

# Stoke-on-Trent & Staffordshire Local Enterprise Partnership



## Stoke-on-Trent & Staffordshire Economic Growth Strategy 2012 - 2026 Summary v2.1

---





## Contents

---

	<b>Page</b>
Foreword	5
Introduction	7
The Context of Stoke-on-Trent and Staffordshire	9
The Local Enterprise Partnership's Economic Vision	11
<b>Objective 1</b> Bringing forward key employment sites	13
<b>Objective 2</b> Creating vibrant towns and service centres	17
<b>Objective 3</b> Building on our existing industrial sectors and those with future potential for growth	21
<b>Objective 4</b> Stimulating enterprise, innovation and inward investment	25
<b>Objective 5</b> Developing a well skilled workforce to meet current and future local labour market needs	27
<b>Objective 6</b> Ensuring appropriate housing to meet the needs of the current and future workforce	31
<b>Objective 7</b> Developing and improving infrastructure to promote connectivity and mobility	35
Annex 1 – Key Issues – Supporting Evidence	39
Annex 2 – Local Enterprise Partnership priorities	49
Annex 3 – Key Tasks, Lead and Support Organisations	57



## Foreword

---

We believe that economic prosperity is a fundamental component of the quality of life of residents of Stoke-on-Trent and Staffordshire. Not only does it allow people to provide for their material needs, it improves people's physical and mental health, reduces deprivation and welfare dependency, and improves educational attainment and overall skills levels of local residents, an important factor in making the labour force more flexible and able to adapt to a changing economy.

However, our LEP area currently faces a number of challenges that we will need to address. Our economy has restructured significantly in recent years, with a greater emphasis on service industries than traditional manufacturing employment. Despite this, Staffordshire still has a share of manufacturing employment that is higher than the national average and high value manufacturing industries, particularly those in applied materials, present significant opportunities for the area. Developing such industries will play an important part in rebalancing our economy, moving away from the low value traditional industries that have formed the backbone of our economy for a long time, whilst also helping to reduce our dependence on the public sector; a particular issue for a number of areas across the county.

While we currently face many challenges, we also have a great deal of strengths. Parts of the county already have a highly skilled workforce, and the presence of two universities within Stoke-on-Trent and Staffordshire will allow us to further develop the skills of local residents, matching the needs of existing employers whilst also providing the skills needed to future key employment sectors. A number of sectors that will undoubtedly be important to not only the local but also national economy over the coming years already have a strong presence within the county, and we are already proving to be highly attractive to a number of high profile inward investors. And the City and County also have potential access to sources of indigenous energy which create a compelling Unique Selling Point for our area.

We acknowledge that economies and communities across Stoke-on-Trent and Staffordshire are diverse and affected by a number of neighbouring economies. Therefore it will be important that we work not only with our local partners within our LEP area to achieve our aim of a more prosperous county, but also with relevant neighbouring partner organisations to ensure that we are maximising our resources. We recognise that surrounding Local Enterprise Partnership's (LEP's) play a key role in supporting the delivery of sustainable private sector led growth and long term economic prosperity in Staffordshire. This will be particularly true of the Stoke-on-Trent & Staffordshire, Greater Birmingham & Solihull, Black Country and Cheshire & Warrington Local Enterprise Partnerships.

Over the coming months we will continue to work to develop a clearer understanding of our priorities and how we will deliver the schemes and projects necessary to improve our situation in relation to these priorities, and we are totally committed to this goal.

## SIGNATURES



## Introduction

---

The Stoke-on-Trent & Staffordshire Economic Growth Strategy 2012-2026 has been produced on behalf of the Local Enterprise Partnership by the Staffordshire Economic Development Consortium, Staffordshire's new economic development partnership, and Stoke-on-Trent City Council's Economic Development Unit. The partnership has come together with the sole aim of creating a more vibrant and prosperous Staffordshire economy. In order to achieve this we will focus on seven key economic objectives:-

- 1. Bringing forward key employment sites**
- 2. Creating vibrant City, towns and service centres**
- 3. Building on our existing and aspirant economic clusters**
- 4. Stimulating enterprise, innovation and inward investment**
- 5. Developing a well skilled workforce to meet current and future local labour market needs**
- 6. Ensuring appropriate housing to meet the needs of the current and future workforce**
- 7. Developing and improving infrastructure to promote connectivity and mobility**

The strategy is a formal statement of intent, which sets out the aims and aspirations of the Consortium. In this time of economic uncertainty and reduced public funding, it will be important that we focus our resources on the developments and projects that will provide the greatest impact on our local economy. Therefore the priorities set out within this strategy will be developed further over the coming months in order to allow us to focus on the most important schemes for the short, medium and long-term future of Stoke-on-Trent and Staffordshire.





## The Context of Stoke-on-Trent & Staffordshire

---

### A diverse county and city

Staffordshire is a diverse county situated at the crossroads of England, and has the greatest population of all of the shire counties in the West Midlands Region, with a population of around 848,500<sup>1</sup>. Sitting within the county of Staffordshire is the City of Stoke-on-Trent, with a population of 248,900. This gives the LEP area a total population of 1,097,400, which makes it a very powerful economic entity.

This county of contrasts stretches from the fringes of the West Midlands conurbation in the south (indeed much of the Black Country was historically in Staffordshire) to the uplands of the Peak District National Park. The county shares borders with eleven other strategic authorities<sup>2</sup>, with a sphere of influence which extends into the East Midlands and North West regions.

### A varied history

The availability of natural resources has shaped much of the historical development of Stoke-on-Trent and Staffordshire and its economy as we know it today.

The coalfields of Southern Staffordshire led to the further development of towns such as Cannock and Rugeley, with these areas providing fuel for many of the industries of the Black Country and further into the West Midlands conurbation and developing their own local industries. Alongside the availability of clay, the coalfields of North Staffordshire similarly fuelled the development of the Potteries conurbation encompassing Stoke-on-Trent and parts of Newcastle-under-Lyme. The fine quality water available in the Burton upon Trent area led to it becoming the brewing capital of England. Areas such as Tamworth experienced more recent rapid and significant growth due to overspill agreements in the 1950's.

Stoke-on-Trent and Staffordshire has a total land area of just over 1,000 square miles, of which around 75% is classified as being rural in nature. Rural parts of the county remain important drivers for its economy. Agriculture and its spin off industries including the food and drink sector, tourism which is particularly related to the attractive natural environment of the county, and the availability of resources all contribute to the economy of rural Staffordshire. Alongside their historical geographical contexts, traditional towns such as Lichfield, Stafford and Uttoxeter have also developed around this rural heritage, with centres characterised by high quality townscape and built environments.

In contrast, the North Staffordshire conurbation, comprising Stoke-on-Trent and Newcastle-under-Lyme represents a very urban economy, and as such it has its own

---

<sup>1</sup> Census 2011

<sup>2</sup> Staffordshire shares borders with - Birmingham, Cheshire East, Derbyshire, Dudley, Leicestershire, Shropshire, Telford and Wrekin, Walsall, Warwickshire, Wolverhampton and Worcestershire.

defined travel-to-work area and provides an economic, educational and leisure magnet far beyond its actual boundaries.

## Today's situation

Moving forwards to the present day, the Stoke-on-Trent and Staffordshire economy has restructured significantly, with a much greater emphasis on service industries than traditional manufacturing employment (although manufacturing provides a significant level of employment and economic output locally), with distinctive local economies operating in different communities and localities in the sub-region.

The well-being of rural areas and the network of towns in the county are vitally important to its future. The sustainable development of the county will require support for all of its communities, be they in villages, market towns, larger towns or cities. Future development of the county in terms of housing and the economy will need to be of an appropriate scale to meet the requirements required by the population (projected to reach more than 947,000<sup>3</sup> by 2035) which is likely to be characterised by a population structure with a greater proportion of older people than at present, and a reducing proportion of people in the 'prime ages' of economic activity.

Stoke-on-Trent and Staffordshire provides an excellent location for access to higher education study with two universities within the county itself, and several other institutions which are easily accessible to the county.

This excellent location at the centre of England with direct access to motorways and the wider strategic road network, good quality rail access (just over one hour from central London) and within an hour from four international airports, gives the LEP area a competitive advantage in attracting new investment, and helping to continue a strong business base among existing companies.

