



# LICHFIELD

## CITY CENTRE MASTERPLAN

### MASTERPLAN REPORT

Prepared for Lichfield District Council  
Produced by David Lock Associates  
In collaboration with Integrated Transport Planning & Springboard

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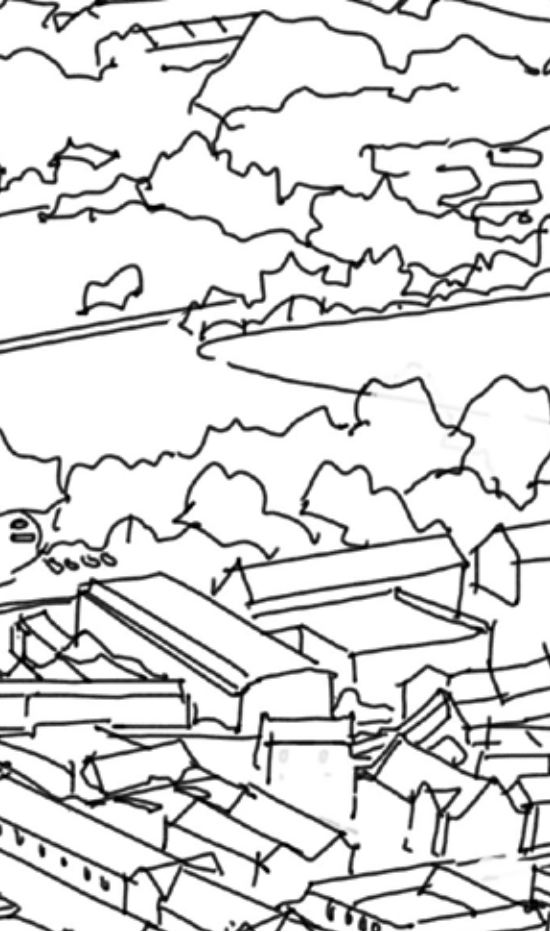


# INTRODUCTION

## What is the Lichfield City Centre Masterplan?

- 1.1 Lichfield District Council has appointed a team of town planning and urban design specialists, led by David Lock Associates (DLA), to produce a new masterplan for Lichfield city centre. The DLA team are supported by Springboard (city centre characterisation specialists) and Integrated Transport Planning (ITP).
- 1.2 The masterplan will be an important document that will shape the future growth of the city centre, set out opportunities for enhancing the quality of the city centre environment and the range of different uses it offers, and provide a prospectus for investment in Lichfield. The District Council consider the masterplan to be a key means of enhancing what is already a strong and vibrant city centre, and its preparation underscores the importance of the city centre as an asset for residents of Lichfield, visitors to the city, and those who work in Lichfield.
- 1.3 The masterplan is being prepared in order to add detail to and help implement policies set out within the emerging Local Plan, the aspirations contained within the Lichfield City Centre Development Strategy and Action Plan and the objectives of the Lichfield City Neighbourhood Plan. The masterplan is supported by a Delivery Strategy, to help ensure that proposals in the masterplan are both achievable and deliverable. The masterplan will be considered as part of the Local Plan review process and any future Development Briefs for specific sites.





- 1.4 The District Councils' aspirations are to build upon the City of Lichfield's existing offer as a key location within the District and a focus for investment and growth:

***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 and heritage assets and their setting.***

*Preferred policy: Lichfield economy, Local Plan Review – Preferred Options and Policy Directions, 2019*



- 1.5 As well as supporting emerging planning policy, the projects set out in the masterplan will also be used to shape the future of the city centre by encouraging appropriate land uses and public realm improvements (the streets, public spaces and everything contained within those spaces) to ensure Lichfield continues to prosper in a sustainable way which is sensitive to the city's character. The city centre will continue to be a vibrant place that people enjoy for a variety of reasons, as a home, a place to relax and shop, for recreation or to work.
- 1.6 The masterplan is part of the wider work by local public services and partners to manage growth in Lichfield to improve and support the economy, encourage more jobs, enable housing development, create opportunities and support the well-being of communities. As such the masterplan draws together a range of related and complementary initiatives covering economic development, community activities, leisure and well-being, access and movement, accommodating growth and preserving and enhancing the historic and cultural environment of the city.
- 1.7 With this in mind, the masterplan is a flexible framework rather than a rigid blueprint, setting out clear aspirations that the District Council would like to achieve while being able to accommodate potential future need. This will be subject to the work of all partners as well as the availability of funding. It is an enabling document, providing opportunities for beneficial investment and change, but mindful of protecting those qualities that make Lichfield special, particularly its historic environment.





## Preparation of the Masterplan

1.8 The masterplan has being prepared in three main stages:

### STAGE ONE: BASELINE REVIEW AND ANALYSIS

1.9 The first stage was analysis and review of all existing information about the city centre. This stage of the masterplan built on work already undertaken by the District Council, including issues identified through previous stakeholder and community engagement exercises, particularly those which focussed on the Birmingham Road site in Spring 2019.

1.10 The evidence base has been supplemented by a number of initial one-to-one conversations with key officers, local elected members, members of the project group and key stakeholders. The 'Analysis, Issues and Options Report' is the culmination of the stage one work. The report has been published in advance of the draft masterplan and is available to view on the District Council's website.

### STAGE TWO: DRAFT MASTERPLAN

1.11 The second stage was the preparation of a draft masterplan, which has been informed by the issues and options identified in stage one. Six key objectives were developed from the issues and options identified. These objectives have shaped the development of the masterplan. Development opportunities and public realm priorities have also been identified to help meet these six objectives.

1.12 The masterplan is aspirational whilst continuing to support and facilitate the vitality and characteristics of the city centre that make it attractive and popular. The masterplan is also practical and, importantly, deliverable. The masterplan identifies short, medium- and longer-term opportunities, to ensure it is also achievable and deliverable within the 2040 timescale of the Local Plan.

1.13 The Draft Masterplan report was subject to a four-week period of consultation and engagement with residents of, businesses and services in, and visitors to the city, as well as other stakeholders.

### STAGE THREE: FINAL MASTERPLAN

1.14 The third and final stage involved revisions to the masterplan, based on the outcomes of the consultation. The final masterplan will be published by the Council, to help guide future development within the city centre.



# 02

## MASTERPLAN CONTEXT & ANALYSIS

### Understanding Lichfield – Key Themes

- 2.1 The historic city of Lichfield is located in Staffordshire, around 18 miles to the north of Birmingham. Lichfield is well connected to the local and strategic highway network, and is served by two railway stations, Lichfield City and Lichfield Trent Valley. Lichfield District has a population of a little over 100,600 of which 32,000 live in the city. The city has a strong history with the city skyline dominated by the cathedral which is the only three spired medieval cathedral in England. The city's market was first chartered in 1153, and the market square is another historic focus in the city centre.
- 2.2 In order to fully appreciate the rich and varied context of Lichfield, and to provide a robust evidence base from which to inform the city centre masterplan, a comprehensive baseline review and analysis has been undertaken by the project team. The review and analysis focused on three main areas:
- Background documents comprising existing studies, appraisals, policies and plans (the 'evidence base' for the city centre) including physical character and function on its strengths, opportunities and historic growth;
  - The property market in Lichfield and its place 'characterisation' and 'footfall signature' to understand the city's primary role and function; and
  - Access and movement around the city centre.
- 2.3 From the review and analysis, a number of key themes have been identified, which are summarised below. In addition, information on the city's signature, and accessibility are also summarised on the following pages.





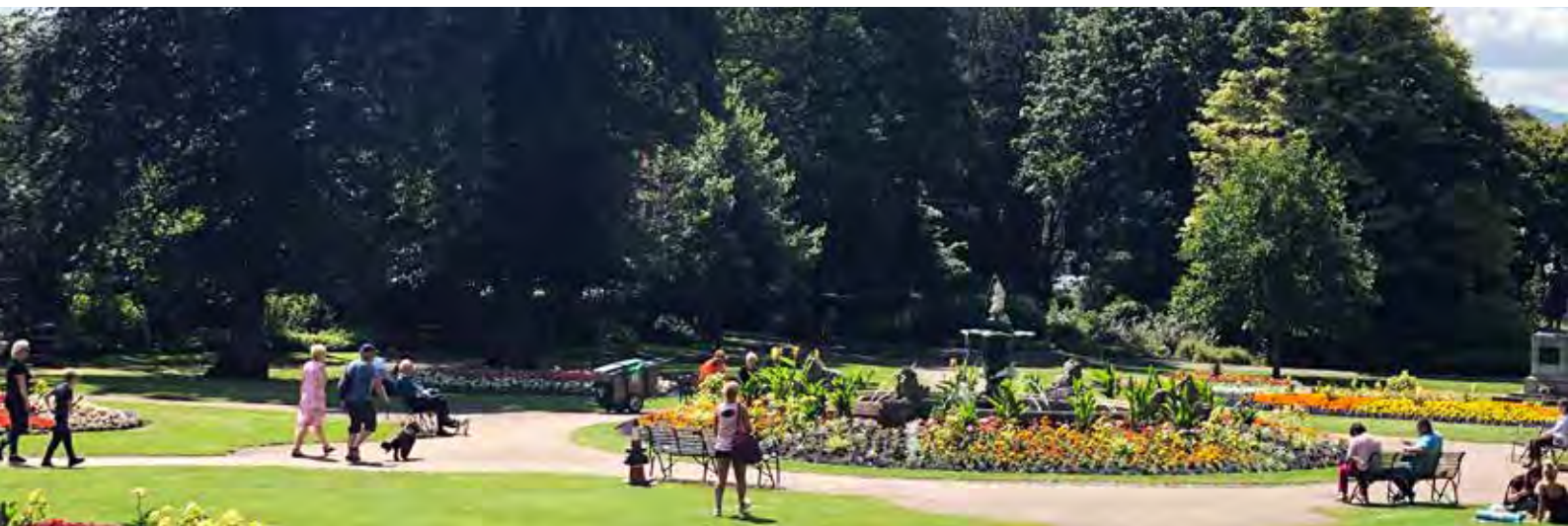
## Preserve & enhance the historic environment

- 2.4 Lichfield is a historic cathedral city with a significant number of heritage assets (including the Grade I Listed cathedral) located within the Lichfield City Conservation Area. The historic character and quality of the centre is a key attractor for visitors.
- 2.5 It is important that any new development is sympathetic to the historic character of the city. It is also important to ensure that views of important historic buildings, including the spires of the cathedral, St Mary's church and St Michael's church are retained across the city centre, and consideration given to where new vistas could be introduced.



## Support & provide a vibrant mix of uses in the city centre

- 2.6 The combination of residential, commercial, cultural, visitor and religious uses ensures that Lichfield has a vibrant and prosperous city centre with a special character. Whilst Lichfield does not contain many of the national retail chains and stores typical of larger towns and city centres, niche and artisan retail are a key component of Lichfield's character. This means Lichfield has a unique retail offer to attract visitors.
- 2.7 Lichfield city centre benefits from an existing night-time economy, particularly at weekends. New development should seek to complement, not compete with, the existing offer. Where new retail is introduced, the focus should be on niche, independent retailers, as part of a wider mix.
- 2.8 Nationally, most high streets and city centres are shifting towards a more experience-led offer. Leisure uses and restaurants are key considerations and the evidence review suggests a need to cater for a younger demographic. Improving the leisure offer, could increase dwell time and attract visitors from a wider catchment area.
- 2.9 At the time of writing, Lichfield District Council has resolved to provide investment towards the provision of a new leisure facility in Lichfield and to undertake repairs and maintenance to keep the Friary Grange Leisure Centre open in the short to medium term. A site for a new facility in Lichfield needs to be identified by the Council. This has been considered in developing the Lichfield City Centre Masterplan and some commercial leisure uses do form part of the overall development mix at on the Birmingham Road Gateway site. Such uses, combined with retail, residential, business and hotel uses have a much greater potential to generate value on the site ensuring that proposals are commercially viable and capable of delivery. Deliverability is a key consideration for the draft City Centre Masterplan. Leisure Centres are typically bulky buildings which often provide blank frontages to the surrounding public streets and spaces and require a large amount of car parking. This would provide a poor entrance to the southern gateway of Lichfield. Alternative, suitable sites are being considered by the Council beyond the city centre of Lichfield.



## Enhance the tourism economy



- 2.10 The city centre is well positioned to meet the leisure and cultural needs of Lichfield and the wider sub-region, through its existing range of leisure and cultural venues, including the Garrick Theatre, the Samuel Johnson Birthplace Museum, Erasmus Darwin House and the cathedral.
- 2.11 Festivals, concerts and the light illuminations over the festive period are extremely popular, but the city centre has the capacity to accommodate more events and visitors. The provision of a multi-purpose community venue to host a programme of cultural/arts events could also cater for a variety of different uses, including by existing local groups and commercial businesses. In addition, hotel and other types of visitor accommodation would encourage longer stays.
- 2.12 Existing facilities, such as public toilets, are not considered adequate to serve the city's population and its visitors. There are too few facilities, and the existing are often unpleasant. Public facilities should be clean, attractive and convenient to use to enhance the visitor's overall experience and to encourage repeat visits.
- 2.13 Lichfield city centre has a strong tourism-based economy. However, parts of the city centre can feel disjointed due to poor legibility and signage, particularly between Lichfield City Train Station and the cathedral. The gateway into the city is unattractive, and visitors may miss out on some of the city's attractions, due to difficulties in navigating their way around the city centre.
- 2.14 For a cathedral city with such a range of attractions, Lichfield is not as widely known as a visitor destination as it might be. There should be a drive towards raising the profile of Lichfield as a destination, highlighting what the city has to offer to encourage a greater number of visitors. This could be linked with other major attractors in the nearby area, such as Drayton Manor Theme Park and the National Memorial Arboretum, to encourage visitors to spend longer periods of time in Lichfield.

## Support commercial activity



- 2.15 Job creation in the city centre promotes local employment and helps to reduce the level of out commuting to neighbouring towns and cities. There is an increasing demand for flexible, small scale offices in Lichfield to support SMEs and start-up businesses. Providing for such office floorspace could work towards attracting and retaining a younger demographic to the city centre and in enhancing links to South Staffordshire College.

## Maintain a public realm and open spaces of the highest quality

- 2.16 Lichfield city centre has a variety of public spaces, including Market Place, Beacon Park, Minster Pool and Stowe Pool which are valued by the existing community and by visitors. These important spaces should be maintained and enhanced. There is the potential to extend the provision of landscape planting and public spaces within the heart of the city centre, to encourage dwell time.

## Characterising Lichfield – City Signature

2.17 It is important to understand Lichfield's role and function as a centre to be able to identify appropriate uses which will support and complement its growth in a sustainable way, over the coming years. For Lichfield to maximise its potential and future-proof itself, it is critical that it adopts strategies that are appropriate for its "signature" (as set out more fully in the 'Analysis, Issues and Options Report').

2.18 An analysis has been undertaken by Springboard of Lichfield's pattern of usage in terms of pedestrian footfall. Historically, town and city classifications have been based on supply side factors only, e.g. the number of retail units. However, the significant shifts in consumer demand that have occurred between online and bricks and mortar has resulted in significant changes in town and city centre occupancy, rendering these historic classifications out of date. Analysing a city in terms of its usage is more relevant in today's multi-channel trading landscape (i.e. town and city centres today are no longer simply about retail).

2.19 Lichfield has a **Speciality** signature. One of the key characteristics of Speciality towns and cities is that footfall is as high or higher in the peak summer months than in December. This pattern of footfall is a consequence of the key characteristics of speciality towns and cities which comprise:

- An Anchor which is not retail, e.g. heritage
- Attracting visitors but serve local population
- Having longer dwell time
- Focus is on protecting identity and positioning
- Offering something unique and special

2.20 Lichfield is the only city in its subregion (as illustrated in Figure 1) that is defined as a Speciality town/city. This offers Lichfield an opportunity to differentiate itself from other towns and cities, and to deliver a unique offer that capitalises on its Speciality signature type.

