business. 2. The formulation of the strategy's and implementation of projects will also assist in enabling residents and those who access services and facilities within Lichfield city centre to live healthy and active lives.
Equality, Diversity and Human Rights Implications	<ol style="list-style-type: none"> 1. None
Crime & Safety Issues	<ol style="list-style-type: none"> 1. None
Environmental Impact	<ol style="list-style-type: none"> 1. None directly from this decision, although some of the strategies and projects will be able to contribute to the Council's ambitions regarding sustainable development
GDPR/Privacy Impact Assessment	<ol style="list-style-type: none"> 1. Not applicable

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	The draft masterplan is not recommended by the Committee to be adopted by the Council	Members have played an active part in the formulation of the document and have had the opportunity to provide consultation responses to the draft plan.	Yellow
B	Some of the proposals contained within the masterplan and delivery strategy may not be welcomed by all stakeholders	The public consultation has demonstrated considerable support for the proposals included in the masterplan. Further public consultation may take place on specific development opportunities prior to statutory consultation via planning applications etc	Yellow
C	There will be significant capital required to deliver the proposals for both the strategies and projects.	A budget will be drawn up and reported on regularly. Options for funding from other public bodies will be researched. Funding options for development projects will be further considered	Yellow
D	Officer resource may not be available and delivery of the projects may be delayed	Recruitment is taking place for a further team member within the Major Development Projects team. Further resource requirements will be identified in due course.	Yellow
E	The impact of Covid-19 on centres is not yet ascertained. Economic instability will have an impact on investment funding of major projects.	Commercial property markets will be monitored and professional advice will be taken as necessary. Budgets will be monitored and work programmes will	Red

Local government funding may also decrease and the ability to bring forward development projects may be severely hampered

be adjusted to cater for the economic impact that the epidemic will have

Background documents

[Appendix A - City Centre Masterplan \(DLA Associates\)](#)

[Final Report \(March 2020\)](#)

[Appendix B – Proposed work programme 20/21](#)

Relevant web links