This accessibility presents opportunities for commuting both into and out of the area. Whilst acknowledging the importance of commuting to the county and its residents, the future sustainable development of the area is likely to be characterised by provision of appropriate social infrastructure, an improved quality and range of employment opportunities and a reduction in people's needs to travel outside of the area to work.

Statistics presented at the county level often portray Staffordshire as being a very 'average' authority, but this often masks the fact that there are disparities between the diverse communities of Staffordshire. Although pockets of the county have socio economic needs such as up skilling the population, tackling worklessness and improving health, there are many successful and affluent communities which offer excellent quality of life and economic opportunities. This diversity is evident at a variety of geographical levels including district council, towns, among rural communities and at a neighbourhood level. In Stoke-on-Trent on the other hand, the areas of disadvantage are more obvious, and there are larger areas of deprivation in some inner city areas and edge-of-city social housing estates.

---

<sup>3</sup> Sub-national population projections 2010, Office for National Statistics

## Stoke-on-Trent & Staffordshire's Economic Vision

---

**To transform Stoke-on-Trent & Staffordshire into a place with dynamic and interconnected economies, where all local residents aspire to benefit fully from economic growth.**

### The vision for Stoke-on-Trent & Staffordshire looks to:-

- Strengthen Staffordshire's economic advantage within key industrial sectors, providing a robust platform for economic recovery and promotion of strong sustainable growth
- Recognise the importance of high quality education and skills development to the success of the Staffordshire economy
- Equip our residents to play a full and active part in the economy
- Recognise the importance of a strong economy while also managing growth in the county in a sustainable way
- Strengthen Stoke-on-Trent's aspiration to become a Core City

### To do this we will:-

- Create and sustain a strong economic partnership that keeps its finger on the pulse of the economy, identifies opportunities and makes targeted interventions and investments
- Actively manage growth in Stoke-on-Trent & Staffordshire and be clear what type of growth we want for the economy
- Work with neighbouring areas to ensure economic issues and needs are addressed in the wider context
- Lobby regionally, nationally and overseas for what is right for Stoke-on-Trent & Staffordshire
- Promote an image that Stoke-on-Trent & Staffordshire is open for the right type of business
- Understand what makes our businesses 'tick' by developing stronger links with business to hear and understand their needs and concerns
- Exploit local energy potential to provide a unique selling point for Stoke-on-Trent & Staffordshire



## Objective 1: Bringing forward key employment sites

---

The significant size of the LEP area means that there is a dispersed distribution of existing employment land across the county with a wide variety of sites available providing for a broad range of uses, from small high quality office space to large distribution operations.

Inward investors look for locations that match their specific requirements around accessibility, cost, size and skills of the local population, surrounding services such as shops and the location of companies within the supply chain to name just a few. Making sure that Staffordshire has a wide portfolio of employment sites available will mean that we are best placed to offer potential inward investors an option that matches their needs.

Firms large and small that are already located here also need space to grow and change as their business develops. It is therefore important that local planning authorities plan for a wide portfolio of employment land sites to cater for the needs of indigenous local businesses and newly locating businesses. Increasingly employment land development will need to be suitable for the requirements of businesses capitalising on the opportunities presented by the industrial sectors outlined in Objective 3.

In addition, a number of sites can access non-conventional sources of energy, whether they are linked to our geology (e.g. deep geothermal) or through access to biomass, anaerobic digestion and energy-from-waste projects.

Given the ambitions of the LEP's constituent local authorities to develop and grow our local economy, along with the need to provide a range of infrastructure to meet existing shortfalls and accommodate future growth (considered further in Objective 7), our priorities will be to:-

- Priority 1** Bring forward a range of strategic employment sites in high profile locations
- Priority 2** Take full advantage of any opportunities to accelerate the delivery of strategic employment sites
- Priority 3** Ensure quality infrastructure to support growth in these locations
- Priority 4** Maximise the potential for accessing non-conventional sources of energy to maximise the appeal of those of sites
- Priority 5** Promote the improvement and regeneration of existing employment areas in order to maximise the number of jobs created
- Priority 6** Create innovation and incubation centres for new entrepreneurs at strategic locations across the county particularly based on growth sectors, clusters and new industries

**In particular we will promote development of the following key sites**

Through the local plan process, a number of key employment sites have already been designated across the county. Given the commitment already shown to these sites, the continued focus of development on these sites is likely to be beneficial to overall job creation in the short to medium-term, although it should be acknowledged that a wider portfolio of sites may be required in the long-term in parts of the county.

<b>Cannock Chase</b>	<p>Mill Green, 5 ha (754 jobs)</p> <p>Kingswood Lakeside, 27 ha (4,877 jobs)</p> <p>Sites along the A5 (A5 Corridor, 16 ha, 2,425 jobs)</p> <p>Towers Business Park, 3 ha remaining (350 jobs)</p>
<b>East Staffordshire</b>	<p>Lawns Farm (20 ha)</p> <p>West of Uttoxeter (10 ha)</p> <p>South of Branston (71,533 sq m)</p> <p>Pirelli</p>
<b>Lichfield</b>	<p>Burton Old Road (14 ha) / Streethay</p> <p>Fradley, all sites 117 ha</p>
<b>Newcastle-under-Lyme</b>	<p>Chatterley Valley, 64 ha (jointly with Stoke-on-Trent)</p> <p>Keele University Science &amp; Business Park, 28 ha</p> <p>Newcastle-under-Lyme town centre office development sites (Blackfriars, Nelson Place, Stanier Street and Liverpool Road)</p>
<b>South Staffordshire</b>	<p>i54, 102 ha</p> <p>Hilton Cross, 5 ha</p> <p>Four Ashes, 22 ha</p> <p>Former Royal Ordnance Factory, Featherstone, 14ha</p>
<b>Stafford</b>	<p>Redhill (2,500 jobs)</p> <p>Beacon Business Park (Beacon Hill, 20 ha, 2,000 jobs)</p> <p>Growth of Stafford town centre (650 jobs)</p> <p>Meaford, 34 ha (1,500 jobs)</p>
<b>Staffordshire Moorlands</b>	<p>Blythe Bridge</p> <p>Leek - Cornhill, 4 ha</p> <p>Leek – Leekbrook, 8 ha</p>
<b>Stoke-on-Trent</b>	<p>Central Business District (111.5K sq m)</p> <p>Stoke Town Development Site (6 ha)</p> <p>Etruria Valley (39 ha)</p> <p>Trentham Lakes (162 ha)</p>

Chatterley Valley (64 ha) (Shared with Newcastle)

Fenton 25/Dewsbury Road (27 ha)

## **Tamworth**

Sites at Bitterscote (29 ha), J10 M42 and Sandy Way (3,000 jobs)

Managed workspace facility near the town centre

Working with North Warwickshire on further expansion of Birch Coppice (1,000 jobs)

### **What will success look like?**

- The number of jobs created on these employment sites, including within the priority industrial sectors (link to Objective 3)
- Increase in the number of business start-ups
- Increase in inward investment successes
- The provision of major infrastructure schemes that support local growth and job creation (link to Objective 7)
- A number of employment sites with access to secure and affordable indigenous energy





## Objective 2: Creating vibrant towns and service centres

---

The City of Stoke-on-Trent and Staffordshire's towns and service centres will be the primary drivers of sustainable economic growth, and we will need to consider the most appropriate roles for our City, town and service centres to maximise their vitality and viability. Around three quarters of Staffordshire's business and employment is focused around the urban parts of the county, and although rural areas have been more successful than urban areas in terms of job creation in recent years, this has largely been due to development on the fringe of urban areas. Regenerating and supporting our towns and service centres will enhance the sustainability of our local communities.

Stoke-on-Trent and Staffordshire's rich cultural heritage is one of its major attractions, contributing both to its economic health and quality of life for residents and visitors. But alongside vibrant cities, towns and service centres go vibrant communities – communities which value their distinctiveness and which work together well; communities where everyone feels valued and has the opportunity to participate fully in community life.