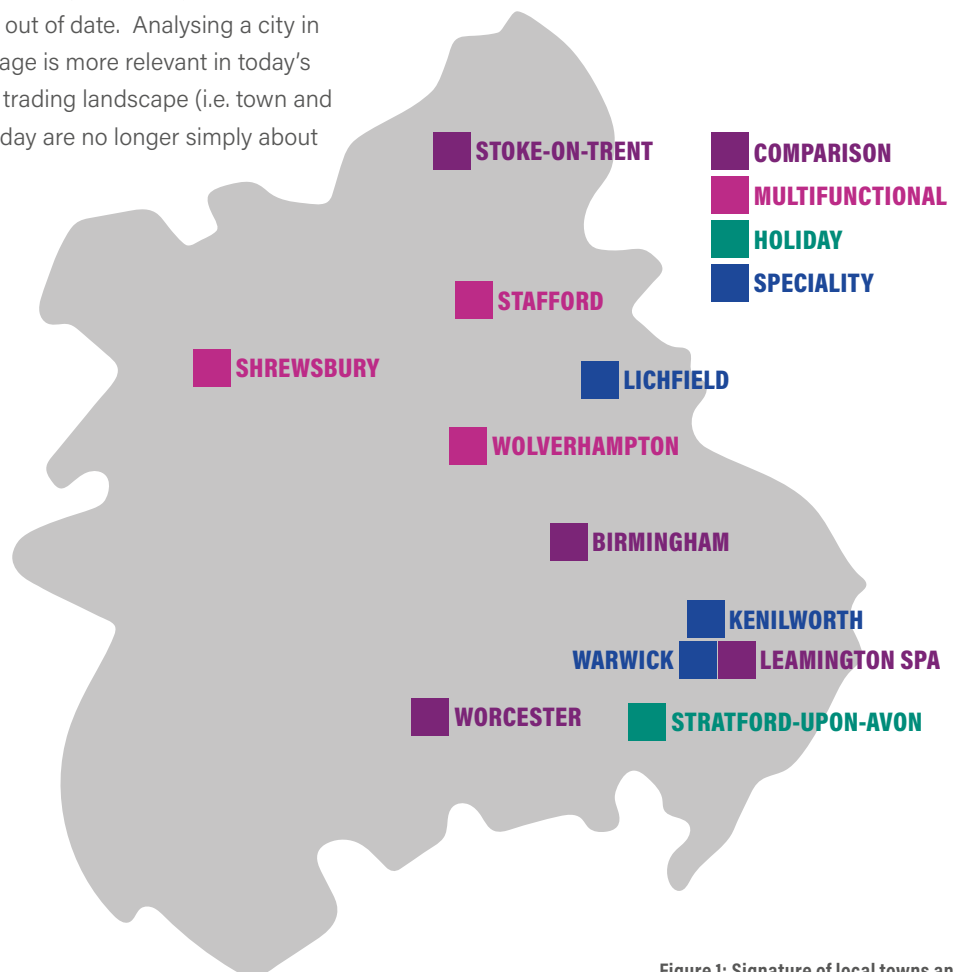


Figure 1: Signature of local towns and cities

## Getting around Lichfield – Access & Movement

### TRAVELLING TO & FROM LICHFIELD

- 2.21 Lichfield strongly benefits from being well-connected to Birmingham, London and the rest of the UK by rail and road. This serves the city centre by encouraging tourists to visit, and workers to commute inwards and outwards. It is important to consider the quality of these key gateways, particularly ensuring that they are safe, attractive and convenient to use.
- 2.22 Congestion on Birmingham Road and St John Street needs to be addressed and the proposed Lichfield Southern Bypass aims to alleviate some of this congestion by removing through trips from the city centre. Congestion impacts the experience of car, bus and coach movements through the city, but also the safety of pedestrians and cyclists alighting from Lichfield City Train Station.
- 2.23 The city centre is well served by a variety of car parks but suffers from a perception that there is a scarcity of parking spaces. In fact, information on car park availability and usage across the city centre suggests that overall capacity is good for a city the size of Lichfield, but that the most popular locations such as Bird Street operate over capacity.
- 2.24 Given that Lichfield has a compact and walkable city centre it will be important to better distribute usage across the various parking facilities and thus reducing the perception of parking scarcity. Real time information signage to existing car parks would direct visitors to car parks with available capacity, to help ensure that all locations are suitably utilised. Improvements to coach drop-off and parking locations are required to promote increased group travel. In addition, improving signage and wayfinding around the city centre will help people navigate their way around, reinforcing the compact character of the city centre and giving people confidence to explore further whilst at the same time promoting active and sustainable modes of travel.

- 2.25 Sustainable transport is a key consideration, shaping how infrastructure improvements can be used to encourage more sustainable means of travel, be it walking, cycling or the use of public transport. Provision of Electric Vehicle Charging points could also provide an additional option, to help promote the up-take of more sustainable modes of travel.

### MOVING AROUND THE CITY CENTRE

- 2.26 Lichfield benefits from being compact in form, with Lichfield City Train Station providing access to Lichfield cathedral and the historic city core within a 10 minutes' walk. Improved pedestrian and cycle routes and cycle parking facilities are required, including along Birmingham Road, to help to encourage people to walk and cycle and utilise public transport services, rather than rely on the private car.
- 2.27 There is the opportunity to review existing pedestrianised areas within the city to provide greater clarity on those areas which are pedestrianised and those which are not. Pedestrianised areas within the city centre need to be carefully considered to balance the needs of those requiring access to blue badge parking spaces and also allowing for access to servicing areas.
- 2.28 The city centre is widely recognised as being poorly signposted, with little to no means for visitors to easily identify the best route to reach the city's key attractions. In seeking to promote the city as a tourist destination, it will become increasingly important to provide clear, legible signage and wayfinding across the city centre.

## What does the Masterplan Propose?

2.29 The masterplan is structured around the following four core proposals. These proposals have regard to the analysis undertaken and the issues that need to be addressed to maintain the city centre as a vibrant, successful and valued place.

### 1. MASTERPLAN OBJECTIVES

Six masterplan objectives have been identified.

The aim of the objectives is to twofold: firstly, to help capture and address identified issues in the city centre; and secondly to help underpin projects and proposals set out in the masterplan and how they contribute towards addressing identified issues.

### 2. MASTERPLAN QUARTERS

In order to better understand the city centre, and provide a means of focusing investment, the masterplan identifies four overlapping city Quarters. These are based on patterns of existing activity and movement, the historic environment, and on places where investment should be targeted. They are interconnected by key movement routes and streets across and around the city centre.

### 3. MASTERPLAN OPPORTUNITY AREAS & PUBLIC REALM PRIORITIES

The masterplan proposes a number of projects and proposals which includes new developments, new streets and spaces, and enhancements to existing places in the city centre. The projects and proposals help reinforce the character of the city Quarters, diversify the range of uses and activities available in the city centre, and making it easier to arrive in the city centre and then move around it.

### 4. MASTERPLAN DESIGN PRINCIPLES

The masterplan design principles have been devised to help ensure that development coming forward in the city centre achieves high levels of quality commensurate with its outstanding historic character. The design principles should be read in conjunction with other local and national design policies.

Development that does not contribute to the character of the city centre, or enhances its vitality and viability, will not be supported by the District Council.

2.30 Further information on each of the masterplan core proposals is provided on the following pages.

## Masterplan Objectives



### **OBJECTIVE 1: A STRONG HISTORIC CORE**

- 2.31 Lichfield is a well-preserved historic cathedral city. This rich and varied historic environment is the defining characteristic of the city centre and is the primary draw for visitors to Lichfield. The masterplan aims to ensure that the historic fabric and environment of the city centre is valued, protected and enhanced. The majority of the city centre lies within the Lichfield City Conservation Area, which contains a high concentration of heritage assets. The medieval 'ladder' street pattern is evident in the central core of Lichfield.
- 2.32 The masterplan aims to ensure that development proposals not only conserve but enhance existing heritage assets and their wider setting. Conservation is an active process of maintenance and managing change, utilising a flexible approach. This will include the retention of existing views towards the spires of the cathedral and the potential to introduce new vistas.
- 2.33 Development within the city centre provides a unique opportunity to make a positive contribution to Lichfield's unique character and distinctiveness. A strong and successful centre helps support the rest of the city and provides many people with a positive key impression of Lichfield as a place.



### **OBJECTIVE 2: COMPLEMENTARY & SUPPORTING USES**

- 2.34 Lichfield is characterised as a "Speciality" city. For Lichfield to maximise its potential and future-proof itself, it is necessary that the development opportunities identified in the masterplan are appropriate for its speciality signature.
- 2.35 Lichfield should seek to attract demand for new complementary uses to strengthen the existing vibrant mix of city centre uses. Niche independent retailers and the restaurant offer is what makes Lichfield unique and the masterplan aims to continue to support this offer. The masterplan proposes to emphasise a 'circuit of destinations' within the city centre including cultural, leisure, tourism and retail places, which themselves form distinct locations and will encourage longer visitor stays.
- 2.36 The masterplan identifies opportunities to provide for new housing to provide greater housing diversity (including affordable housing) in the city centre and to ensure that it is populated at all times of the day and into the evening.



### **OBJECTIVE 3: WELCOMING GATEWAYS**

- 2.37 The experience of arriving in Lichfield is crucial in helping to shape people's perception of the city centre. The masterplan aims to ensure that the transition from being a passenger to a pedestrian is efficient, safe and welcoming.
- 2.38 Parts of the city centre can feel disjointed due to poor legibility and signage, particularly between Lichfield City Train Station, Lichfield Bus Station and the Cathedral. In seeking to promote the city as a tourist destination, it will become increasingly important to provide clear, legible signage and wayfinding across the city centre.
- 2.39 The masterplan aims to make the city centre easy to understand, through public realm improvements such as consistent signage so that visitors can easily identify the best route to reach the city's key attractions. The masterplan will encourage key sites to accommodate clear routes, to help direct pedestrians and cyclists around the city.
- 2.40 The masterplan proposes new land uses, enhanced streets and spaces and better connectivity, particularly for sustainable modes of transport, providing opportunities to significantly improve the first impression of the city. Enhancements to bus facilities as part of a wider transport hub, to include Lichfield City Train Station will be achieved through targeted development opportunities and public realm interventions identified within the masterplan.



### **OBJECTIVE 4: VIBRANT STREETS & SPACES**

- 2.41 The public realm comprises the streets, footpaths, squares, green spaces, parks and other external urban spaces that are publicly accessible. The quality of the public realm should be such that they feel safe and pleasant to use by all types of users, including children, older people and those with mobility issues. Public realm improvements are identified in the masterplan which will help to enhance the quality and character of the public realm, equalling the high standards already set in places in the city centre.
- 2.42 Lichfield city centre has a variety of public spaces including Market Place, Beacon Park, Minster Pool and Stowe Pool which are valued by the existing community and by visitors. The masterplan aims to protect these important spaces and to extend the provision of landscaping and civic spaces within the heart of the city centre, to encourage dwell time.
- 2.43 The streets and spaces of the city centre are as much about the character and appearance of Lichfield as they are about access and movement. The masterplan continues to support a mix of different uses, set within streets and spaces which offer a safe, exciting and attractive place to spend time in.
- 2.44 The masterplan aims to ensure that the basic structure of the city centre is effective, establishing development parcels capable of delivering a strong pattern of land uses and activities. The mix of uses are supported through improvements to transport and movement in and around the city centre.
- 2.45 By identifying different sites that can accommodate a range of different land uses, new housing, business and employment, as well as tourism and leisure opportunities, the masterplan helps support the economic prosperity of Lichfield. In this way it will contribute towards making the city centre a more vibrant and attractive place and destination.





## OBJECTIVE 5: QUALITY ACCESSIBLE ENVIRONMENT

- 2.46 The design, quality and appearance of the public realm is an important component in defining the character of a place, in shaping people's perceptions of place and in linking together key destinations and attractions within a city centre. The masterplan identifies public realm improvements to enhance connectivity between the Birmingham Road Gateway and the city centre, both visually and physically. These improvements must be sensitive to existing residents with regard to noise and light pollution.
- 2.47 As a compact city centre, the masterplan aims to improve pedestrian and cycle routes and wayfinding to help encourage people to walk and cycle and utilise public transport services, rather than rely on the private car, which in turn would ease car traffic congestion. This will contribute towards providing opportunities for improving health and wellbeing, through making it easier and more attractive to walk or cycle. Facilities to encourage more cycling – wayfinding, parking and storage – are also addressed as part of the masterplan.
- 2.48 The masterplan aims to improve safety for pedestrian users by providing clarity with respect to areas of the city centre with pedestrian-priority and those parts where streets accommodate both pedestrian and vehicle movements. This will need to be balanced with the needs of those requiring access to blue badge parking spaces and to servicing areas, to ensure the city centre functions on a practical level.



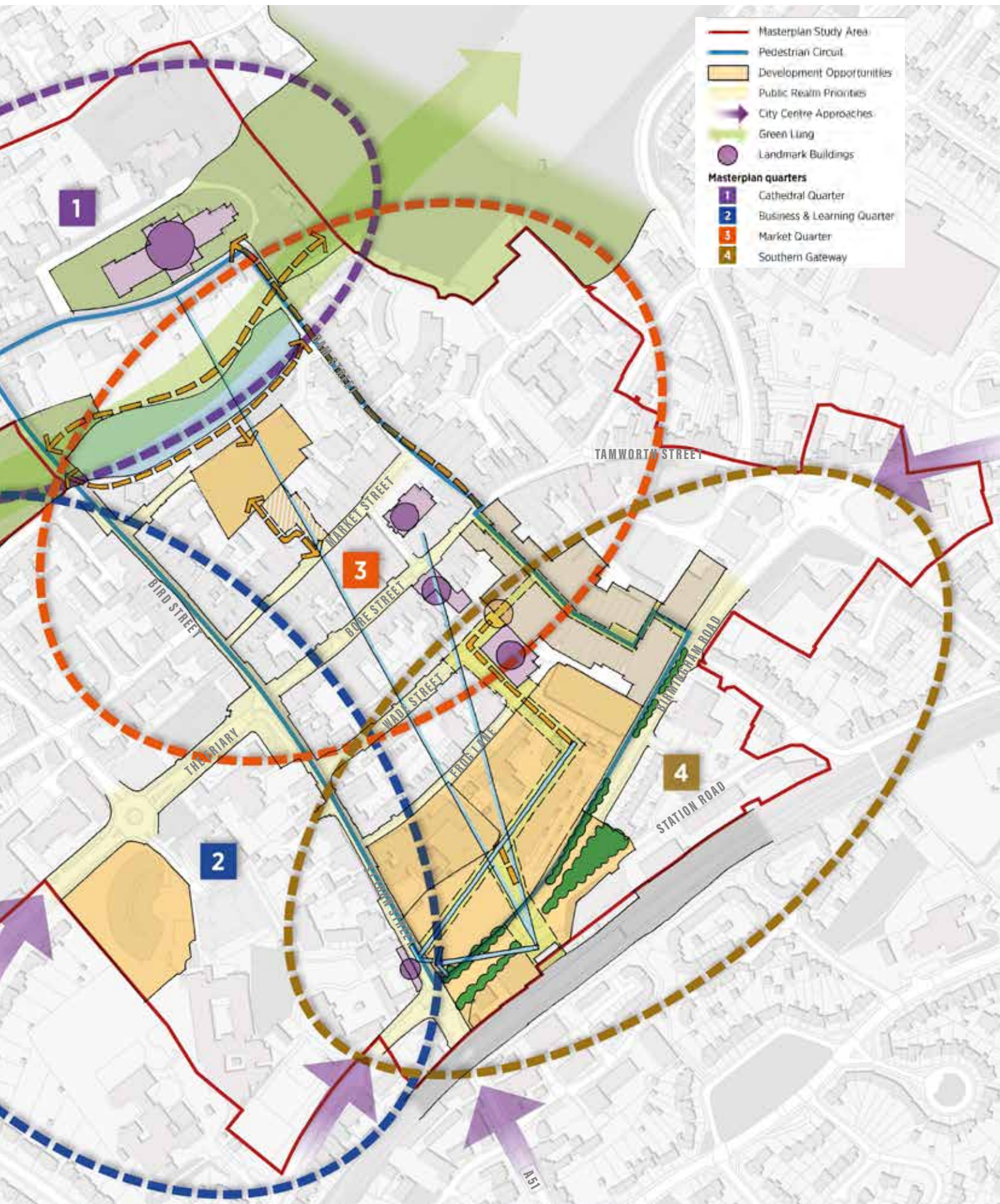
## OBJECTIVE 6: THE 'GREEN' & SUSTAINABLE CITY

- 2.49 Green infrastructure (which includes open spaces, water bodies and landscape planting) provides many benefits, including:
- Improving people's physical and mental health;
  - Reducing air pollution;
  - Protecting against climate change to help reduce flood risk i.e. by utilising sustainable drainage measures (Sustainable urban Drainage Systems; SuDS) to manage storm water;
  - Providing comfort in urban environments – for instance trees provide shade and cooling;
  - Encouraging active travel i.e. using a form of travel such as walking, cycling and accessing public transport which involves physical activity; and
  - Providing opportunities for people to enjoy their leisure time.
- 2.50 The setting of the city centre is greatly enhanced through the presence of Beacon Park, Minster and Stowe Pools and landscaping. The masterplan aims to maintain, enhance and extend, where possible, the network of open spaces and landscaping within the city centre to provide benefits to residents, workers and visitors and increase biodiversity net gain.
- 2.51 The masterplan encourages the use of exemplary landscaping and the provision of open space and planting of native vegetation, together with SuDS including innovating paving treatments (e.g. permeable paving). As well as providing a drainage function, SuDS also contribute to amenity and enhance habitat creation and wildlife.
- 2.52 Specific building design features and construction measures can be incorporated to reduce energy demand. This includes both passive measures such as providing passive shading and south-facing windows, as well as active measures such as highly efficient boilers or high efficiency lighting. New development will be required to meet the mandatory requirements of sustainable development set out in Building Regulations (or equivalent future standard).
- 2.53 The masterplan aims to encourage the use of sustainable forms of travel, by improving connectivity to bus and rail links and enhancing pedestrian connectivity throughout the city centre.

## Masterplan Quarters – Ensuring a Comprehensive Approach

- 2.54 The masterplan proposes a comprehensive and coordinated approach to maximise the potential of the city centre. This will facilitate the delivery of new development and public realm improvements which are designed to complement and connect with one another.
- 2.55 This approach enables growth to be planned in a sustainable way. This is particularly the case when considering city-wide strategies and improvements, such as public transport facilities, highway improvements and car parking provision. In so doing, the masterplan will give certainty to the development industry over what is expected within the city centre, helping to deliver the aspirations for Lichfield articulated through local policy.
- 2.56 In order to achieve a comprehensive approach, the masterplan has identified four distinct but overlapping city Quarters. The four city Quarters comprise the Cathedral Quarter, Market Quarter, Business and Learning Quarter, and the Southern Gateway Quarter.
- 2.57 The Quarters are defined, in part, by the established character of different parts of the city centre, its historic development, and by the prevailing mix of uses present. They provide a means of targeting investment ensuring that development opportunities and public realm priorities contribute to helping further enhance the character of each quarter but also the attractiveness and appeal of the wider city centre.
- 2.58 The Quarters are connected by key streets and spaces across the city centre. As well as performing a practical access function the streets and spaces also lend distinction to different locations in the city centre, helping people to find their way around Lichfield. They include the city's important green parks and spaces which are such an important part of the identity of Lichfield, specifically the Minster Pool, Stowe Pool, and Beacon Park. Together the Quarters, streets and spaces help define the city centre, are deeply embedded in its history and identity, and provide a robust framework for making decisions about its future.





- Masterplan Study Area
  - - - Pedestrian Circuit
  - Development Opportunities
  - Public Realm Priorities
  - ➔ City Centre Approaches
  - Green Ling
  - Landmark Buildings
- Masterplan quarters**
- 1 Cathedral Quarter
  - 2 Business & Learning Quarter
  - 3 Market Quarter
  - 4 Southern Gateway



## CATHEDRAL QUARTER

- 2.59 This Character Area is focused on the area around the Cathedral, which also includes Lichfield Cathedral School, Erasmus Darwin House and residential dwellings located on The Close. This Character Area contains a rich mix of historic assets, most notably the Grade I listed cathedral.
- 2.60 An attractive backdrop is afforded to this area by the green 'lung' of Minster Pool, Beacon Park and Stowe Pool, which connects the cathedral with the Market Quarter. This setting is fitting of the cathedral's prominence and heritage status and its visibility provides an iconic landmark across the city.
- 2.61 The cathedral area should be maintained and protected whilst allowing for environmental enhancements including enhanced pedestrian routes and directional signage to further strengthen its important role within the city.

## MARKET QUARTER

- 2.62 Representing a significant part of the city centre in terms of its role and function, the Market Quarter is used by a range of visitors, businesses and residents. The Market Quarter encompasses Bird Street, Market Street, Conduit Street and Bore Street.
- 2.63 This Quarter contains a mix of retail, commercial, café and restaurant uses as well as the Market Place which greatly contribute to the city's vibrancy. The niche and artisan shops, restaurants and cafés provide a unique offer to attract visitors and this should be maintained and strengthened with complementary new uses.
- 2.64 Within the heart of the city there are many important buildings including the Guildhall (Grade II) and St Mary's Church (Grade II\*) which contribute to its' special historic character. The medieval 'ladder' street pattern is evident in this central core, providing important pedestrian routes. Any new development should seek to respond to the setting and built form character of the city.
- 2.65 There is an opportunity to improve the environmental quality and attractiveness of streets and spaces within the Market quarter, including through a consistently high quality of street furniture and paving. Interventions should also be made to enhance pedestrian comfort and safety by redressing the balance between the car and pedestrian.





## **BUSINESS & LEARNING QUARTER**

- 2.66 The business and learning functions are focussed to the south-western part of the city. This encompasses South Staffordshire College/ Staffordshire University, Queen's Croft High School and the Police Mutual Offices, which is a major employer in the city.
- 2.67 There are existing linkages with the College/ University and Lichfield, due to their proximity to the central core of Lichfield. There is the potential to develop these linkages, to accommodate students, graduates and relevant businesses from the University and College.
- 2.68 Whilst this area predominantly focuses on business and learning, parts of this Quarter are also residential in character, with recent high-quality housing schemes at Chapter House on Monks Close and St John's Almshouses on the Birmingham Road.
- 2.69 The business and learning uses within this Quarter should be maintained, and opportunities pursued to rationalise the area of car parking at University West Car Park to make more efficient use of this land for new uses, alongside the car parking area.

## SOUTHERN GATEWAY QUARTER

- 2.70 The Southern Gateway Quarter is focussed around Lichfield City Train Station, Lichfield Bus Station and the Birmingham Road which provides the southern approach to Lichfield. This is a key entrance into the city for visitors arriving by train, bus and car. It is important that the transition from being a driver or passenger to a pedestrian shapes a positive first impression of Lichfield.
- 2.71 Currently, this key approach does not signal arrival into the city centre, with poor public realm and evident areas of disconnect for pedestrians travelling between this Area and the Market Quarter. This greatly impacts upon the visitor arrival experience.
- 2.72 The Birmingham Road provides a significant barrier to pedestrian movement into the city which needs to be addressed. The quality of the Bus Station and car parks also require improvement. A scheme of public realm improvements around Birmingham Road would be significant in revitalising the Gateway and linking in with the city centre.
- 2.73 The availability of the Birmingham Road Gateway site for future development provides the opportunity to 'stitch' together pedestrian links between Lichfield City Train Station, the heart of the City and the cathedral.
- 2.74 This Quarter contains the heritage buildings of the Hospital of St John (Grade I) and part of Lichfield District Council's offices, including the Council Chamber (Grade II). The spires of the Cathedral and St Mary's Church are visible from the Birmingham Road and these important vistas should be maintained and enhanced through the configuration of any new uses on the Birmingham Road Gateway site.



# CITY CENTRE WEST





**DEVELOPMENT OPPORTUNITIES:**

- 1 BIRMINGHAM ROAD GATEWAY
- 2 DISTRICT COUNCIL HOUSE
- 3 BIRD STREET COURTYARD
- 4 UNIVERSITY WEST CAR PARK

**CITY CENTRE EAST**

**CITY CENTRE SOUTH**

**PUBLIC REALM PRIORITIES:**

- A BIRMINGHAM ROAD CORRIDOR
- B LICHFIELD TRANSPORT HUB
- C BIRD STREET WALK
- D CIRCULAR MINSTER POOL WALK
- E PEDESTRIAN PRIORITY STREETS
- F PEDESTRIAN WALKWAYS & LINKAGES
- G SIGNAGE & WAYFINDING

## Masterplan Development Opportunities and Public Realm Priorities

- 2.75 The masterplan has identified a number of Development Opportunities and Public Realm Priorities which collectively will deliver an enhanced city centre offer for people living, working and visiting Lichfield. The Development Opportunities will also contribute to delivering the Public Realm Priorities that are also identified within the masterplan.
- 2.76 The Development Opportunities have been identified having regard to known sites that are available and following discussions between the Council and other stakeholders. The masterplan establishes a strong framework within which development proposals can be shaped and ultimately assessed by the Council. The Development Opportunities and Public Realm Priorities are explained in more detail in Sections 3 and 4 of this report.
- 2.77 It is important to note that should other sites come forward within the city centre that have not at this stage been identified, they will be assessed having regard to the contribution they make to the overall city centre masterplan. The Development Opportunities comprise:

### BIRMINGHAM ROAD GATEWAY

A mix of new uses including a Bus Station, alongside public realm enhancements to create a revitalised southern gateway to Lichfield.



### BIRD STREET COURTYARD

A mix of new housing and commercial opportunities (a café/bar/restaurant/community uses) to animate Minster Pool Walk with car parking spaces continuing to be provided to the southern part of the Bird Street Car Park site.



2.78 Seven Public Realm Priorities have also been identified to deliver wider improvements to patterns of movement and quality of place. They comprise:



### **DISTRICT COUNCIL HOUSE**

Providing enhancements to the District Council House to consolidate the existing office areas to provide a more efficient work space and to provide for additional commercial/community uses.



### **UNIVERSITY WEST CAR PARK**

A rationalised area of car parking to accommodate parking for coaches and new small-scale offices, suitable for SMEs and start-up businesses.

### **BIRMINGHAM ROAD CORRIDOR**

**A** The Birmingham Road forms a key element of the Gateway, signalling the southern entrance to the City centre.

### **LICHFIELD TRANSPORT HUB**

**B** The public transport facilities will be important in presenting a first impression of Lichfield, as people transition from being a passenger to a pedestrian.

### **BIRD STREET WALK**

**C** Bird Street Walk forms an important pedestrian connection between Bird Street and Market Street where environmental enhancements should be focused.

### **CIRCULAR MINSTER POOL WALK**

**D** Providing the pedestrian link through the green 'lung' of the City, a new footpath to the north of Minster Pool will facilitate a circular walk.

### **PEDESTRIAN PRIORITY STREETS**

**E** Interventions within the pedestrianised areas of the Market Quarter will improve safety for pedestrian users.

### **PEDESTRIAN WALKWAYS & LINKAGES**

**F** There are barriers to pedestrian movement within certain areas of the city which would benefit from enhancements to the public realm.

### **SIGNAGE & WAYFINDING**

**G** Clear and consistent signage and wayfinding across the city centre will make it easier for people to navigate their way around Lichfield.

## Masterplan Transition Areas

2.79 In addition to the Development Opportunities and Public Realm Priorities that have been identified as part of the masterplan, there are also three Transition Areas. These are located at the periphery of the masterplan area and although they do not present specific proposals never-the-less they are important in providing a future opportunity for enhancement.

2.80 The three Transition Areas comprise: **City centre East**; **City Centre West**; and **City Centre South**. Where proposals come forward for each, they will be assessed against the opportunities set out below as well as the masterplan objectives and design principles.





### CITY CENTRE EAST

2.81 The City Centre East Transition Area is located on the eastern edge of the masterplan area and runs between Birmingham Road to the south and Reeve Lane and Cross Keys to the north. The area is characterised by a mix of commercial and residential premises and includes extensive areas of public and private car parking. Pedestrian routes, particularly giving access to Tesco to the east, as well as the extensive park around Stowe Pool, cross the site. Key opportunities could include:

- New development to establish a finer grained pattern of development with greater overlooking of adjoining streets and spaces where this would not harm the significance of heritage assets.
- Establishing a better interface between the parkland around Stowe Pool and the rest of the city centre – this could include better signage and wayfinding, opportunities for additional events space as part of the parkland, and temporary camping facilities to accommodate visitors at one of Lichfield's many festivals.
- Additional tree planting along the edge of the Stowe Pool parkland to enhance visual amenity and improved biodiversity in the city centre.

### CITY CENTRE WEST

2.82 The City Centre West Transition Area is located to the north west of the city centre masterplan area. It is located in the area between Swan Road and Shaw Lane. The area is characterised primarily by the edge of Beacon Park, as well as various properties access from Beacon Street. Key opportunities should include:

- Enhanced wayfinding and signage to Beacon Park more effectively linking it to the proposed circular route around Minster Pool and Stowe Pool beyond.
- Select infill and redevelopment opportunities on brownfield sites designed to overlook the park and establish an attractive edge where this would not harm the significance of heritage assets.

### CITY CENTRE SOUTH

2.83 The City Centre South Transition Area is focused around Station Road. This mixed-use edge of city location provides parking, commercial space, and residential uses and is located within close proximity to the Train Station. Should the opportunity arise, the area could be more intensively developed to provide new business premises or residential development, in a sustainable and accessible location.

## Masterplan Design Principles – Ensuring Design Quality

- 2.84 The masterplan is underpinned by design principles to ensure that development in the masterplan area is of a consistently high quality, building on the guidance contained in the National Design Guide and the Lichfield Sustainable Design Supplementary Planning Document (SPD). These principles build upon the masterplan objectives to help guide the design process of all new development in Lichfield city centre.