To maintain the diverse character of Stoke-on-Trent and Staffordshire, its City Centre, towns, service centres and other settlements, attractive countryside, leisure, culture and tourism offer and to build strong and vibrant communities, our priorities will be to:-

- Priority 1** Promote opportunities for employment development, particularly retail and office development, within our towns and service centres
- Priority 2** Promote Stoke-on-Trent's City Centre as a strong, competitive and credible city centre, and the sub-region's premier location for retail and office development.
- Priority 3** Support the regeneration of historic and market towns and villages particularly through the improvement of townscape, shop front, markets and public realm investment
- Priority 4** Build on opportunities to increase the economic and social benefits of Staffordshire's cultural, leisure and tourism attractions
- Priority 5** Bring vacant properties (particularly those of townscape importance) back into economic use
- Priority 6** Improve accessibility to and from our towns and service centres
- Priority 7** Ensure there is a vibrant and diverse night time economy offer
- Priority 8** Ensure that parking provision supports vibrant towns and service centres
- Priority 9** Sustain and enhance the vitality and vibrancy of our towns, neighbourhood and local shopping areas through town management schemes (such as the 'Town Team' approach, as advocated by the Portas Review) that lead to additional trade and turnover

## In particular we will bring forward the following improvement schemes

The priorities listed above set out our overall goals for City, town and services centres across Stoke-on-Trent and Staffordshire. However, we will also aim to deliver City, town and service centre specific schemes where this will benefit the overall health of the town / service centre:-

### **Cannock Chase**

Development of Cannock including securing development at the Beecroft Road and Avon Road sites, integrating skills provision within the town centre offer through a new South Staffordshire College campus and stimulating the office market through public sector property investment

Delivering development in Rugeley on the sites identified in the Area Action Plan, creating linkages to the new Tesco store and investing in the Canal conservation area

Successfully completing the Hednesford town centre redevelopment scheme

### **East Staffordshire**

Delivering of the 'Regenerating Uttoxeter Dove Way' and 'Gateways into Burton' projects

Progress the Area Action Plan for Burton town centre

Deliver a long-term solution to the Bargates site

Delivering the second phase of the Uttoxeter Regeneration programme

Maximise the potential of the Borough's canal network and Trent Washlands

### **Lichfield**

Delivery of the Friarsgate mixed use retail-led scheme and office space in Lichfield

Focusing hotel developments within the town and developing a variety of accommodation types to increase overnight stays

Deliver a town centre for Burntwood

### **Newcastle-under-Lyme**

The development of the new town centre retail offer on the Ryecroft site

Private sector office development

Development of a new civic hub

Investment in the town centre public realm and building heritage schemes

### **South Staffordshire**

Outside of the key employment sites, focus development within the main service villages

Redevelopment of the Quinton Shopping Centre in Great Wyrley and other locally important retail centres

<b>Stafford</b>	Riverside and Kingsmead retail sites in Stafford, with further opportunities for town centre living
<b>Staffordshire Moorlands</b>	Development of Cheadle and Leek in accordance to the relevant town centre masterplans  Final Section 106 delivery in Biddulph
<b>Stoke-on-Trent</b>	A comprehensive and planned approach to strengthening the City Centre including: the City Sentral retail development; the Central Business District; public realm improvements; refurbishment and enhancement of the Potteries Shopping Centre; and the Etruria Road Corridor.  Continued development of the University Quarter, including enhancements to the Station Gateway  Comprehensive regeneration of Stoke Town, including the Spode Retail Site; Spode Craft Village; public realm enhancements; and mixed enterprise, office and hotel developments.  Enhancing the City's other town centres including heritage-led regeneration in Burslem and Longton. Regeneration of Fenton Quarry
<b>Tamworth</b>	Bring forward development at Gungate and the creation of a 'Cultural Quarter' within the town centre around the Assembly Rooms / library / Carnegie Centre.  Attract a hotel with conferencing facilities

### What will success look like?

- Increased employment and business start-ups within the City, towns and service centres
- A vibrant City Centre competing on the national and international stage for investment and visitors
- Reductions in the number of vacant units, a better mix of uses and increased turnover in Staffordshire's towns and service centres
- The implementation of initiatives to improve the retail and leisure offer of our towns and service centres
- More community events offering opportunities for different groups to come together and celebrate their culture and diversity
- Creating a more positive image of the county through the improvement of the quality of our towns and service centres



## Objective 3: Building on our existing industrial sectors and those with future potential for growth

---

While many of the decisions of policymakers are considered to be “horizontal” (i.e. not sector specific decisions such as those on tax and regulation), many other decisions have a clear impact on industrial sectors. With this in mind, the Government has made an explicit decision to be clearer in the choices that are made that affect certain sectors, making sure that these are clearly linked to economic strategy. Whilst discussing the future industrial strategy for the UK, The Secretary of State for Business, Innovation and Skills Vince Cable said that:

*“I believe we need to be – and be seen to be – fully behind our best performing sectors: those with the strongest trading figures and a proven commitment to innovation.”<sup>4</sup>*

The benefits of supporting businesses with the greatest opportunities for growth, in sectors that will enhance the local economy, are clear. While the decisions of Government have had a significant impact on the sectors that have performed strongly in recent years, such as the creation of an enterprise zone at the London Docklands in 1982, clearly local authorities and decision makers can also impact greatly on the sectors that are successful in the local economy.

We have the ability to influence and impact upon the industrial sectors that will grow within Staffordshire over the coming years, and in order to do this our priorities will be to:-

- Priority 1**            Prioritise industrial sectors that will be important to the development of the local economy when making overall economic development, inward investment and business support decisions
- Priority 2**            Work with UK Trade & Investment to promote Staffordshire to potential foreign investors as a good place to do business
- Priority 3**            Work with UK Trade & Investment to assist priority sectors in taking advantage of export opportunities
- Priority 4**            Develop a strong business support service that is tailored towards the development of priority sectors
- Priority 5**            Work with the Education Trust, local businesses, skills providers and national organisations to understand what skills need to be developed to support the growth of the priority sectors
- Priority 6**            Develop a unique selling point for Stoke-on-Trent & Staffordshire based on the availability of secure indigenous energy, to attract energy intensive manufacturers into the area.

---

<sup>4</sup> The Secretary of State for Business, Innovation and Skills - Vince Cable, Industrial strategy: Next steps, 27 Feb 2012, <http://www.bis.gov.uk/news/speeches/vince-cable-industrial-strategy-next-steps-2012>

## **In particular we will aim to develop the following economic clusters that have a strong presence or offer significant opportunities across the county**

Some industrial sectors already have a strong presence across the LEP area, or offer significant opportunities for development, namely advanced manufacturing, business & professional services / financial services and tourism & leisure.

### **Advanced manufacturing**

Advanced manufacturing describes businesses which use a high level of design or scientific skills to produce technologically complex products and processes. Due to the specialised requirements involved, these are usually goods and associated services of high value.

The advanced manufacturing sector has been singled out by Government as one of the key sectors for future economic growth due to the capabilities of UK manufacturing, the strengths of the UK economy, and the opportunities for broad-based growth from globalisation and rising incomes, technological developments, and structural changes such as the move to a low carbon economy. Development of the advanced manufacturing sector will play a key part in the Government's overall economic growth aim of rebalancing the economy, reducing the reliance on the public sector and the South East.

Between 2006 and 2010 the number of employee jobs within the sector increased by around 1,100 in Stoke-on-Trent and Staffordshire, a 41% increase over the period. The area also has a strong presence of internationally renowned advanced manufacturing & engineering brands, particularly within the automotive and aerospace industries, including JCB, Michelin, Jaguar Land Rover, Moog, and ZYTEK. We will continue to build on our strong heritage and natural advantages to grow this sector and take advantage of emerging supply chain opportunities, particularly in relation to the development of our employment sites, inward investment and business support offer.

### **Business & Professional Services / Financial Services**

The business & professional services / financial services sector is often considered to be largely made up of the industries that support other businesses. This includes industries such as accountants, solicitors, advertising and consultancy to name a few.

The business & professional services / financial services sector accounted for almost 40,000 jobs in Staffordshire in 2010. The sector also grew by over 1,500 employee jobs between 2006 and 2010, highlighting the potential for growth. Financial services is a particularly large employer within Staffordshire Moorlands given the location of the Co-operative Financial Services offices in Leek, and it will be important to continue to work with this company to reinforce their commitment to the area and take advantage of future development opportunities.

In terms of employment within this sector, Stoke-on-Trent under-performs compared with its peer cities. However, the development of a new Central Business District on the edge of the City Centre will provide opportunities for a significant increase in employment in business & professional services.

Given the peri-urban characteristics of much of Staffordshire, being largely rural in nature but heavily influenced by surrounding major cities, there is an opportunity to take advantage of our strategic location to further develop the business & professional services / financial services sector. To do this we will need to position ourselves to take full advantage of the opportunities that arise to develop the services that will support economic activity in Birmingham, Manchester, Stoke-on-Trent, Derby and Nottingham in particular.

## **Tourism & Leisure**

Tourism & leisure is a wide ranging sector containing traditional tourism industries such as accommodation establishments, museums, historical buildings, canals, gardens and theme parks. It also contains primarily leisure based industries such as libraries and sport / fitness facilities that will largely cater for local people rather than visitors to the area.

Given Staffordshire's natural assets and major tourism attractions such as Alton Towers, Drayton Manor Theme Park, Trentham Gardens, the new National FA Centre, SnowDome, the National Memorial Arboretum, Mercian Trail and the Potteries Museum & Art Gallery (including the Staffordshire Hoard), the area has all of the ingredients to be a major national tourism destination. There are currently more than 21,000 tourism & leisure jobs within Stoke-on-Trent & Staffordshire, more than any of the core cities, while the sector contributes around £1.6 billion to our economy.

In order to further develop this sector we will need to increase the county's 'staycation' offer, creating a wider range of accommodation in order to allow more visitors to stay within the area for multiple days. We will also aim to develop our business tourism offer by developing high quality conferencing and meeting facilities.

## **Applied Materials**

Materials are typically broken down into five groups: metals, polymers (thermoplastics and thermosets), ceramics, glasses and composites. The broadest definition of applied materials is any material that represents advances over the traditional materials that have been used for hundreds or even thousands of years. Stoke-on-Trent and Staffordshire's historic strength in materials industries, particularly ceramics, presents opportunities in applied materials development.

The area has a 250 year heritage in ceramics and advanced materials, and is home to a cluster of around 300 materials based companies, including renowned international brands such as WWRD, Steelite, Biocomposites, Emma Bridgewater, Endeka, Dudson, Foseco Ltd (Vesuvius), Goodwin International, Tennants Chemicals Fuchs Lubricants and Johnson Matthey Colour Technologies. Applied materials employers are present throughout the county and we will use our strength within this sector to take full advantage of emerging opportunities.

## **Energy Generation**

Stoke-on-Trent and Staffordshire have long been associated with generating power: from excavating coal, to the massive power stations which once (and in the case of Rugeley still does) line the Trent. This is reflected in some of the companies still operating in the area:

Alstom, ABB, Siemens Wind Power, GE Power Conversion. However, as the UK moves away from its dependence on fossil fuels, there are significant opportunities to create jobs in generating power through non-conventional means. Although much smaller in scale than the former coal-fired power stations, project generating energy through geothermal, anaerobic digestion, biomass and energy-from-waste projects do offer potential areas for growth.

## **Agri-tech**

The area has a strong rural economy, with agriculture and food & drink being large employment sectors within the area. The Government's agri-tech industrial strategy will set out the future policy direction within this sector, with generating more high-value agriculture related employment and diversification of the rural economy likely to be fundamental parts of the strategy, alongside the development of agricultural and food security related research and development activities. Stoke-on-Trent & Staffordshire and surrounding areas already have a number of important assets in this field. Development of the rural economy may prove to be an opportunity for Stoke-on-Trent & Staffordshire that areas that are primarily urban in nature cannot capitalise upon.

## **We will also look to build upon local strengths and opportunities in the following industrial sectors**

<b>Cannock Chase</b>	Building Technologies Distribution & Warehousing
<b>East Staffordshire</b>	Building Technologies Food & Drink Transport Technologies
<b>Lichfield</b>	Environmental Technologies / Renewable Energy ICT Medical Technologies
<b>Newcastle-under-Lyme</b>	Creative Industries / Digital Media Medical Technologies
<b>South Staffordshire</b>	Creative Industries / Digital Media
<b>Stafford</b>	Creative Industries / Digital Media Distribution & Warehousing  Environmental Technologies (particularly linked to power generation) / Renewable Energy
<b>Stoke-on-Trent</b>	Applied Materials (Ceramics, Metals, Polymers) Business & Professional Services Customer Service Environmental Technologies / Renewable Energy



**Tamworth**

Creative Industries / Digital Media  
Environmental Technologies / Renewable Energy  
ICT  
Medical Technologies

### What will success look like?

- Increased employment within the priority industrial sectors
- Increased number of start-ups in the priority sectors
- Inward investment successes in the priority sectors
- An increase in the number of local employers within the priority sectors that are exporting their products
- Greater alignment of the skills of local residents to the needs of the priority sectors
- Increased numbers of energy-intensive manufacturers choosing Stoke-on-Trent & Staffordshire because of the access to secure and affordable energy.

## Objective 4: Stimulating enterprise, innovation and inward investment

---

Increasing entrepreneurship and inward investment will be vitally important to the development of our economy, particularly in terms of job creation. The traditional employment sectors that have in the past formed a significant part of the Stoke-on-Trent & Staffordshire economy have long been in decline and promoting enterprise, innovation and inward investment in new and developing industrial sectors will be vitally important to rebalancing our economy and generating new job opportunities.

In the past the economy of the LEP area has been too dependent on certain industrial sectors, particularly traditional manufacturing industries. This has made the area vulnerable to economic shocks, while the over-reliance on the public sector in certain parts of the county may impact on future employment levels given the reduced funding available to the public sector.

Stoke-on-Trent & Staffordshire has been shown to be outperforming the vast majority of other areas in terms of inward investment recently, with high profile success stories including Jaguar Land Rover and Amazon. It will be important to continue this momentum to create further new employment opportunities, while also targeting companies within the key priority sectors in order to develop a higher value and more sustainable local economy.

However, we currently lag far behind the national average in terms of business start-ups. In 2010, there were just 42 business start-ups per 10,000 resident population in Staffordshire and 33 in Stoke-on-Trent compared to 51 in Great Britain as a whole (although it should be noted that this masks varying performance across the county). Business start-ups and the growth of these businesses play an important role in the overall level of job creation, and creating a spirit of entrepreneurship and fostering local innovation will be important in generating more new business in the local economy.

Developing a wider range of industrial sectors with a strong presence within the county will make the area less susceptible to future shocks, benefitting our overall economy and local residents. To achieve this we have identified a number of key priorities that we need to implement in order to address the issues that Staffordshire and its businesses are likely to face over the coming years:-

- Priority 1** Support high growth, high value businesses
- Priority 2** Promote and support entrepreneurialism and accelerate the commercialisation of innovation
- Priority 3** Support the growth and development of indigenous firms
- Priority 4** Promote the area as a location for inward investment and deliver a red carpet support service
- Priority 5** Promote local procurement opportunities
- Priority 6** Promote economic growth and diversification in rural areas
- Priority 7** Ensure employment growth produces economic diversity and quality employment opportunities, including new business start ups and self-

**Priority 8**            employment  
Improve access to finance for business start-ups and for indigenous business with the ambition to grow

### What will success look like?

- Increase in the overall number of businesses within Staffordshire, including within the priority sectors
- Increase in the number of business start-ups, particularly within sectors with the greatest potential for generating high-growth and high-value companies
- Improvement in the survival of business start-ups over the short-term and long-term
- Increase in the number of domestic and foreign inward investors into the county
- Increase in the level of research & development activity taking place within Staffordshire
- Improved business perception of Staffordshire as a place to do business
- A higher number of patents registered in Stoke-on-Trent & Staffordshire

## Objective 5: Developing a well skilled workforce to meet current and future local labour market needs

---

The development of education and skills amongst all age groups will be crucial for the successful future economic prosperity and competitiveness of Stoke-on-Trent & Staffordshire. Securing a well qualified and adaptable workforce with the skills sets appropriate to the needs of existing business sectors in Stoke-on-Trent & Staffordshire, as well as those in which we have aspirations for economic growth, should be fundamental priorities for our economic development in the short, medium and longer-term. The work of the LEP's newly-formed Education Trust will be a crucial player in realising this aspiration.