### ONE. ARCHITECTURAL DESIGN QUALITY

- 2.85 Lichfield is a historic city with a number of heritage assets which should be protected and enhanced. New development should be sympathetic to the historic character of the city and local architectural influences.
- 2.86 High-quality contemporary architecture can contribute to the attractiveness and character of Lichfield. This is particularly true where contemporary design is of a scale, massing and height that is appropriate to its context.
- 2.87 The ground floor of new buildings should seek to enliven adjoining streets and spaces through the positioning of doors and windows. 'Active' ground floor uses such as spill-out cafe space in appropriate locations and public uses can help to achieve this as well as the use of balconies on upper floors. Commercial uses will be particularly important along the Birmingham Road, St John Street and Frog Lane to provide opportunities for the street to be overlooked by people in adjacent buildings, thus increasing passive surveillance within the city centre, to improve safety.
- 2.88 An interesting and dynamic roofscape can add visual interest. Ventilation arrangements, air conditioning, lighting, and servicing equipment must be carefully designed and integrated into the overall structure of buildings and should be masked from public view points, particularly onward vistas of the cathedral.
- 2.89 Landmark buildings can help signal important locations in the city centre, such as the corners of junctions between main streets, or key public spaces. They also emphasise the role or status that a particular building has within the city. Landmark buildings are not necessarily tall buildings but include those of special architectural quality and character, those that have distinctive and memorable features (e.g. chimneys) or house special and unique uses. The Garrick Theatre and St Mary's Church are both examples of landmarks in the city centre.
- 2.90 The pattern of different building heights and the location of landmarks play a significant role in helping people to intuitively understand how to reach their desired destination from any point in the city centre. New development must reinforce this pattern, adding to the character, identity and legibility of the city centre. The masterplan identifies locations where landmark buildings will be appropriate and where particular features and corners should be emphasised through the design of buildings.



## TWO. MATERIALS AND DETAILING

- 2.91 A palette of high-quality materials will help to firmly establish the character and identity of the masterplan area, both in respect of the public realm and the built form of buildings and structures. High quality materials that are unique to the city centre, or emphasise a particular location within it, must be utilised. This will help to build upon the existing character of Lichfield.
- 2.92 In the masterplan area, a restrained palette of materials should be specified, including red brick and clay tiles as used at the Garrick Theatre and the housing schemes at Chapter House on Monks Close and St John's Almshouses on the Birmingham Road. The image of place will be reinforced by built form, construction materials, decorative detailing, such as balconies, public art and even basic

features such as windows and doorways. These features will also assist in making the area legible, familiar and distinctive. Attention must be paid to the design and detailing of new development.

- 2.93 Bin and recycling storage facilities are important details that are often overlooked in new development resulting in impractical and unsightly bin and recycling storage enclosures. Particular regard must be given to design of these features with storage provided within the building envelope, or as an integral structure designed and specified as part of the building. Adequate design and provision for commercial premises and apartments will be a particularly important consideration. All bin and recycling storage areas must be accessible to refuse vehicles.



### THREE. ATTRACTIVE & USABLE PUBLIC REALM

- 2.94 A clutter of lampposts, servicing boxes, bollards and signage undermines the quality and attractiveness of the public realm and can also act as a confusing barrier to people wishing to access the city centre. Design simplicity is therefore an important consideration. The removal of unnecessary elements and the co-ordination of signage and street furniture is an important aim. This must include a co-ordinated approach to signage and wayfinding across the city centre.
- 2.95 All too often pedestrians are forced to cross streets and public spaces via the least direct route. A basic principle in the design and layout of all crossings and public spaces should be following the lines that people want to take, not forcing alternatives that then have to be guarded using safety barriers which contribute to street clutter. This will be particularly important for pedestrian cross-routes around the city centre linking together key parts of the city, including crossing the Birmingham Road, St John Street and Swan Road.
- 2.96 Tree planting complements the public realm by providing visual delight, increased biodiversity, and shade. At present tree planting is most prominent around Minster Pool and the

cathedral. Further opportunities for tree planting in these and other locations will be encouraged through the masterplan to help emphasise the identity of different parts of the city centre. Consideration must be given to future maintenance, overshadowing and leaf drop in selecting locations and species. Opportunities for other types of planting will also be encouraged in the city centre.

- 2.97 Robust, low maintenance and timeless design must be a key component of any public realm works. A co-ordinated but limited palette of surface materials, such as stone and brick pavements, as evident in Conduit Street, Tamworth Street, Breadmarket Street and parts of Bore Street and Market Street, will provide a strong setting for development. This will help to give a unified appearance to the city centre.
- 2.98 The specification of street furniture components such as lamp stands, bus shelters, litter bins and seating, must also add to the overall identity, quality and character of the city centre. Consideration must be given to long term maintenance in the specification of materials and street furniture, as well as being robust enough to accommodate different requirements to enliven the city centre e.g. banners, Christmas lights and decorative planting.





#### FOUR. DESIGNING FOR HEALTH

- 2.99 New development within the masterplan area should seek to promote an active and healthy city centre. Lichfield is a compact city centre with all destinations within a short walk of each other, which provides opportunities to promote walking and cycling and use of public transport.
- 2.100 Active travel brings a number of health and wellbeing benefits, including physical activity, improved air quality and stress alleviation. Safe and accessible walking and cycling routes should be provided within new developments, along desire lines and providing direct connectivity with key destinations. These routes should be designed to be overlooked by buildings, well-lit and well-marked to encourage people to walk and cycle. Pedestrian and cycle links between the Train Station, the City Core and the Cathedral require improvement to maximise the opportunities of the compact form of Lichfield, as identified through the Public Realm Priorities.
- 2.101 The co-location of public, community and leisure facilities within Lichfield can help to facilitate ease of access for all people. Opportunities to explore the potential to co-locate facilities should be utilised, particularly in bringing forward new development at the Birmingham Road Gateway.
- 2.102 Opportunities to provide new areas of public space should be developed, as set out in the Public Realm Priorities. Streets and public spaces can help to boost the sense of community and civic pride, when designed to encourage social and physical activity. Landscaping and public spaces can also offer areas for relaxation and contact with nature which can improve mental health and wellbeing.
- 2.103 Further guidance on how Lichfield can be designed for health can be found in the following guidance documents:
- 'Putting Health into Place' by NHS England (2019); and
  - 'Active Design' by Sport England (2015).







# 03

## DEVELOPMENT OPPORTUNITIES



- 3.1 This section of the masterplan provides guidance on the four key Development Opportunities that have been identified within the city centre. In describing the Development Opportunities, reference is made to the following:

**Existing Uses:** this summarises the existing land uses found on the site.

**Development Aspirations:** this sets out the rationale, form and type of development that could be brought forward on the site and provides an indication of the potential quantum of different uses that may be accommodated on each site.

**Key Design and Development Considerations:** this details the important elements of the design and development which require careful thought to ensure new uses can be accommodated sensitively, in response to the historic city centre context.

- **Mix of Uses:** indicates the mix of different city centre uses that could be accommodated flexibly on the site.
- **Access Points & Entrances:** provides guidance on the main points of pedestrian and vehicular access to the site.
- **Key Building Elevations & Active Edges:** sets out where the most important and prominent building elevations should be located, and the main active edges which will accommodate principal entrances, shop windows and café and restaurant seating areas.
- **Storey Heights:** guidance on the height of buildings proposed on the site having regard to prevailing heights in the immediate location, scale, height and massing in addition to having regard to maintaining views to the spires.
- **Important Corners:** important corners will be emphasised through the design of the built form, through either height or other detailing. They will typically be located on prominent junctions close to busy streets and pedestrian routes, giving prominence to important places.
- **Parking & Servicing:** indicates where and how parking provision should be made, where it is accessed from, and how the site is serviced, for instance to allow for deliveries.

**Implementation Issues:** sets out known relevant issues for bringing the site forward for development, for example existing site features to be retained. These are also included in the Delivery Strategy in section 5.

# 1. BIRMINGHAM ROAD GATEWAY

## MASTERPLAN OBJECTIVES TO BE MET:



### EXISTING USES

- 3.2 Land adjacent to Birmingham Road comprises of several sites, including:
- the former police station
  - the bus station and associated car parking and coach drop off/ pick-up/ parking area
  - the multi-storey car park
  - the former Tempest Ford garage and showroom
  - the area in front of Lichfield City Train Station, including the taxi rank and area of car parking.
- 3.3 The Birmingham Road multi-storey car park provides 322 short-stay parking spaces with an additional 10 spaces for blue badge holders and 12 compact vehicle bays. The parking area within the Bus Station provides for 61 spaces with an additional 2 spaces for blue badge holders. The surface car parking off Birmingham Road provides 34 parking spaces with one additional space for blue badge holders.

*Illustrative artists' impression*



## DEVELOPMENT ASPIRATIONS

3.4 The Birmingham Road site is the most significant development opportunity in the city centre. It will be reconfigured to provide a new city centre quarter, one that enhances the experience of arrival into the city centre by all modes of transport, and introduces a new mix of leisure, residential, and commercial development opportunities to Lichfield. A new bus station, station forecourt, multi-storey parking will be provided alongside public realm enhancements to create a revitalised 'Southern Gateway' for Lichfield.

3.5 The Birmingham Road Gateway will provide a mixed-use development, with the potential to provide for:

- A new bus station providing around eight bays, with 'pavilion' building (to include public toilets and bus service information, and cycle parking and storage) and a coach drop-off/ pick-up point providing around four spaces.
- A new cinema together with other leisure and restaurant uses at ground floor.
- An hotel.
- Small-scale commercial business space together with a limited amount of convenience retail.
- Residential apartments and houses with provision of a proportion of affordable homes.
- A replacement multi-storey car park accessed from Birmingham Road providing around 480 spaces.

3.6 Coach pick-up and drop-off bays on Bird Street and Castle Dyke will be removed and re-provided at the new Bus Station, to enhance pedestrian accessibility and safety on these roads. This will help to encourage visitors to walk through the city from the Bus Station to spend more time in Lichfield. The compact form of the city centre supports this, with the Cathedral being only a c. 10 minutes' walk from the Bus Station.

3.7 The configuration of the built form must respect the setting and view corridors of the surrounding Listed buildings, including the Grade I Listed Hospital of St John (and associated Master's House to its rear), the Grade II Listed parts of the District Council House as well as the wider setting of the Grade I Listed Cathedral and the overarching Conservation Area which covers the majority of the site. The view corridors of these Listed buildings are indicated on the Public Realm Strategy (see Figure 1 overleaf). New buildings will be required to be of an appropriately high quality.

3.8 The Birmingham Road Gateway site is interdependent with the development opportunities identified as part of the District Council House. The redevelopment of this site will help to integrate complementary community and civic uses within the city centre.

3.8 The development of the Birmingham Road Gateway will also contribute to delivering the following Public Realm Priorities identified overleaf:

- **Public Realm Priority A - Birmingham Road Corridor**
- **Public Realm Priority B - Lichfield Transport Hub**

## KEY DESIGN & DEVELOPMENT CONSIDERATIONS

- **Mix of Uses:** a new bus station with 'pavilion' building and coach drop-off/ pick-up spaces. A replacement multi-storey car park on the same site of the existing multi-storey, fronted by active commercial uses to the ground floor. A new cinema, hotel and a supporting café/ restaurant offer will be located centrally within the site. New housing will provide a frontage to Frog Lane. Segregated parking to the rear will be provided for residents and hotel visitors.

On the western edge, small-scale offices with apartments above will be sensitively designed in response to the Grade I Listed Hospital of St John.



- **Access Points and Entrances:** vehicular access will be retained from Birmingham Road to access the Bus Station, new multi-storey car park and Station Road.

A new gateway crossing will be provided from the new Station Square across the Birmingham Road to provide a safe and attractive pedestrian route into the Market Quarter, overlooked by adjacent development.

Wade Street and Frog Lane will continue to provide vehicular access to housing on those streets and the District Council House. It will also provide service access for the hotel, cinema and leisure development as well as new residential development to the western part of the site.

Lichfield City Train Station (and associated taxi and visitor pick-up/drop-off) will be accessible via Station Road.

- **Key Building Elevations and Active Edges:** new development frontages to be provided to the Birmingham Road, Frog Lane and St John Street (as well as the central pedestrianised street) to activate these important routes. Development will be carefully designed to manage the interface between proposed restaurants and the bus station to provide an attractive outlook.

Development will be laid out to establish clear blocks of development distinguishing between the public fronts of buildings and more private rear amenity areas.

- **Storey Heights:** proposals should have regard to the existing vistas to and from the spires of the Cathedral and St Mary's and the potential for new development to create new vistas, including to the Hospital of St John.

Development located in proximity to the Hospital of St John should be no more than 2 storeys in height. Elsewhere development up to 4 storeys is considered appropriate for the majority of the site, subject to vistas of the spires being maintained and enhanced.

- **Important Corners:** important corners and/or public realm treatment will be provided to emphasise the gateway crossing point adjacent to Station Square, including as part of the Bus Station pavilion building and hotel. The building on the corner of Birmingham Road / St John Street must be sensitively designed in response to the setting of the Hospital of St John.

- **Parking and Servicing:** The existing multi-storey car park will be replaced with a new multi-storey car park in its place accommodating some displaced parking from Bird Street Car Park (see Development Opportunity One), the Bus Station and Birmingham Road.. Pricing and future management of the car park, including provision for drop-off facilities will be considered by the Council. Blue badge holder bays will be provided adjacent to Station Square, as part of the pick-up/ drop-off area.

Parking associated with new housing on Frog Lane will be provided to its rear. Parking for guests of the hotel and associated servicing will be provided to the rear of the hotel.

Parking for the residential development to the western part of the site will be accessed from Frog Lane and be provided within development blocks.

An area for servicing will be provided just off Birmingham Road, adjacent to Station Square.

Coach pick-up and drop-off bays will be provided at the Bus Station. Coach parking will be re-provided as part of Development Opportunity Four.

The servicing access to the Three Spires Shopping Centre via Frog Lane will be maintained.

Provision for cycle storage, refuse and recycling bins should be integrated into the built envelope of buildings.







## IMPLEMENTATION ISSUES

3.9 The Birmingham Road multi-storey car park is regularly inspected to ensure the car park is structurally sound to operate. Its demolition should therefore form an early phase of the overall development strategy for land adjacent to Birmingham Road. A replacement car park will need to be provided for ahead of Development Opportunity Three due to the displacement of some parking provision from Bird Street Car Park.

3.10 The Birmingham Road Gateway site is owned by Lichfield District Council. Development is likely to be a medium term opportunity. Prior to bringing forward this development opportunity, discussions will need to take place with a number of stakeholders, including:

- Staffordshire County Council as highways authority, regarding any changes to the highway proposed as part of Public Realm Priorities A and B;
- Bus operators within Lichfield, to minimise disruption to the operation of bus services;
- The train operator at Lichfield City station, to minimise disruption to the train station;
- Taxi operators within Lichfield, to minimise disruption to the accessibility of taxi's;

- Lichfield District Council, regarding their wider land interests at the District Council House (Development Opportunity Two);
- The Three Spires Shopping Centre, as an adjacent operator and landowner; and
- The Garrick Theatre, as an adjacent operator.

3.11 Phasing of this Development Opportunity as conceived in the Masterplan is proposed in four main parts: phase 1 could provide the residential development to the western part of the site and fronting Frog Lane. Phase 2 could provide the redeveloped car park along with some leisure and restaurant uses, with phase 3 potentially providing the leisure scheme (comprising hotel, cinema, restaurants and residential development). The final phase would likely be implementation of the new Bus Station.

3.12 Regard must be had to the setting of the surrounding Listed buildings, including the Grade I Listed Hospital of St John (and associated Master's House to its rear), the Grade II Listed parts of the District Council House as well as the wider setting of the Grade I Listed Cathedral and the overarching Conservation Area which covers the majority of the site. New buildings will be required to be of an appropriately high quality.

## 2. DISTRICT COUNCIL HOUSE

### MASTERPLAN OBJECTIVES TO BE MET:



### EXISTING USE

- 3.13 The existing District Council House accommodates the offices of Lichfield District Council which are in part Grade II Listed. This includes the Council Chambers which occupies the former school building, to the south of the site. A terrace of former residential properties on St John Street also forms part of the office accommodation with No39 St John Street also being Grade II Listed.
- 3.14 The District Council House is formed of cellular offices and meeting rooms alongside the historic, former residential layout of the period buildings forming part of the premises. The office space is currently underutilised, dated and difficult to navigate.
- 3.15 Car parking for Council staff is provided to the rear of the main building.

### DEVELOPMENT ASPIRATIONS

- 3.16 Retaining the Council offices in the city centre will be important in maintaining a civic presence in the city centre and in providing civic services in an accessible location for the public. Council employees and visitors also make a valuable contribution to the city centre economy. Therefore, the importance of the continued presence of the Council offices in the city centre should not be overlooked.
- 3.17 There is an opportunity to make enhancements to the District Council House to consolidate the existing office areas to provide a more efficient work space and to provide for additional revenue generating commercial, residential and community uses. This would act as a catalyst for the wider growth of complementary uses, including small-scale office space within the adjacent Birmingham Road Gateway site, providing an economic boost to the local economy.
- 3.18 The main building will continue to provide office accommodation for Lichfield District Council. The buildings located fronting onto St John Street could provide a self-contained serviced office space or be converted for residential use. The Council Chamber and associated space could be converted to provide a self-contained venue for hire, with the attractive courtyard garden providing outdoor and breakout space. The central section of the building, dating from the 1930's and fronting onto Frog Lane, could be refurbished to also provide commercial office space or community uses, including for use by local groups associated with organising events and festivals. The remainder of the building which dates from the 1980's would be refurbished for continued use by the Council.

3.18 The configuration of the built form must respect the setting and view corridors of the surrounding Grade II Listed buildings and the wider setting of the Grade I Listed Cathedral and the overarching Conservation Area which covers the majority of the site. The view corridor of the Cathedral is indicated on the Public Realm Strategy (see Figure 1 overleaf). New buildings will be required to be of an appropriately high quality.

3.19 Development Opportunity Two could accommodate:

- Consolidated office space for Lichfield District Council within existing building.
- Conversion of part of the buildings on St John Street to provide a self-contained serviced office or residential conversion.
- Conversion of part of the buildings (including the Council Chamber) to provide a self-contained venue for hire.
- Refurbishment of the central section of the building dating from the 1930's to provide a self-contained commercial and multi-purpose community space.

## KEY DESIGN & DEVELOPMENT CONSIDERATIONS

- **Mix of Uses:** the main building will continue to provide office accommodation for Lichfield District Council. The refurbishment of the ancillary buildings could provide a self-contained serviced office or residential conversion; a self-contained venue for hire; and a multi-purpose community space.
- **Access Points and Entrances:** vehicular and pedestrian access will be retained from Frog Lane.
- **Parking and Servicing:** parking and servicing will continue to be accessed from Frog Lane. In the evening and at weekends when the venue is in use, the District Council House car park could be used by visitors, where practicable.

## IMPLEMENTATION ISSUES

3.20 The District Council House is owned by Lichfield District Council. The District Council House will need to be delivered in phases to minimise disruption to the operation of the Lichfield District Council. Regard must be had to the setting of the Grade II Listed buildings as well as the overarching Conservation Area which covers the site.

# 3. BIRD STREET COURTYARD

## MASTERPLAN OBJECTIVES TO BE MET:



### EXISTING USES

3.21 The Bird Street car park is located to the south of Minster Pool, to the west of Dam Street, to the north of Market Street and east of Bird Street. The existing vehicular access to the car park is provided from Bird Street. This doubles up as the servicing access for those commercial units which back on to the car park. There are also a number of pedestrian routes which connect the car park with the surrounding streets. The Bird Street car park provides 169 short-stay surface-level parking spaces with an additional 8 spaces for blue badge holders.

### DEVELOPMENT ASPIRATIONS

3.22 The site of the Bird Street car park provides an exciting opportunity to establish a fine grained, multi-use development at the heart of the Market Quarter. Proposals would see the retention of a significant amount of parking in one of the most used car parks in the city centre, together with retained service access to premises in Bird Street and Market Street. However, the public realm would be substantially enhanced to create a landscaped Courtyard, with tree and landscape planting introduced to break up the expanse of hard surfacing and potentially to enable a more sustainable surface water drainage system to be introduced. In addition, improvements to the strategic cycle network would be made along the existing Sustrans National Cycle Route 54 to include new surface paving and signage to provide a clearer, safer and more usable route.

3.23 A new mixed-use development to the north of the site could front onto the Courtyard. The development may provide a ground floor

of commercial uses that would front onto the courtyard parking, as well as providing openings onto the Minster Pool Walk and Memorial Gardens. New apartments could be provided above, with elevations enlivened through the use of full height windows and balconies. The configuration of the built form must respect the setting of surrounding Listed buildings and the overarching Conservation Area which covers the site, as well as views of the Cathedral.

3.24 In the longer term, a more comprehensive scheme could come forward at Bird Street Courtyard comprising adjacent land owned by the County Council and the reconfiguration or redevelopment of retail premises on Market Street. This would provide opportunities for the creation of new civic space linking Market Street and Bird Street Courtyard through to the Minster Pool, and allow for a wider mix of complementary uses to be introduced into the Market Quarter.

3.25 The development interventions at Bird Street car park will also contribute to delivering Public Realm Priority C – Bird Street Walk (see further detail overleaf), with the longer term aim of establishing a significantly enhanced pedestrian route between Larket Street, Bird Street Courtyard and the Minster Pool.

3.26 It is anticipated that the potential development capacity of the Bird Street Courtyard could provide:

- retained car parking spaces including a substantial element of blue badge provision;
- residential apartments at upper floor level; and
- commercial space at ground floor (cafe/bar/restaurant/small scale retail uses).

## KEY DESIGN & DEVELOPMENT CONSIDERATIONS

- **Mix of Uses:** the northern part of the site could introduce new residential housing with commercial uses to the ground floor to further animate the Minster Pool Walk. Appropriate commercial uses could comprise the provision of a café, bar, restaurant or community uses. The southern part of the site would continue to provide parking spaces including blue badge spaces and servicing for surrounding commercial units.
- **Access Points and Entrances:** vehicular access will be retained from Bird Street, with pedestrian access from Minster Pool Walk, Dam Street, Market Street and Bird Street.
- **Key Building Elevations and Active Edges:** new development could provide a frontage to Minster Pool Walk. Proposals should reflect the prominent location of this development opportunity to the Cathedral and be sensitively designed.
- **Storey Heights:** Proposals should have regard to the prevailing height of development in the locality with particular regard to vistas to and from the Grade I listed Cathedral. Heights will be determined through detailed design work, and maintain views to the Cathedral.
- **Important Corners:** a careful and considered design response should be given to emphasise the prominent north-west corner of the site, as the principal access into the site from Bird Street. Commercial units providing the gateway route for pedestrians to Minster Pool Walk should be designed in such a way as to enhance natural surveillance.

- **Parking and Servicing:** parking and servicing would continue to be accessed from Bird Street. Some of the parking spaces will be retained with others re-provided at the new multi-storey car park on Birmingham Road (see Development Opportunity One). Provision for cycle storage, refuse and recycling bins should be integrated into the built envelope of the new buildings.

## IMPLEMENTATION ISSUES

- 3.27 Bird Street car park is owned by Lichfield District Council. The Council also own two retail premises fronting onto Market Street (currently occupied by New Look and B&M). Staffordshire County Council own an adjoining site to Bird Street car park. Prior to bringing forward this development opportunity, discussions will need to take place with a number of stakeholders, including:
- Lichfield District Council, regarding the part relocation of parking spaces;
  - Lichfield City Council, as the adjacent landowner of Minster Pool Walk;
  - Historic England and Staffordshire County Council's Historic Environment Team; and
  - Operators of the adjacent commercial units, to minimise disturbance to the operation and servicing access of these units.
- 3.28 Bird Street car park has the highest occupancy rates of all car parks within the city and is often effectively full at peak periods. Development on this site will displace some of the existing car parking spaces to a new multi-storey car park to be provided as part of Development Opportunity One. Parking would also be dispersed to other locations in the city centre, which are less well utilised. This would be allied to improved



signage and coordination of parking across the city centre. New development on this site will therefore need to be co-ordinated with Development Opportunity One, to minimise disruption. As a result, development is likely to be a medium to longer opportunity.

3.29 Regard must be had to the setting of the surrounding heritage assets, including the Grade I Listed Cathedral as well as the overarching Conservation Area which covers

the site. New buildings will be required to be of an appropriately high quality.

3.30 Consideration will also need to be given to the potential existence of archaeological remains within the site and the need to ensure that any potential archaeological remains are recorded and conserved, as appropriate.

3.31 Any new development will be required to maintain and enhance on-site drainage.



# 4. UNIVERSITY WEST CAR PARK

## MASTERPLAN OBJECTIVES TO BE MET:



### EXISTING USES

- 3.32 The University West car park is located to the south of The Friary, to the west of Monks Close and north of South Staffordshire College. The existing vehicular and pedestrian accesses to the car park are provided from Monks Close.
- 3.33 This car park provides a number of long-stay surface-level parking spaces.

### DEVELOPMENT ASPIRATIONS

- 3.34 The site of the University West Car Park provides the opportunity to rationalise the area of car parking to accommodate parking for coaches.
- 3.35 Visitors forming part of organised tours are an increasingly important factor in the visitor economy of Lichfield. The limited number of existing coach parking spaces in the Bus Station is a potentially limiting factor to the number of coach trips visiting Lichfield.
- 3.36 Coaches can be parked up at the Bus Station for a couple of hours at a time which provides a poor gateway into the city, particularly for those arriving from Lichfield City Train Station. The peripheral location of the University West car park, albeit only a 3 minutes' walk to Bore Street, would be better suited to accommodate coach parking.
- 3.37 The northern part of the site could introduce new small-scale offices, suitable for SMEs and start-up businesses. Alternatively, residential development could come forward on this part of the site, either associated with the university or for private sale or rental. The central part of the site will accommodate coach parking spaces and car parking. The site would also be suitable for additional hotel accommodation in the city.

### POTENTIAL DEVELOPMENT CAPACITY

- 3.38 Development Opportunity Four has potential development capacity to accommodate coach spaces and other parking, commercial business space aimed at SMEs and start-ups, education uses, hotel accommodation, or residential development that could comprise apartments or town houses.

### KEY DESIGN & DEVELOPMENT CONSIDERATIONS

- **Mix of Uses:** the northern part of the site will introduce new small-scale offices, suitable for SMEs and start-up businesses.  
  
The central part of the site could accommodate coach parking spaces and car parking.
- **Access Points and Entrances:** vehicular and pedestrian accesses will be retained from Monks Close.
- **Key Building Elevations and Active Edges:** new development should provide an elevation to The Friary/Monks Close.
- **Storey Heights:** office development to be two to three-storeys in height.
- **Important Corners:** development should provide an important corner building to emphasise the frontage to The Friary/Monks Close.
- **Parking and Servicing:** the site will accommodate coach parking as well as public car parking. The office accommodation will be provided with ancillary parking provision. Any displaced car parking at the University West Car Park could be accommodated within the Friary multi-storey car park which is generally under-capacity.



## IMPLEMENTATION ISSUES

3.39 The University West Car Park is not publicly owned and therefore this Development Opportunity is subject to agreement and negotiation with the relevant landowner.

3.40 If coach parking is not able to be delivered at the University West Car Park, Development Opportunity One allows sufficient flexibility to accommodate coach parking bays as part of the new Bus Station. The re-location of coach parking within the city centre to this site would however help to maximise the potential of Development Opportunity One to deliver a mix of uses at the Birmingham Road Gateway.



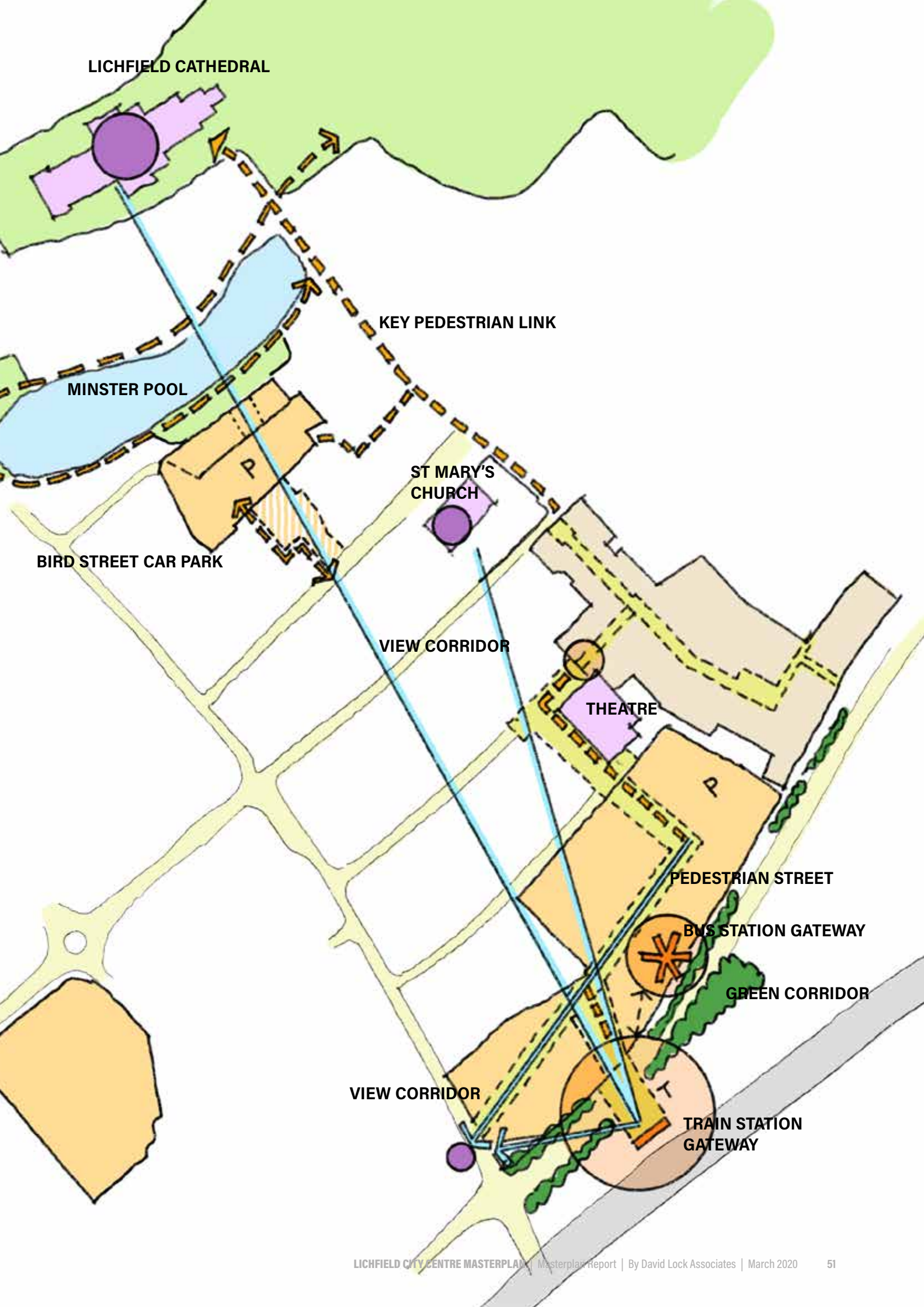


# 04



## PUBLIC REALM PRIORITIES

4.1 This section of the masterplan provides guidance on the seven Public Realm Priorities that have been identified within the city centre, to deliver wider improvements to patterns of movement.