The LEP area's current education and skills performance tends to vary by locality. Cannock, Tamworth, Stoke-on-Trent and to a lesser extent Newcastle-under-Lyme all have lower levels of adult skills, while skill levels in other parts of the sub-region are only similar to the national average. Developing high level skills will be a necessity if we are to be successful in changing the structure of our local economy to be more high value and sustainable.

However, while it is important to develop higher level skills within the local workforce, all employers require so called employability skills such as communication, literacy, numeracy and team working. Given the high levels of worklessness in parts of the county, it will also be imperative to make sure that our residents are work-ready and have the skills that employer's desire.

We can improve the skills levels of our local residents by influencing various forms of skills provision including formal education such as at colleges and universities, more practical education and vocational qualifications such as apprenticeships, and also informal training such as that provided by companies themselves or other private sector organisations. That said, our overall priorities for developing the skills of our residents will be to:-

- Priority 1**            Develop high level skills to meet the needs of high value added industries
- Priority 2**            Improve residents employability skills, particularly amongst the unemployed, to allow participation in the workforce
- Priority 3**            Retain graduates educated in the city and county and attract those in skill areas required to support the areas growth ambitions
- Priority 4**            Provide a greater level of support for wider career choices, particularly in regard to apprenticeships
- Priority 5**            Encourage and promote skills for innovation and entrepreneurship
- Priority 6**            Development of high quality education and training facilities
- Priority 7**            Promote greater business involvement within skills provision to make sure that local skills providers are matching their needs
- Priority 8**            Target unemployment and benefit dependency hot-spots

**Priority 9** Make sure that the necessary training is available to allow people to retrain and up-skill throughout their working lives, increasing the flexibility of the local labour force

**We will also support district specific schemes where this will impact on the overall skills levels and employability of our residents**

**Cannock Chase** Ensure that local residents have the skills to take advantage of job opportunities within and outside of the district boundary

**East Staffordshire** Work with Burton College and other training providers to improve bespoke training packages

**Newcastle-under-Lyme** Work with Newcastle College to establish a 'Centre for Vocational Excellence' to improve skills and prepare employees working in engineering and advanced manufacturing

**South Staffordshire** Support the development of facilities at South Staffordshire College (Rodbaston Campus)

**Stafford** Attract skilled people from outside of the area to live and work in Stafford Borough

**Staffordshire Moorlands** Work with Leek College, now part of the University of Derby, to deliver investment to their Leek Campus (£2m committed)

**Stoke-on-Trent** Develop the University Quarter further, supporting investments by Staffordshire University, Stoke-on-Trent 6<sup>th</sup> Form College and Stoke-on-Trent College.

Implement the Building Schools for the Future programme across the City

Support the development of employer-led training approaches, including the new apprenticeship academy at Goodwin International and the new ceramic programme proposed by the Ceramic Development Group

Promote the Centre of Refurbishment Excellence (CoRE) as the leading provider of training in refurbishment techniques and qualifications.

**Tamworth** Development of a Southern Staffordshire Employment and Skills Board that links into the forthcoming Staffordshire Education Trust

Improved provision of Information, Advice & Guidance to allow local residents to equip themselves with the skills needed to take advantage of employment opportunities

## What will success look like?

- Increase in the number of apprenticeship starts and completions, particularly in key subjects such as science, technology, engineering, and mathematics (STEM)
- An increase in the proportion of the population qualified to NVQ level 2 to 4 or above
- A reduction in the number of people claiming out-of-work benefits, with a particular focus on youth unemployment
- Improvement in the number of our university graduates that stay and find employment within Staffordshire
- Improved levels of progression into higher education, particularly in the localities where this is currently a significant problem
- Skills provision, particularly within colleges and universities, being better matched to the needs of existing employers and of future target industrial sectors



## Objective 6: Ensuring appropriate housing to meet the needs of the current and future workforce

---

An appropriate housing offer is a pre-requisite to achieving economic prosperity in the City and every district in the county. Good housing and a good choice of housing helps to drive economic growth as it makes the area more attractive and so helps to retain the able and the young. Good quality housing can also help to attract people with entrepreneurial qualities, as well as inward investors and their families.

A satisfactory portfolio of housing across the board also helps to reduce the need for unnecessarily long commuting distances and so promotes a more sustainable pattern of built development. The reduction in the need for people to commute not only has positive environmental implications, but can also have positive economic impacts particularly if the provision of an appropriate level of aspirational housing encourages the more affluent to live closer to those areas in which they work.

The provision of an adequate level of affordable housing helps to create more balanced and integrated communities and, again, helps to bring labour closer to centres of employment (making new employment opportunities more accessible to the less well paid and enabling firms to fill vacancies).

Creating a balanced housing market that reduces the need for people to commute in and out of Stoke-on-Trent & Staffordshire will be key to creating a more sustainable local economy, and to this end our priorities will be to:-

- Priority 1**            Promote the development of appropriate housing in the right areas across the city and county
- Priority 2**            Provide suitable development sites to accommodate the necessary housing numbers, including the use of public sector land to stimulate housing delivery
- Priority 3**            Promote Stoke-on-Trent's aspiration to be a Core English City, through managed population growth
- Priority 4**            Deliver an adequate supply of aspirational and affordable housing
- Priority 5**            Promote city, town and service centre living where appropriate as a means to drive urban growth
- Priority 6**            Maintain the programme of urban renewal in the more deprived (and particularly former coalfield) communities
- Priority 7**            Support specialist housing and lifetime homes to reflect our aging population



## We will also support district specific schemes where this is beneficial to the local economy

<b>Cannock Chase</b>	To build upon the work of the GBS LEP Housing and Economic Growth Group which has identified the case for investment in housing as a means to stimulate economic growth
<b>East Staffordshire</b>	Continue to deliver the Growth Point programme in Burton upon Trent
<b>Lichfield</b>	The majority of homes to be delivered as sustainable extensions to the urban communities of Lichfield and Burntwood, and across the larger rural villages to maximise access to existing services and facilities
<b>Newcastle-under-Lyme</b>	The majority of new housing to be focused on the urban areas of Newcastle and Kidsgrove to support the sustainable growth of the North Staffordshire conurbation and to facilitate economic growth
<b>Stafford</b>	<p>Concentrate on the Growth agenda for Stafford which will deliver 5,500 houses to the north, west and east of the town</p> <p>Develop appropriate housing to meet the growing needs of MOD Stafford</p>
<b>Staffordshire Moorlands</b>	Ascent Housing (joint venture between Staffordshire Moorlands District Council and Your Housing) to deliver a £50m project to create 400 affordable units in three years across multiple sites
<b>Stoke-on-Trent</b>	<p>Encourage the development of executive housing within the City, including through self-build options.</p> <p>Complete the development of the City Waterside housing scheme</p> <p>Facilitate the development of housing schemes to increase footfall in Stoke Town, including London Road Village and the former Victoria Ground.</p> <p>Ensure a supply of good quality student housing within the City.</p> <p>Identify suitable housing sites to ensure that the City can grow in a planned manner to deliver its Core City aspirations.</p>
<b>Tamworth</b>	Urban extension of Tamworth with the development of at least 2,150 new homes

## What will success look like?

- Housing growth matching that of employment growth

- Reductions in Registered Providers and local authority waiting lists
- A more balanced range of housing across the county
- Reductions in levels of long distance commuting
- The housing needs of higher earners being met



## Objective 7: Developing and improving infrastructure to promote connectivity and mobility

---

Evidence shows that investing in economic infrastructure such as transport links and energy generation capacity can have a stronger positive effect on GDP per capita than other forms of investment.<sup>5</sup> This is why the Government has made investing in infrastructure a key part of its economic strategy. However, the definition for infrastructure is very broad covering roads, railways, broadband, energy supply and more. Given the limited resources available at present however it will be important to prioritise the infrastructure projects that will deliver the biggest positive impact on the local economy.

Maintaining and improving local connectivity, as well as connectivity nationally and internationally is vital to the economic competitiveness and wellbeing of everyone that lives and works in Stoke-on-Trent & Staffordshire, as well as the tens of millions of visitors to the area each year. Connectivity is an enabler of economic activity; it can lead to improving productivity, support extensive labour markets and allow businesses to benefit from agglomeration. Connectivity therefore plays a vital role in the economy; businesses require reliable and predictable journey times to enable their workforce, customers, raw materials, products and services to travel with ease. Individuals require access to jobs and education, want a wide choice of goods in shops, and need some goods/services to be delivered directly to their homes. It is therefore important that we work to improve all forms of transport in the county, and particularly roads and rail.

Access to fast and reliable broadband is fundamentally important to individuals, communities and businesses – but across Stoke-on-Trent & Staffordshire broadband services are not universally reliable, while speeds vary greatly between different local areas. For obvious commercial reasons, the majority of not-spots and slow-spots are in rural areas where the low density of population has not attracted investment from infrastructure providers. Given that rural areas have been important economic drivers in recent years and the fact that a significant proportion of Staffordshire is rural, making sure that all parts of the county have access to fast broadband speeds will play a major role in the future economic growth of the area.

However, this does not mean that our focus should solely be on rural parts of the county as not all urban areas are able to access fast and reliable broadband services. Supporting superfast broadband provision is a priority of the Government due to it being a key driver of economic growth, and we will need to continue to support broadband development across Staffordshire. The City's Central Business District, for example, will need high-quality high speed broadband to encourage quality investment from the business & professional services sector.

Given that infrastructure is such an important enabler of economic growth, our priorities in Staffordshire will be to:-

**Priority 1**            Improve transport access, particularly to bring forward investment at key site locations

---

<sup>5</sup> Infrastructure and Growth: Empirical Evidence, Egert, B., Kozluk, T. and Sutherland, D., OECD, 2009

- Priority 2** Bring forward access to superfast broadband to support the needs of business and residents, including the forthcoming 4G mobile broadband
- Priority 3** Ensure better connectivity between key employment and residential locations
- Priority 4** Maximise opportunities of new funding streams to support capital investment programmes
- Priority 5** Work to secure a more sustainable energy offer within Staffordshire that help to will attract new business and secure existing business
- Priority 6** Create modern learning infrastructure and ensure good connectivity to education and training providers

**We will also support district specific schemes where this will provide significant infrastructure improvements, supporting development within the county**

- Cannock Chase** Support the Chase Line electrification and junction improvements at Churchbridge  
Upgrading of Eastern Way in Cannock to a dual carriageway
- East Staffordshire** Work with partners to deliver investment along strategic routes, such as the A38 corridor
- Lichfield** Improvements to all rail stations but with particular priority to Lichfield Trent Valley Station including additional parking and disabled access improvements.  
Completion of the Lichfield Southern Bypass  
Infrastructure to support home working including 'touch down' space  
Delivery of a lorry park to serve Fradley Park  
Environmental improvements to Burntwood associated with the delivery of a town centre  
Development of Whittington Barracks as the Defence Medical Services headquarters for all of the Armed Forces and supporting businesses
- Newcastle-under-Lyme** M6 Managed motorway  
Pinch Point Programme  
East-West public transport improvements (Keele University – Newcastle Town Centre – City Centre – Stoke Railway Station)  
A500 / A34 (access to Chatterley Valley)  
A500 / access to Etruria Valley  
Newcastle Town Centre VMS investment on key ring road junctions

<b>South Staffordshire</b>	Delivery of the motorway junction at i54
<b>Stafford</b>	Delivery of the Western Access Improvement Road First phase of the Eastern Distributor Road M6 Managed Motorway improvements Junctions 10a to 13
<b>Staffordshire Moorlands</b>	Creation of a rail service from Leek to Stoke-on-Trent
<b>Stoke-on-Trent</b>	East-West public transport improvements (Keele University – Newcastle Town Centre – City Centre – Stoke Railway Station) Complete Potteries Way (the inner ring road) Enhance access to the Etruria Valley Enterprise Area from the A500 Enhance bus corridors across the City to increase the use of public transport
<b>Tamworth</b>	Creation of a dedicated rail service from Tamworth to Birmingham Road capacity and congestion pinchpoint improvements along the A5, M42, A38 and M6 Toll Development of the Anker Valley link road and the access road to Bitterscote South site (from A5) Ensure direct fast service (1hr7min) to London is retained Ensure linkages to new HS2 stations

### What will success look like?

- Increased number of infrastructure projects that unlock employment sites
- Limiting any change in congestion so that journey times remain consistent
- Improved perception of gateways and the transport related public realm
- Improved broadband coverage and speed
- Increased sustainability and more stable energy prices, leading to increased economic growth



## Annex 1 – Key Issues – Supporting Evidence

---

### The importance of employment land and office space

Evidence from our business development and inward investment teams continually highlights the shortage of high quality land for development as a brake on economic growth. Staffordshire has a considerable potential portfolio of employment land (land which has either been allocated, consented or has an existing employment use). However, a large proportion of this land is not genuinely available because the critical ‘up front’ investment needed to unlock the sites has not been made. Indeed, a number of sites are referred to as being ‘long standing’ having been on the books for over ten years without being brought forward for development.

Inward investment specialist Adam Breeze, founder of Breeze Strategy, has recently undertaken a study of the opportunities that exist in Stoke-on-Trent and Staffordshire to attract new jobs to the area. Adam has worked with hundreds of inward investment agencies from North Carolina to Northamptonshire and has advised more than 100 inward investors such as BMW, Capital One, Marks & Spencer, Airbus and Pfizer. Some of his key conclusions include:-

- When the Stoke-on-Trent & Staffordshire offer is compared with others, the area fares very well, apart from one important factor – the availability of suitable, ready-to-occupy premises.
- It is a similar story in manufacturing and industrial projects, with a real lack of deliverable accommodation for potential investors.
- When four different mock inward investment enquiries were presented, it became clear that the ready-to-occupy offering of Stoke-on-Trent & Staffordshire is very limited, to suit the needs and timescales of inward investors.
- Expert anecdotal evidence suggests that negative perceptions of Stoke & Staffordshire do not present a barrier to inward investment; in fact it is more a case of an anonymous location than a poor one.
- An inward investment advisor stated that, “I am aware of the Stoke & Staffs location offer, especially with JLR and i54, but I wouldn’t have any confidence that there was a coherent sites and premises offer. There needs to be clearer options of what is ready to occupy.”

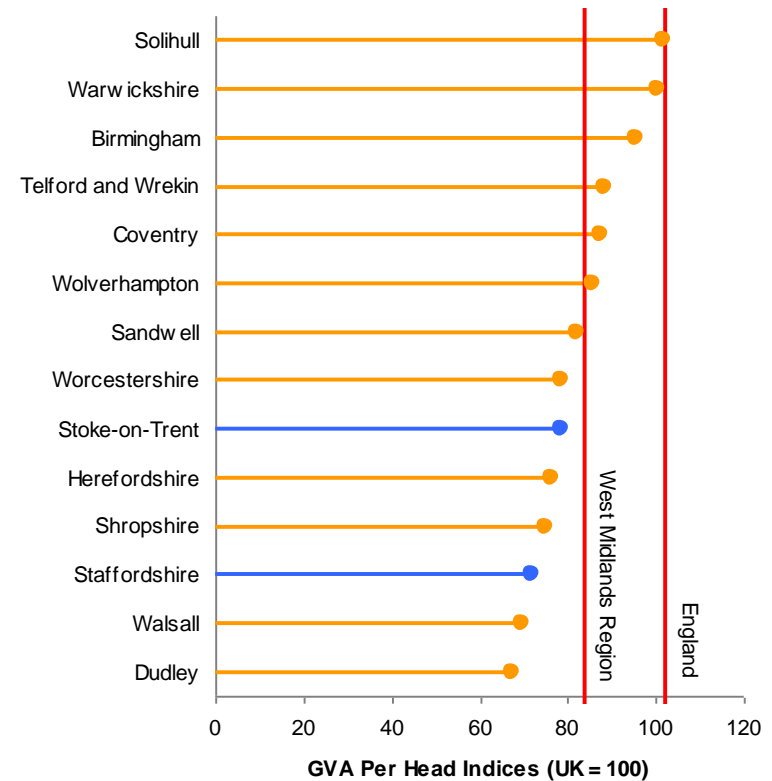
It is therefore clear that the development of employment sites and office space will be an important factor in creating new jobs within the area.