LICHFIELD CATHEDRAL

KEY PEDESTRIAN LINK

MINSTER POOL

ST MARY'S CHURCH

BIRD STREET CAR PARK

VIEW CORRIDOR

THEATRE

PEDESTRIAN STREET

BUS STATION GATEWAY

GREEN CORRIDOR

VIEW CORRIDOR

TRAIN STATION GATEWAY

# A. BIRMINGHAM ROAD CORRIDOR

## MASTERPLAN OBJECTIVES TO BE MET:



4.2 The highways function (carriageway and associated vehicles) of Birmingham Road is its overriding feature. This provides a poor public realm for pedestrians, particularly as there are limited pedestrian crossing points that follow the natural desire line into the Market Quarter. There is currently no controlled crossing for pedestrians at the junction between Birmingham Road and St John Street, which presents safety concerns for pedestrians. This provides a poor 'entrance' to the City. Enhancements will be dependent upon the completion of the Lichfield Southern Bypass which will free up capacity on the Birmingham Road corridor enabling works to take place.

### KEY IMPROVEMENTS

4.3 The Birmingham Road forms a key element of the Gateway, signalling the southern entrance to the city centre. Public realm interventions should be made to the Birmingham Road

Corridor, to improve pedestrian accessibility between Lichfield City Train Station and the heart of the city centre:

- A gateway crossing for pedestrians and cyclists across Birmingham Road, aligned to provide views of St Mary's Church and the spires of the Cathedral from Lichfield City Train Station.
- An enhanced visitor drop-off/pick-up area, with blue badge holder parking and taxi rank directly adjacent to a new Station Square.
- A new 4-way signal-controlled crossing at the egress of Station Road and the Bus Station with Birmingham Road, to allow ease of access and safe movement for all transport modes (pedestrians, cyclists, buses, taxis & vehicles).
- Potential new pedestrian crossing points at the Birmingham Road/ St John Street junction.
- Enhanced street tree planting along Birmingham Road.



## B. LICHFIELD TRANSPORT HUB

### MASTERPLAN OBJECTIVES TO BE MET:



### KEY IMPROVEMENTS

4.4 This intervention is about improving the layout and facilities of the Bus Station and Train Station to make it a more integrated transport hub. It also includes the provision of improved bus service information, such as real time passenger information to indicate at bus stops when the next bus is due. Closely associated with this intervention is the need to improve the quality of the connections across the Birmingham Road (Public Realm Intervention A – Birmingham Road Corridor).

4.5 Lichfield Bus Station is located on Birmingham Road, north of Lichfield City Train Station. The passenger experience at the Bus Station is poor. It is also difficult for buses to turn right out of the Bus Station into existing traffic flows on the Birmingham Road, as the junction is not signal controlled.

4.6 Lichfield City Train Station provides a gateway into Lichfield by train, although there is a disconnect between the Station, the wider public transport links and the wider City. The Station forecourt is dominated by the carriageway and parked cars, making it difficult for pedestrians to safely navigate their way out of the Station.

4.7 The pedestrian route from Lichfield City Train Station into the Market Quarter is not inviting, with only one formal pedestrian crossing across the Birmingham Road. The footpath narrows along parts of the route, with lamp posts often cluttering the route which can act as a confusing barrier to people wishing to access the city centre.

4.8 The public transport facilities will be important in presenting a first impression of Lichfield, as people transition from being a passenger to a pedestrian. Enhancements to the public realm should be made to enhance the experience of arrival into Lichfield:

- Improved integration of Lichfield City Train Station and the new Bus Station to provide efficient, safe and convenient access for pedestrians.
- Enhanced coach drop-off and pick-up bays as part of the Bus Station (with coach parking provided as part of Development Opportunity Four).
- An enhanced public realm to provide a clear and welcoming pedestrian route from Lichfield City Train Station into the heart of the city centre, overlooked by adjacent development.
- A new Bus Station 'pavilion' building located directly opposite Lichfield City Train Station to encourage linked trips and usage of public transport.
- A new Station Square to provide an enhanced entrance to Lichfield City Train Station for visitors.
- A new cycle hub at the station to enhance the facilities available to cyclists.
- An enhanced taxi rank, directly adjacent to Station Square.
- Potential shared cycle path along Birmingham Road adjacent to the Bus and Train Stations that could be adapted to fit with proposals currently being worked up for cyclists by Staffordshire County Council along the corridor.

4.9 The delivery of public realm improvements as part of the Lichfield Transport Hub is inherently linked with those complementary improvements identified in Public Realm Priority A (Birmingham Road Corridor).



# C. BIRD STREET WALK

## MASTERPLAN OBJECTIVES TO BE MET:



### MASTERPLAN OBJECTIVES TO BE MET:

4.10 The existing public footpath which connects Bird Street Car Park with Market Street is uninviting, poorly lit and not overlooked by adjacent development. This contributes to making this route feel unsafe, particularly for pedestrians using this route at night.



Images above: © [www.pinterest.com](http://www.pinterest.com)

### KEY IMPROVEMENTS

4.11 Bird Street Walk forms an important pedestrian connection between Bird Street and Market Street. To enhance this important pedestrian connection, environmental enhancements should be made to Bird Street Walk:

- Improved street lighting along its route.
- New planting and rain garden/Sustainable urban Drainage Systems (SuDS) within Bird Street Car Park (Development Opportunity Three – Bird Street Courtyard) and new planting within Bird Street Walk, to create a green corridor extending from Minster Pool Walk.
- Use of colour and street furniture to enliven the space.
- Should the opportunity arise the reconfiguration or redevelopment of premises fronting Market Street could allow for the widening of Bird Street Walk. It would also provide the opportunity to create a new, wider pedestrian route linking Market Street, Bird Street Courtyard and the Minster Pool



Images: © [www.greatplacesincanada.ca](http://www.greatplacesincanada.ca)

# D. CIRCULAR MINSTER POOL WALK

## MASTERPLAN OBJECTIVES TO BE MET:



## MASTERPLAN OBJECTIVES TO BE MET:

4.12 Minster Pool Walk to the south of Minster Pool provides an attractive route within the city for pedestrians. This Walk connects the two important green spaces of Beacon Park and Stowe Pool with the city centre. Careful regard must be had to the setting of the Grade II\* listed War Memorial in the Garden of Remembrance.

## KEY IMPROVEMENTS

- 4.13 To encourage longer stays and to further strengthen this green 'lung' of linked green spaces, public realm enhancements should be made to Minster Pool Walk:
- Provision of a new footpath to the north of Minster Pool Walk, to enable a circular walk to be established.
  - Additional street lighting to ensure the extended route is well-lit, whilst cognisant of the wider setting of the Listed Cathedral.
  - Active development frontages (i.e. a café, a bar, a restaurant or community uses at ground floor level) could be created as part of Development Opportunity Three (Bird Street Courtyard), to enhance the feeling of safety through activation of this route (e.g. spill-out café space and windows overlooking Minster Pool Walk).
  - In addition, improvements to the existing strategic cycle route through Bird Street Courtyard are proposed to improve east/west cycle provision across the city.



# E. PEDESTRIAN PRIORITY STREETS

## MASTERPLAN OBJECTIVES TO BE MET:



## KEY IMPROVEMENTS

- 4.14 Within the city centre, there are a number of “pedestrianised” streets including Bird Street, Dam Street, Market Street, Bore Street, Breadmarket Street, Conduit Street and Baker’s Lane. With the exception of Baker’s Lane, each of these streets is accessible to blue badge holders and for loading/servicing of commercial units within the central part of the city.
- 4.15 People walking around the central part of the city are often unaware that vehicles can also drive down these streets, which can create safety issues. There is a need to redress the balance between the car and pedestrian, whilst balancing the needs of those requiring access to blue badge holder bays and to servicing areas.
- 4.16 Data on vehicle flows shows that in the peak hours of 10:00-11:00 on a Friday and 08:00-09:00 on a Saturday, up to 80 vehicles and 68 vehicles respectively are often travelling within Tamworth Street, Dam Street, Market Street and Bore Street. Most of these vehicles are circulating to find parking spaces on Bore Street, via the one-way system which directs traffic along Conduit Street, Market Street and Breadmarket Street on to Bore Street.
- 4.17 To improve safety for pedestrian users, improvements should be made to the pedestrianised parts of the city centre:
- The closing of Conduit Street, Market Street and Breadmarket Street to through-traffic, except for permit holders and loading vehicles. Blue badge parking spaces could also be relocated to Bird Street Courtyard or other nearby car parks .
  - Introducing street furniture and public realm interventions such as timber bollards (potential use of automatic bollards) and clear street signage to signal to all users those areas which are pedestrianised and those which are not.
  - Review enforcement of restricted access to vehicles around Market Place and consider options for the redirection of traffic in this location.





## F. PEDESTRIAN WALKWAYS & LINKAGES

- 4.18 The masterplan advocates walking as the priority means of travel, providing safe and convenient access to the city centre. This means thinking about how people walk from the bus stops, train stations, taxi ranks and car parks as well as from their homes and places of business.
- 4.19 In certain areas of the city, there are barriers to pedestrian movement, including across significant streets. This makes it difficult for pedestrians to easily and safely move around the city. In a number of these areas, the highways function of the street (the carriageway and associated vehicles) have priority over pedestrians, and there is no formal crossing point to facilitate safe crossing.
- 4.20 In other parts of the city, enhancements to the urban environmental quality, through a consistent approach to street design, furniture, landscape and street lighting would enhance the attractiveness of the city centre.

### MASTERPLAN OBJECTIVES TO BE MET:



### KEY IMPROVEMENTS

- 4.21 Public realm interventions should be made to enhance existing pedestrian connections, to encourage visitors to dwell longer and to explore the wider assets of Lichfield:
- **Bird Street / Swan Road junction** – to make it easier and safer to cross Swan Road from Bird Street, to access Beacon Park and the northern part of the city centre. This could include a formal pedestrian (zebra) crossing and the narrowing of the carriageway (and the enlargement of the footpath) to emphasise the pedestrian crossing.
  - **Birmingham Road / St John Street junction** – the introduction of toucan pedestrian crossings across each arm of the junction to enable pedestrians and cyclists to safely cross St John Street and Birmingham Road.
  - **Bird Street / Bore Street / The Friary junction** – provision of safe pedestrian crossing points across Bird Street and Bore Street where these streets intersect with The Friary. This could include formal zebra/ toucan pedestrian crossings.
  - **Walkways to Cross Keys and Stowe Pool via alleys** – improvements to these pedestrian routes to enhance safety. This could include improved street lighting and signage to direct pedestrians to and from the city centre.

# G. SIGNAGE & WAYFINDING

## MASTERPLAN OBJECTIVES TO BE MET:



## KEY IMPROVEMENTS

- 4.22 The city centre is widely recognised as being poorly signposted, with little to no means for visitors to easily identify the best route to reach the city's key attractions.
- 4.23 In seeking to promote the city as a tourist destination, it will become increasingly important to provide clear, legible signage and wayfinding across the city centre.

- 4.24 Clear and consistent signage and wayfinding should be provided across the city centre to make it easier for people to navigate their way around Lichfield:
  - Provision of clear and consistent signage/ wayfinding across the city centre, including potential use of public art or Totems.
  - New signage from the Lichfield Transport Hub, to direct visitors to the heart of the city centre.
  - New signage at key intersections and public spaces to signal key locations within the city centre.
  - New signage at the Cathedral, to direct visitors to the heart of the city centre and the Lichfield Transport Hub.

- 4.25 Despite Lichfield's extensive programme of festivals and events, many people are not currently aware of what is on offer within the City. A wider Marketing Strategy should be developed to provide visitor information not only within Lichfield through new signage, but also in raising Lichfield's profile through marketing and social media to encourage people to visit.





# 05

## DELIVERING THE MASTERPLAN

### Introduction

- 5.1 The masterplan for Lichfield has identified a number of projects and proposals including new developments and public realm improvements which are designed to complement and connect with one another. Development opportunities have been explored having regard to known sites that are available and following discussions between the Council and other stakeholders. This section sets out a delivery strategy for those development opportunities and public realm projects set out in Sections 3 and 4 of this report.

## Delivery Strategy

- 5.2 Implementation of the masterplan will take place over a number of years. The success of the masterplan will be dependent upon a realistic and focussed approach to enabling development. Creating an environment of certainty, by unlocking obstacles to delivery, will enable the market to take commercial schemes forward with confidence.
- 5.3 The delivery strategy seeks to identify the obstacles to be overcome, and to prioritise delivery in a way that acts as a catalyst. The masterplan sets out a strong framework for delivery of change in the city centre. The proposals concentrate on major areas of change and the supporting strategies that help ensure the city centre functions as a whole.

## Viability

- 5.4 Masterplan delivery is dependent on a number of elements working together and viability is a key component in considering development opportunities. Viability will be influenced by a number of factors when taking the opportunity sites forward. These factors may include, but are not limited to:
- Residential/commercial values;
  - The pursued delivery route for securing affordable housing (see Appendix 1);
  - Whether the affordable element of the schemes deliver any value;
  - The potential for certain aspects of the infrastructure to be value engineered; and
  - The potential for elements of a scheme to deliver an income.
- 5.5 As part of the development of the Lichfield City Centre Masterplan, the viability of an appropriate mix of uses and density of development has been assessed. The purpose of the process is to ensure overall deliverability within a flexible framework appropriate to the local property market, and to seek to maximise the potential for value generation.
- 5.6 The sites have been the subject of a high-level indicative viability appraisal. This is a process of assessing whether a scheme is financially viable, by looking at whether the value generated by a development is more than the cost of developing it. The appraisals seek to identify whether the sites are fundamentally viable and deliverable, taking into account the development value, the known costs, land value and developer return. They do not constitute formal valuations and should not be considered or relied upon as such.
- 5.7 The baseline provides an analysis of the prevailing property market conditions in the locality of Lichfield, including residential and commercial sales values, commercial rental values and yields and building costs. This data has been used to assess the scheme development values in the appraisals.
- 5.8 Additional intelligence was gathered in respect of cinema and hotel development and leisure uses, tapping into our knowledge of the expectations of operators and an analysis of similar developments to establish the potential value of these elements.

- 5.9 In respect of the costs side of the appraisals, industry standard development assumptions relating planning and professional fees, surveys, the costs of finance, and assumptions as to the appropriate level of developer's profit were adopted alongside BCIS (Building Cost Information Service) construction costs. At this stage, the costs associated with enabling development to proceed cannot be assessed to any degree of accuracy. The costs that have been excluded are:
- any site acquisition costs, or (if required) compulsory purchase costs;
  - any business relocation costs, such as the acquisition of a relocation site, costs of providing a replacement building, and any business disturbance compensation;
  - any off-site costs, such as those associated with significant highways alterations;
  - any "abnormal" costs associated with for example listed buildings, cleaning up contamination, or unusual ground conditions;
  - the approach to the provision of carbon compliance measures and investment in allowable solutions; and
  - associated infrastructure/public realm costs.
- 5.10 No detailed site surveys have been undertaken at this stage.
- 5.11 For each relevant development opportunity, it has been assumed that affordable housing will be provided with a mix of tenures at a policy compliant level (40%).
- 5.12 The residential market in Lichfield is robust, demonstrating higher sales values than surrounding areas in the region. This generates a positive underlying baseline land value for the residential elements appraised. The healthy values indicate a market demand and clear potential for delivery.
- 5.13 Commercial development is more challenging in the current economic climate. However, where the Council has ownership of the opportunity sites, the value of the land can be reflected in a number of ways in the appraisals to facilitate an overall viable development; either by using positive values created from residential development to cross-subsidise commercial elements or by putting the land in at nil value as part of a joint venture approach.
- 5.14 Where there are significant additional costs to be met, such as those identified above, the levels of value generated overall may not be sufficient to address all the cost requirements. Further detailed work will be needed at the appropriate stage to assess the extent of any shortfall. This is commented on in more detail below.
- 5.15 Although cross-subsidy of the public sector infrastructure has not been considered as part of the appraisal process, there is an opportunity to assist delivery in conjunction with contributions from relevant public sector agencies.

## Implementation process

- 5.16 The table identifies the areas of major change which represent the key priorities for action over the next 20 years.
- 5.17 It sets out the potential uses; links between Development Opportunities and Public Realm Priorities; issues and obstacles; and indicative project duration and any anticipated phasing of masterplan projects.

## SOUTHERN GATEWAY QUARTER

Project	Description	Ownership	Potential linkage with Public Realm Priorities & improvements
<b>Birmingham Road Gateway</b>	<p>A new bus station, with 'pavilion' building and a coach drop-off/pick-up point.</p> <p>A cinema.</p> <p>Hotel accommodation.</p> <p>Small-scale commercial business space with a limited amount of convenience retail.</p> <p>Residential apartments and houses (including affordable housing).</p> <p>A replacement multi-storey car park (around 480 spaces).</p>	Council Owned	<p>Link to improvements to the Birmingham Road Corridor, including:</p> <ul style="list-style-type: none"> <li>▪ gateway crossing for pedestrians and cyclists across Birmingham Road;</li> <li>▪ a new 4-way signal-controlled crossing at the egress of Station Road and the Bus Station with Birmingham Road; and</li> <li>▪ Enhanced street tree planting along Birmingham Road.</li> </ul> <p>Link to improvements to the new Lichfield Transport Hub, including:</p> <ul style="list-style-type: none"> <li>▪ Improved integration of Lichfield City Train Station and new Bus Station;</li> <li>▪ a new Station Square;</li> <li>▪ enhanced visitor drop-off/pick-up area at Lichfield City Train Station, with blue badge holder parking and taxi rank adjacent new Station Square;</li> <li>▪ Enhanced coach drop-off/ pick-up bays; and</li> <li>▪ New Bus Station 'pavilion' building.</li> </ul> <p>Link to improvements to pedestrian walkways and linkages, at the Birmingham Road / St John Street junction.</p> <p>Internal pedestrian and cycle linkages to existing routes.</p>
<b>District Council House</b>	<p>Consolidated office space for Lichfield District Council within existing building.</p> <p>Conversion of part of the buildings on St John Street to provide a self-contained serviced office and conference centre.</p> <p>Conversion of part of the buildings (including the Council Chamber) to provide a self-contained wedding/ occasion venue.</p> <p>Refurbishment of the southern office building to provide a self-contained commercial and multi-purpose community space.</p>	Council Owned	Interface with Birmingham Road gateway site.

Issues and Obstacles	Indicative Project Duration & any Phasing Implications	Outline process for implementation – actions for Lichfield District Council
<p>Known adverse ground conditions from former Tempest Ford garage use.</p> <p>Priority need to negotiate surrender of existing lease from the Three Spires Shopping Centre of multi-storey car park.</p> <p>Potential (short-medium term) impact of temporary loss of parking on revenue account. Some temporary parking could be provided on the former Police Station site.</p> <p>The expectation is that the multi-storey car park (MSCP) will be constructed in advance of the commercial elements of the scheme to ensure proper operation of the site. It is expected that some gap funding will need to be identified to facilitate this.</p> <p>Potential for direct Council-led development, possibly in conjunction with a development partner.</p> <p>Negotiations required with Staffordshire County Council, as highways authority, regarding any changes to the highway and in providing a new bus station.</p> <p>Negotiations required with Lichfield City Council, the Trustees of St John's hospital, bus operators, train operator, taxi operators, Three Spires Shopping Centre and The Garrick Theatre to minimise disruption to operators and adjacent landowners.</p> <p>New development to have regard to the setting of surrounding heritage assets and to minimise disruption to local residents and businesses.</p>	<p>Indicative timescale 5-7 years.</p> <p>Phased approach, subject to market demand and testing.</p> <p><b>Phase One:</b> Residential apartments and small-scale business units (western section of site).</p> <p><b>Phase Two:</b> Re-provision of MSCP along with some leisure and restaurant uses.</p> <p><b>Phase Two:</b> Leisure scheme comprising hotel, cinema and restaurants, along with residential houses and apartments (central section of site).</p> <p><b>Phase Four:</b> Re-provision of existing Bus Station with new facility.</p>	<ul style="list-style-type: none"> <li>▪ Select delivery route i.e. Joint Venture (JV), traditional or hybrid approach (see Appendix 1).</li> <li>▪ Seek Council approval of preferred approach.</li> <li>▪ Development Brief.</li> <li>▪ Negotiations with relevant stakeholders and adjacent landowners</li> <li>▪ Negotiations required with Network Rail regarding any new development immediately adjoining Lichfield City railway station.</li> <li>▪ Planning application</li> <li>▪ Liaison with LEPs to explore funding opportunities for non-commercial elements.</li> <li>▪ Identify other sources of match funding including S106 and CIL.</li> <li>▪ Bring forward the site as a development opportunity.</li> <li>▪ MSCP proposals will need to be informed by a city centre wide Car Parking Strategy to be prepared by Lichfield District Council and Staffordshire County Council.</li> </ul>
<p>Required to be delivered in phases to minimise disruption to the operation of Lichfield District Council.</p> <p>New development to have regard to the setting of heritage assets within the Opportunity area.</p>	<p>1-2 years.</p> <p>Phased approach.</p>	<ul style="list-style-type: none"> <li>▪ Option appraisal.</li> <li>▪ Seek Council approval of preferred solution.</li> <li>▪ Development Brief.</li> <li>▪ Identify internal/external funding.</li> <li>▪ Dialogue across departments within Lichfield District Council to enable a co-ordinated approach to delivery and to minimise disruption to Council.</li> <li>▪ Preparation of Business and Marketing plans for new venue space.</li> <li>▪ Marketing/Negotiations with potential occupiers of sub-let office space.</li> <li>▪ Bring forward the site as a development opportunity.</li> </ul>

## MARKET QUARTER

Project	Description	Ownership	Potential linkage with Public Realm Priorities & improvements
<b>Bird Street Courtyard</b>	<p>Public car park (around 55 parking spaces).</p> <p>Residential apartments (up to 12 apartments subject to planning).</p> <p>Commercial floorspace such as a café/ bar/ restaurant/ community uses (2 ground floor units).</p>	Council Owned	<p>Link to improvements to Bird Street Walk, including:</p> <ul style="list-style-type: none"> <li>• New planting and rain garden/ SuDS within Bird Street Courtyard;</li> <li>• Improved street lighting along Bird Street Walk;</li> <li>• Use of colour and street furniture to enliven Bird Street Walk; and</li> <li>• Should the opportunity arise the reconfiguration or redevelopment of premises fronting Market Street could allow for the widening of Bird Street Walk or provision of a new pedestrian link between Market Street and Minster Pool.</li> </ul> <p>Link to improvements to pedestrian walkways and linkages, at Bird Street/ Swan Road junction.</p> <p>Active development frontages to be created as part of the Bird Street Courtyard Development Opportunity.</p>
<b>Pedestrian Priority Streets/ improvements to pedestrian walkways and linkages</b>	<p>The re-opening of Lower Bore Street to permitted vehicles (blue badge holders, permit holders and loading vehicles).</p> <p>The closing of Conduit Street, Market Street and Breadmarket Street to through-traffic, except for permit holders and loading vehicles.</p> <p>Introducing street furniture and public realm interventions such as timber bollards (potential use of automatic bollards) and clear street signage to signal to all users those areas which are pedestrianised and those which are not.</p> <p>Improvements to pedestrian walkways and linkages, at the Bird Street/ Bore Street/ The Friary junction.</p> <p>Improvements to pedestrian walkways and linkages, to Cross Keys and Stowe Pool via alleys.</p>	N/A	N/A - Public Realm Project



Issues and Obstacles	Indicative Project Duration & any Phasing Implications	Outline process for implementation – actions for Lichfield District Council
<p>Bird Street car park has the highest occupancy rate of all car parks.</p> <p>Displaced car parking spaces to be re-provided as part of a new multi-storey car park at the Birmingham Road Gateway.</p> <p>Proximity to existing trees could necessitate tree protection works at additional cost.</p> <p>New development to have regard to the setting of surrounding heritage assets and the adjacent registered Park and Garden.</p>	<p>Indicative timescale 2-3 years.</p> <p>Single Phase.</p> <p><i>NB – a later phase could consist of a more comprehensive scheme comprising adjacent land owned by the County Council and the reconfiguration or redevelopment of premises on Market Street.</i></p>	<ul style="list-style-type: none"> <li>▪ Development Brief.</li> <li>▪ Dialogue with potential development partners re finance/ funding options for delivery.</li> <li>▪ Planning application</li> <li>▪ Dialogue within Lichfield District Council, regarding the part relocation of parking spaces.</li> <li>▪ Negotiations with Lichfield City Council, as the adjacent landowner of Minster Pool Walk and the Garden of Remembrance.</li> <li>▪ Negotiations with operators of the adjacent commercial units, to minimise disturbance to the operation and servicing access of these units.</li> <li>▪ Identify other sources of funding including S106 and CIL.</li> <li>▪ Bring forward the site as a development opportunity.</li> </ul>
<p>Necessity for Traffic Regulation Orders (where necessary).</p> <p>Liaison with adjacent businesses affected by changes including access for customers and servicing.</p>	<p>Over lifetime of Masterplan.</p>	<ul style="list-style-type: none"> <li>▪ Consider development of Public Realm Design Guide</li> <li>▪ Scheme design</li> <li>▪ Implement Traffic Regulation Orders</li> <li>▪ Develop funding strategy/business plans for funding applications to LEPs.</li> <li>▪ Identify other sources of funding including S106 and CIL.</li> </ul>

## CATHEDRAL QUARTER

Project	Description	Ownership	Potential linkage with Public Realm Priorities & improvements
<b>Improvements to Minster Pool Walk, including:</b> <ul style="list-style-type: none"> <li>Provision of a new footpath/ cycle route to the north of Minster Pool, to enable a circular walk to be established.</li> <li>Additional street lighting to new route.</li> </ul>		Public/ Private Ownership	N/A - Public Realm Project

## BUSINESS & LEARNING QUARTER

Project	Description	Ownership	Potential linkage with Public Realm Priorities & improvements
<b>University West Car Park</b>	<p>A rationalised area of car parking.</p> <p>Coach parking (at least 10 coach parking spaces).</p> <p>Commercial business space, suitable for SMEs and start-ups (c. 1,800 sqm)</p>	Private Ownership	-

## CITY CENTRE WIDE

Project	Description	Ownership	Potential linkage with Public Realm Priorities & improvements
<b>Signage and Wayfinding Strategy</b>	<p>To provide clear and consistent signage and wayfinding across the city centre and at key transport gateways.</p> <p>To provide improvement in legibility across the City Centre and to reinforce identity.</p>	N/A	N/A – Public Realm Project

Issues and Obstacles	Indicative Project Duration & any Phasing Implications	Outline process for implementation – actions for Lichfield District Council
<p>Land in multiple ownerships.</p> <p>New development to have regard to the setting of surrounding heritage assets and the adjacent registered Park and Garden.</p> <p>Existence of mature trees which could potentially require removal.</p> <p>Construction of new footpath in close proximity to Minster Pool.</p>	Indicative timescale 2-3 years.	<ul style="list-style-type: none"> <li>▪ Negotiations with landowners.</li> <li>▪ Scheme Design.</li> <li>▪ Funding including s106 and CIL.</li> </ul>

Issues and Obstacles	Indicative Project Duration & any Phasing Implications	Outline process for implementation – actions for Lichfield District Council
<p>Land in private ownership.</p> <p>If coach parking is not able to be delivered on this site, coach parking spaces will need to be provided for within the new bus station, as part of the Birmingham Road Gateway.</p>	Indicative timescale 1-2 years.	<ul style="list-style-type: none"> <li>▪ Continue to engage with landowner to establish prospects for its re-development.</li> <li>▪ Development Brief.</li> <li>▪ Planning application.</li> <li>▪ Identify other sources of funding including S106 and CIL.</li> <li>▪ Bring forward the site as a development opportunity.</li> </ul>

Issues and Obstacles	Indicative Project Duration & any Phasing Implications	Outline process for implementation – actions for Lichfield District Council
<p>Ensuring new signage and wayfinding is inclusive.</p> <p>Identification of appropriate locations (i.e. having regard to location of underground services etc).</p>	Over lifetime of Masterplan.	<ul style="list-style-type: none"> <li>▪ Scheme Design.</li> <li>▪ Develop Signage and Wayfinding Strategy (including consultation).</li> <li>▪ Identify sources of funding including s106 and CIL.</li> </ul>

## Timescales

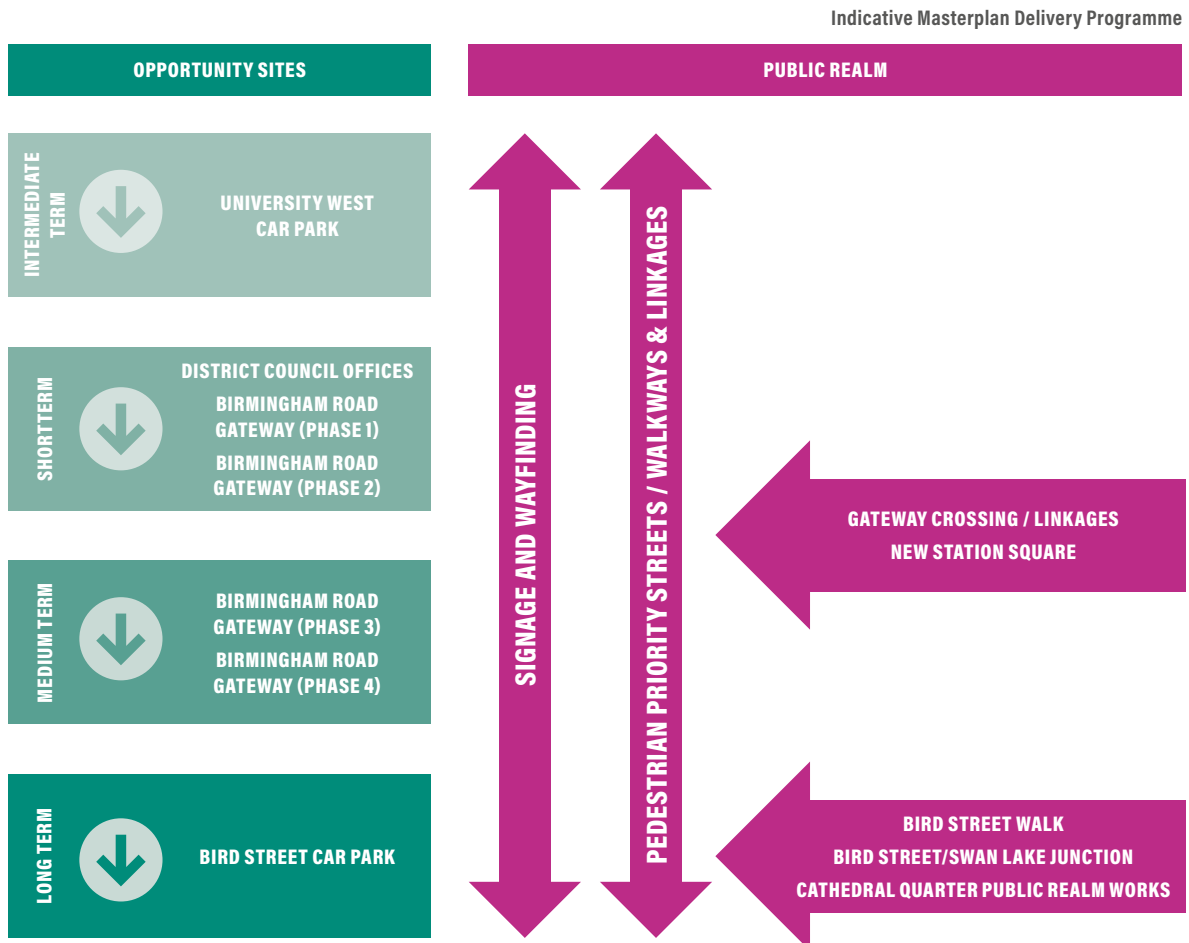
5.17 The sequencing of project delivery will depend on a host of decisions and funding and due to the complexity of the development process are uncertain. In many cases they will be reliant on third party involvement and commitment. However, reflecting the priority of the identified schedule of projects, we have categorised the proposals into short, medium- and longer-term anticipated delivery timescales. In any delivery plan it is important to identify quick wins to carry momentum through from the masterplanning stage.