## Competitiveness in Stoke-on-Trent & Staffordshire

- The competitiveness of the businesses operating in Stoke-on-Trent and Staffordshire is a major factor relating to current and future economic prosperity. Future prosperity is likely to be characterised by improved productivity amongst local businesses, and new businesses being attracted to the area.
- GVA as an absolute measure provides an indication of the total overall economic output and scale of an area, and in 2011 the total GVA of the Stoke-on-Trent and Staffordshire area<sup>6</sup> was around £16.4 billion. This gives Staffordshire the second largest total output of the strategic authorities in the West Midlands Region after Birmingham.
- Although Staffordshire has the second largest absolute level of GVA of any strategic authority in the West Midlands, it has the third lowest level of GVA per head of any strategic authority (largely because it has the second largest resident population).
- GVA per head in Staffordshire County has not exceeded 75% of the UK average since 2002, while in Stoke-in-Trent it has not exceeded 80% since 2001. However it should be noted that GVA per head is heavily influenced by a number of factors including commuting, economic activity rates of the labour force, the employment rate and the 'productivity' of businesses operating in the area.

GVA Per Head Relative to UK Average, 2011 (Indexed: UK = 100)



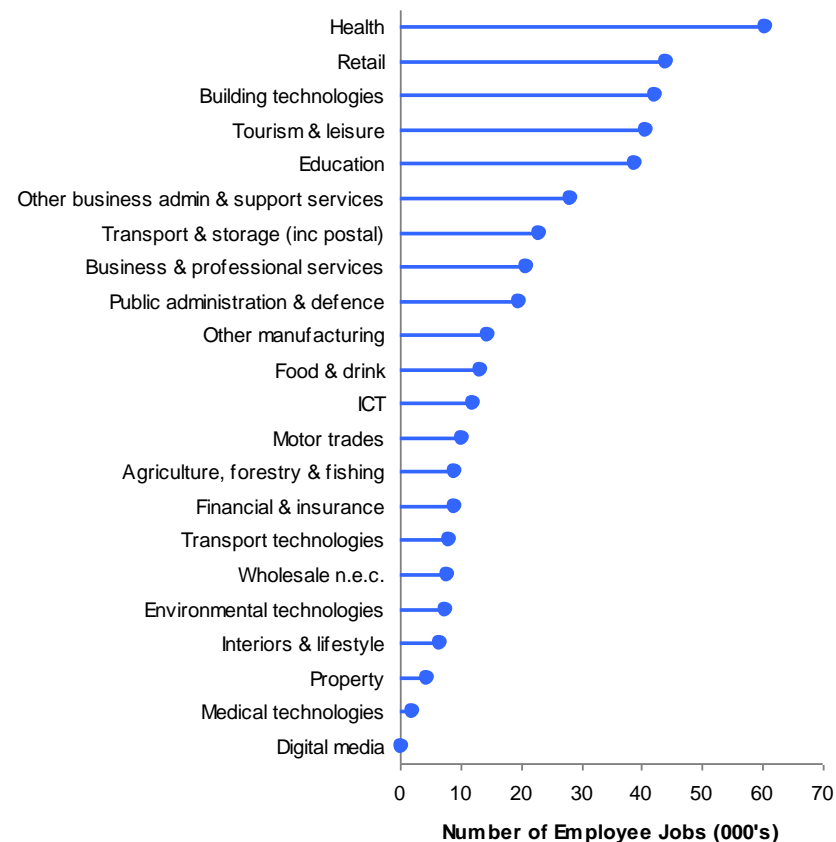
Source: Regional Gross Value Added (GVA), ONS

<sup>6</sup> Gross Value Added by "NUTS 3" area. ONS. (NUTS areas are a Europe wide geographical classification system). NUTS 3 areas are generally, but not always, equivalent to Counties and Unitary Authorities.

## Structure of the local economy

- As of 2011, there were around 416,000 employee jobs in Stoke-on-Trent & Staffordshire. Staffordshire County has the second highest absolute number of employee jobs in the West Midlands Region after Birmingham, demonstrating the areas importance in terms of economic scale within its wider context.
- Manufacturing employment has fallen in recent decades across the country, but remains a very important sector to the Stoke-on-Trent & Staffordshire economy. In total, manufacturing accounted for around 54,000 employee jobs and 13% of total employment in Stoke-on-Trent & Staffordshire in 2011, across a wide range of locally important industrial sectors including 'food & drink', 'transport technologies' and 'environmental technologies'.
- Health, retail and education are all shown to be major employment sectors within the area, although it should be noted that the nature of these sectors means that these are generally major employment sectors in every area across the country.
- The scale of the 'building technologies' sector highlights the local importance of the construction industry, with many large employers within the construction industry being present within the area, such as JCB. Stoke-on-Trent & Staffordshire's central location with excellent links to the national road and rail networks has also made it very attractive to the distribution and logistics sector, with 'transport and storage' accounting for around 23,200 employee jobs in 2011.

**Employee jobs in Stoke-on-Trent & Staffordshire by Industrial Sector, 2011**



Source: Business Register and Employment Survey, NOMIS

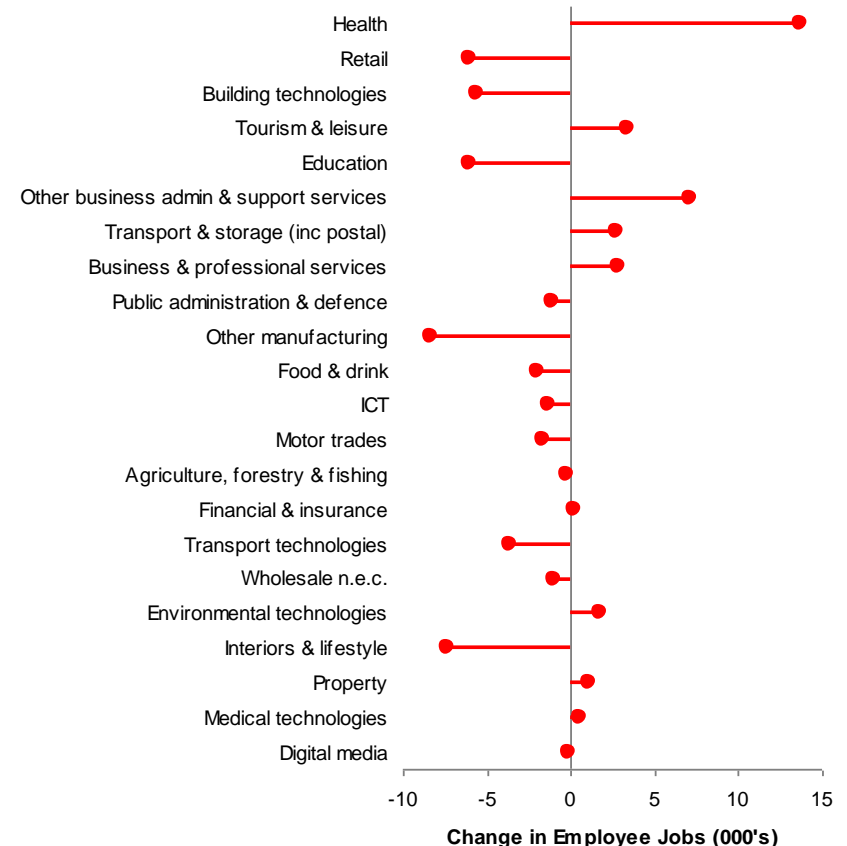
Further information on the economic structure of the county can be found at:-

<http://www.staffordshireobservatory.org.uk/research/economyandaspirations/businessandenterprise/businessandenterprise.aspx>

## Restructuring of the economy

- Recent decades have been characterised by de-industrialisation, resulting in a significant number of job losses in manufacturing industries across the country. In the South East the financial sector has grown to become one of the major global financial centres, providing a significant number of higher value added jobs. This employment change has not been replicated to the same extent in northern parts of the country, where in many cases increased public sector employment has been the primary factor in helping to boost the economies of many areas.
- Despite such significant shedding of employment, manufacturing is likely to continue to be of importance to the area in the future, with increasing high-technology manufacturing growth being a significant opportunity in developing the local economy given the strong industrial heritage and skills of local workers.
- Employment within the 'health' sector has increased substantially in recent years, with the ageing population likely to be a major factor behind this.
- The 'tourism & leisure' sector has become increasingly important to the local area over the last decade. Between 2003 and 2011, over 3,400 employee jobs have been created in the 'tourism & leisure' sector in Stoke-on-Trent & Staffordshire, largely in support services to the tourism industry such as hotels and restaurants. The attractiveness of the area, local natural assets and major attractions means that there is a significant opportunity to further develop the 'tourism & leisure' sector.