5.18 A suggested masterplan delivery programme is set out in the diagram below. This takes into account that some of the projects might be complex and long term and involve a number of phases, whilst others will be delivered more quickly. The timescales will rely on certainty about resources.

5.19 The timeframes reflected in the delivery programme are as follows:

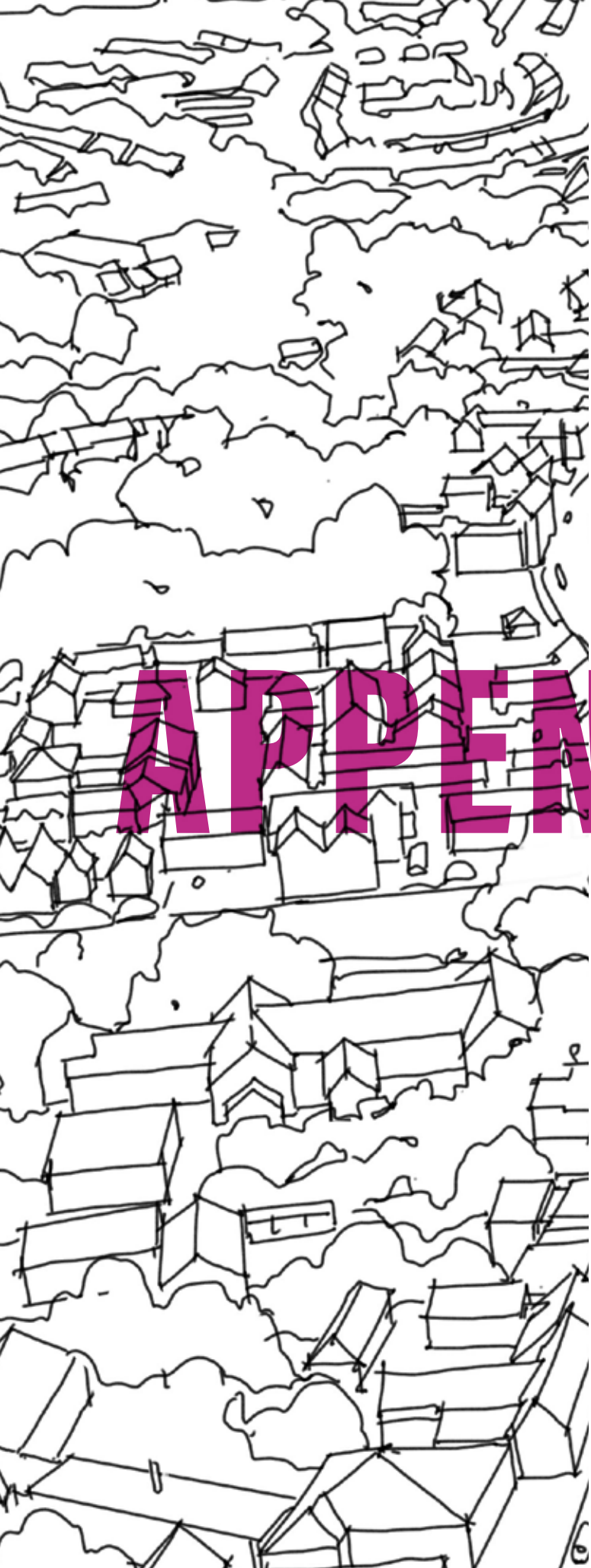
- Immediate years 1-2;
- Short years 2-7;
- Medium years 8-15 years; and
- Long 15 + years.

5.20 As indicated in the table and diagram below, Birmingham Road Gateway will be the most complex of the opportunity sites to deliver. Early phases will play an important enabling role in the delivery of the later, less commercial phases of development. Given the complexity, there are a number of routes to delivery which can be considered. An explanation of these delivery routes is set out in the Appendix 1 to the Masterplan.



## Lichfield District Council's Role & Funding

- 5.21 The plan has been prepared at a time of considerable economic uncertainty and cautious levels of private sector investment. In addition to any funds generated through the development of the Birmingham Road Gateway and Bird Street Courtyard sites, the Council will need to assemble a suite of possible funding sources to drive the pace of development.
- 5.22 As outlined above, the high-level viability assessments have indicated that a level of cross-subsidisation could assist in the delivery of public sector infrastructure. However, this will need to be supported by other internal and external sources of funding.
- 5.23 These could include:
- Public Works Loan Board (PWLB) borrowing against future investment income;
  - Community Infrastructure Levy (CIL) – tariffs for infrastructure to help serve and unlock new developments;
  - Working with the Local Enterprise Partnerships to draw down funding to support infrastructure and developments. Lichfield District is a member of two LEPs (Stoke on Trent Staffordshire LEP and Greater Birmingham & Solihull LEP). The LEPs' Strategic Economic Plans provide a strategy for delivering economic growth. LEPs have increasingly become a key source of funding for the delivery of transport improvements through the Single Local Growth Fund;
  - Transport funding from Staffordshire County Council - As Highway Authority, Staffordshire County Council could play a key role via their involvement in the development of the Birmingham Road Corridor and Transport Hub in addition to their support for sustainable travel schemes including pedestrian and cycling initiatives;
  - Contributions from Rail and Bus operating companies; and
  - An application to the Future High Streets Fund.
- 5.24 As indicated above, other public sector bodies will play a role in supporting the masterplan.
- There may be potential to tap into new funding streams and therefore a funding and bidding strategy needs to be considered to allow the Council to be in a position to apply to these new funds when announced.
- 5.25 The above mechanisms can help support development, but the masterplan can also generate self-sustaining investment by creating confidence amongst developers, investors and occupiers regarding the prosperity of the city centre. The masterplan proposals will increase private sector confidence and help create an environment for investment. An open dialogue with developers will help to ensure high quality development can be achieved.
- 5.26 In addition, developer contributions (S106 Agreements) will assist in delivering the masterplan. The Council will need to ensure that development in Lichfield makes its full contribution to mitigating its impact on the environment and on the plans for improved public realm infrastructure. The Council will seek to enter into legal agreements with private developers under Section 106 of the Town and Country Planning Act 1990. This could include agreements for contributions to projects within the masterplan such as
- The improvement to public spaces and wayfinding/legibility in the city centre.
  - Improving facilities for pedestrians and cyclists and car parking.
  - Infrastructure requirements.
- 5.27 Achieving such agreements will be predicated on the financial viability of schemes. As development proposals come forward within the life of the plan, it will be important for the District Council to identify any links with the masterplan proposals and seek to agree a financial contribution.
- 5.28 Overall, the Council's role will be to ensure that developments are shaped to create sustainable and perpetuating value through the most suitable delivery route.



# APPENDIX 1

## BIRMINGHAM ROAD GATEWAY DELIVERY ROUTES

The site is anticipated to be brought forward in four phases:

1. Phase One: Residential apartments and small-scale business units
2. Phase Two: MSCP, restaurant/leisure uses
3. Phase Three: Residential houses/apartments and leisure – hotel/cinema/restaurants
4. Phase Four: Bus Station (re-provision of existing)

We have prepared a short report outlining our main appraisal assumptions and a summary of the appraisal results. This report is for internal purposes only and is not intended to be published for consultation.

The following sets out the potential routes to delivery. The final route chosen will depend on the Council's approach to risk, reward and appetite for investment.

## 1. Traditional Route

Delivery through this route entails the disposal of the Birmingham Road Gateway site in return for a capital receipt. The site would be delivered in its entirety by the private sector, which keeps public sector involvement relatively minimal.

It is important to recognise that minimal public sector involvement transfers all risk to the private sector. This includes the risk of delivering a mixed-use scheme and relatively higher borrowing costs. The developer compensates itself for accepting these risks by seeking a high profit, which subsequently affects the amount that is available to be paid to the Council as a capital receipt for the sale of its land.

The implementation process requires the preparation of a development and planning brief for the entire scheme to inform the procurement of a development partner and the negotiation of a development agreement. The parties will then need to agree a detailed design to enable the selected development partner to progress the planning process.

The initial high-level viability appraisal indicates the potential for a positive capital receipt to be generated. While this demonstrates viability, the proceeds are not anticipated to be of sufficient magnitude to cover the full cost of delivering public realm works and make a significant contribution towards the re-provision of the bus station.

It is therefore anticipated that this route will require additional alternative funding to be identified to deliver the wider improvements identified in the Masterplan

## 2. Split Delivery Route

This delivery route requires the District Council to separate the residential and commercial elements of the scheme.

The residential component would be disposed to the private sector in return for a capital receipt. A purely residential scheme exposes the developer to lower risk, which in turn generates a potentially higher capital value for the Council. The implementation process for the residential element requires a development and planning brief and a sale agreement.

Under this approach, it is assumed that the commercial element together with car parking would be funded by the Council through prudential borrowing and delivered by way of a Development Management agreement and procurement of a contractor. The Council would use its own land, and instead of securing a land value on disposal, would invest on the basis that the income would provide a return on investment. It is anticipated that this would provide surplus income over and above that required to service the debt. This would also give the Council direct control of the commercial units, and their management going forward. This is an approach being more commonly adopted by the public sector across the UK, where the return on investment model can deliver greater flexibility, and enable the Council to determine the mix of commercial uses to best benefit the overall city centre offer over time. Clearly this represents a greater degree of financial risk to the Council, but this is to some extent balanced by the higher capital receipt from the disposal of the purely residential element.

The Council benefits from lower borrowing costs through Public Works Loan Board (PWL) funding, which allows it to deliver the scheme at a lower overall cost than the private sector. There are also no carrying costs on the value of the land.

The initial high-level viability appraisal indicates that the disposal of the residential elements of the scheme could generate capital receipts of more than double that anticipated under option 1 and could also secure a return on investment from the retention of the commercial scheme significantly in surplus of that required to cover loan repayment costs and a prudent sinking fund. This could provide the Council with an income stream that supports further borrowing capacity. This could generate the means to fund significant public realm works and make a meaningful contribution towards the cost and delivery of the bus station.

### 3. Joint Venture Route

This route requires the Council to deliver the entire scheme through a Joint Venture partnership with a developer (JV). This approach is more similar to the traditional Development partner route set out at 1 above, but involves the Council providing the land at no initial cost and borrowing the funds to meet the cost of developing the scheme. The JV partner is responsible for the construction and bears the construction risk. On completion the residential elements would be sold, generating capital. The commercial investment could also be sold, enabling the short term borrowing to fund the development to be repaid, and the net proceeds shared according to an agreed formula. As the Council is responsible for funding, the scheme benefits from lower borrowing costs, and the JV partner is able to accept a lower level of profit as both carrying costs and risk are reduced, and there is no requirement to privately forward fund the delivery.

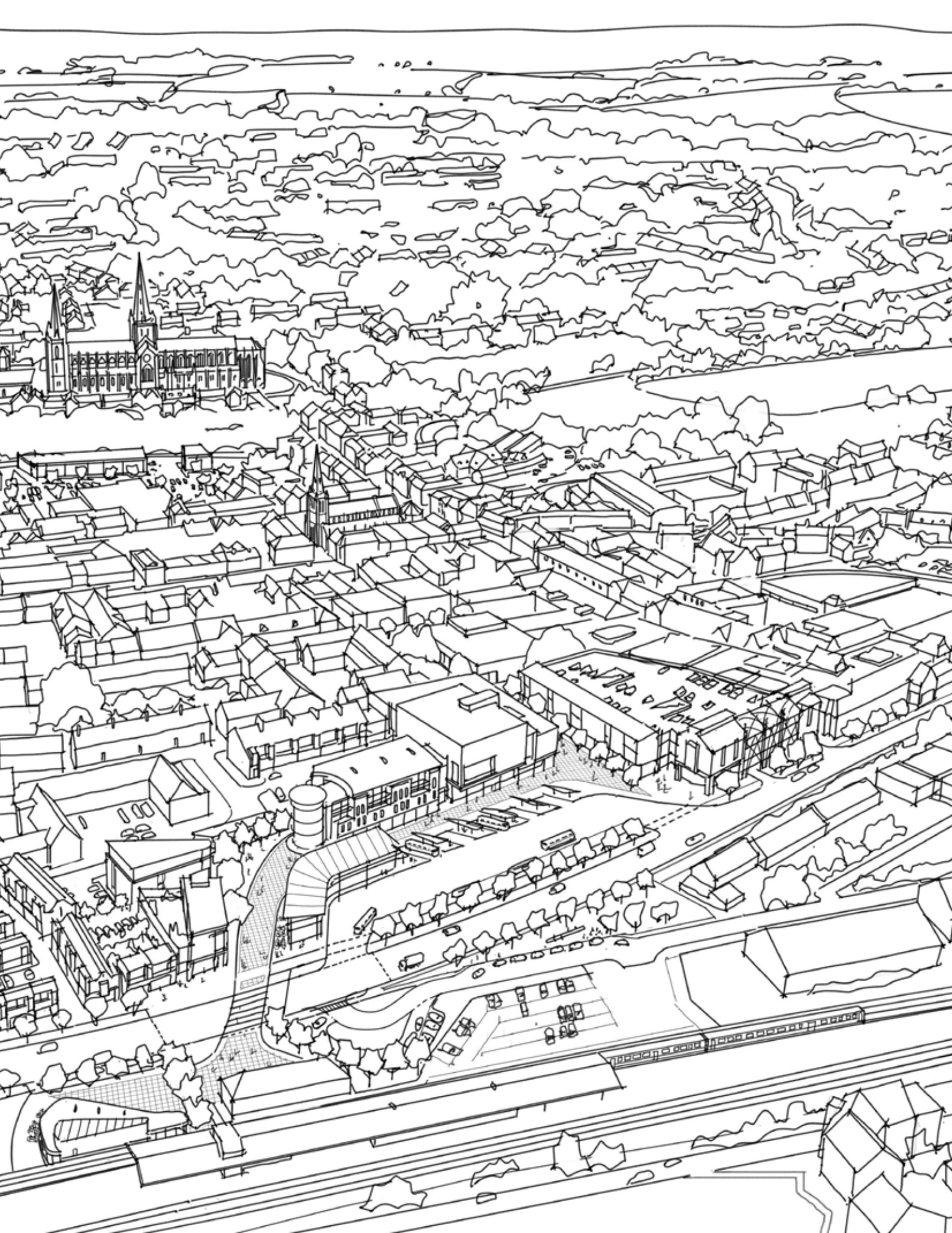
The Council's proceeds can be either capital, income if it decides to retain ownership of the development on completion, or a combination of the two; the proportion of which is determined by the JV agreement. The Council's capital receipt is typically determined once the development costs, borrowing costs and the JV partner's profit have been accounted for.

The implementation process requires the procurement of a JV partner and the negotiation of a JV agreement, which carries upfront costs. The scheme will also need to be supported by a development and planning brief and detailed design and planning, as for the more traditional option.

The initial high-level viability appraisal indicates the potential for a flexible outcome involving a combination of capital receipts and revenue. However, whilst this may provide a higher overall value to the Council than option 1, it is important to highlight that, based on the appraisals undertaken, this route is less flexible than option 2 in respect of the available funding and capacity to contribute towards public realm works and the provision of the bus station.







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