Change in employee jobs in Stoke-on-Trent & Staffordshire by Industrial Sector, 2003 – 2011 (Sorted by Absolute Size of the Sector)

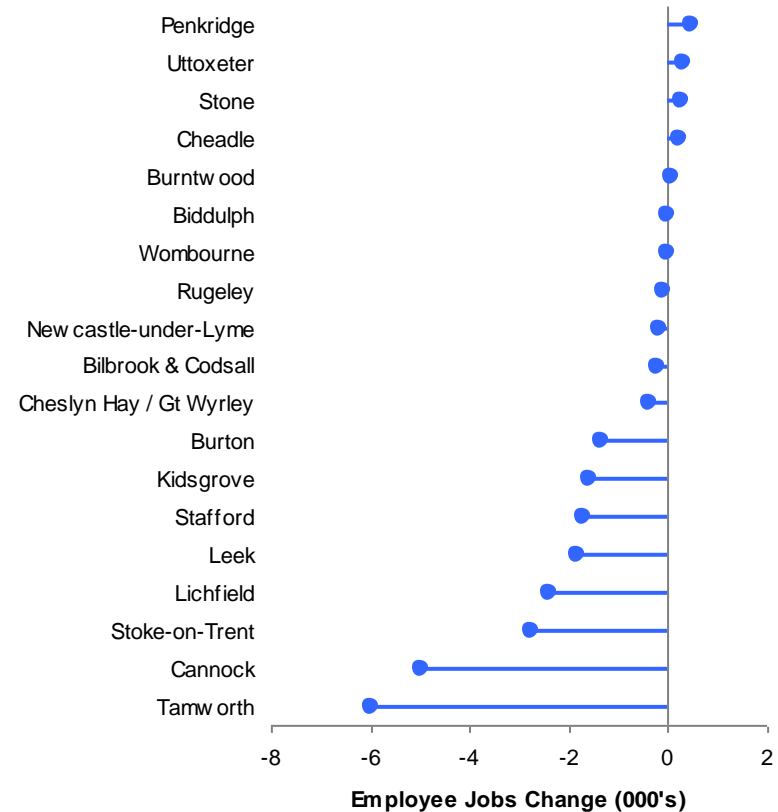


Source: Business Register & Employment Survey and Annual Business Inquiry, NOMIS

## State of the centres<sup>7</sup>

- The increased prominence of internet shopping and the development of out-of-town retail and office sites has had a major effect on Stoke-on-Trent and Staffordshire's centres. A number of the major urban centres within the area, and particularly Cannock and Tamworth, have experienced significant employee job losses since 2003.
- The majority of new retail and office development built in Staffordshire County in recent years has not been located within existing centres. Therefore, if this trend continues there is a possibility that the continued development of out of centre retail and office floorspace will undermine the vitality and viability of the centres.
- Rural parts of the county have been key economic drivers in recent years, partially off-setting the significant job losses that have been seen in urban areas. While employment within the centres decreased by around 22,000 employee jobs between 2003 and 2011, the number of employee jobs in more rural parts of the area increased by around 11,000. However, it should be noted that a large proportion of the jobs created in more rural areas are likely to be based on employment sites that have been developed on the fringes of urban areas, while a significant proportion of the jobs lost in the centres have been in low value manufacturing industries.

**Change in employee jobs in Stoke-on-Trent & Staffordshire's centres, 2003-2011<sup>8</sup>**



Source: Business Register & Employment Survey and Annual Business Inquiry, ONS

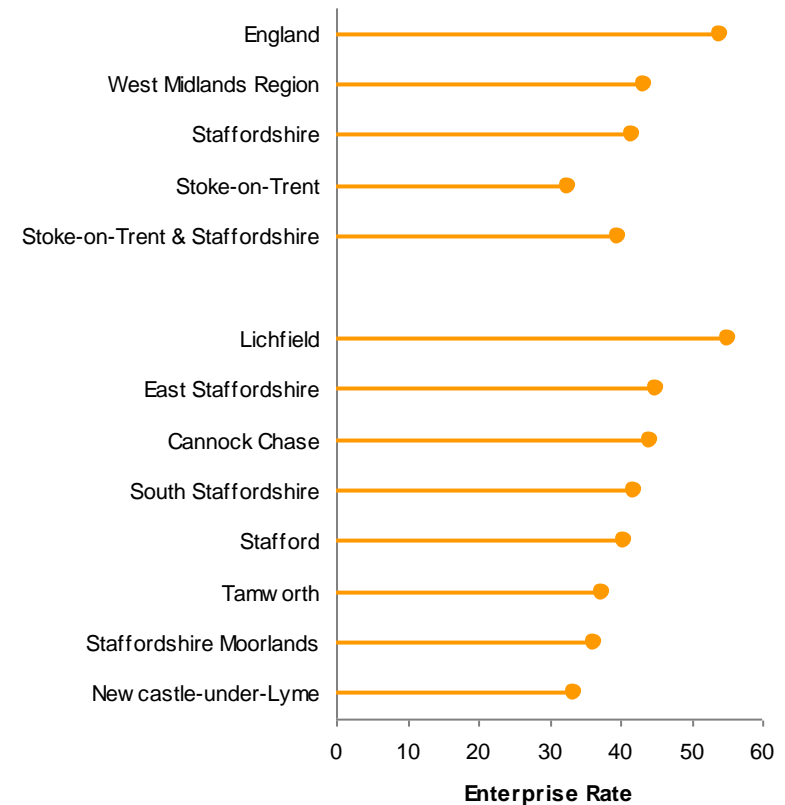
<sup>7</sup> The geography for each centre is based upon Office for National Statistics ward based definitions for urban areas (generally settlements with a population of 10,000 or greater). This means that each centre is based upon the wider urban area and not what may be traditionally considered to be the central business district.

<sup>8</sup> It should be noted that potentially as many as 1,900 jobs "lost" in Tamworth may be attributable to the recoding of employees previously allocated as working at MITIE. Therefore the reduction in the number of jobs within Tamworth is likely to be over-estimated.

## Entrepreneurship

- Enterprise levels are often measured by dividing the number of new businesses registering for VAT or Pay as You Earn tax, by the resident population of an area aged 16 and above. This is known simply as the “enterprise rate”. Enterprise rates tend to display a general pattern of higher levels of enterprise in the southern parts of Stoke-on-Trent & Staffordshire when compared to the north.
- Overall, Stoke-on-Trent & Staffordshire is shown to have a lower business start-up rate (39.7) than both the regional (43.3) and national (54) averages. It should be noted that although the number of business start-ups will have been affected by the economic downturn, the business start-up rate in Stoke-on-Trent & Staffordshire has been significantly below the national average for a number of years.
- While the overall figures appear to show that entrepreneurship is relatively low within the area, there are significant differences within the Staffordshire districts. In Lichfield there were 55.2 business start-ups per 10,000 16+ resident population in 2011, a much greater level than any other Staffordshire district and the average for Great Britain as whole.
- However, it should also be noted that despite having low levels of enterprise, Staffordshire Moorlands has a significantly higher proportion of more established businesses than any other Staffordshire district. Therefore the challenges faced by areas such as Staffordshire Moorlands are likely to be different to areas with a younger business demographic.

Proportion of business births per 10,000 resident population aged 16 and above, 2011

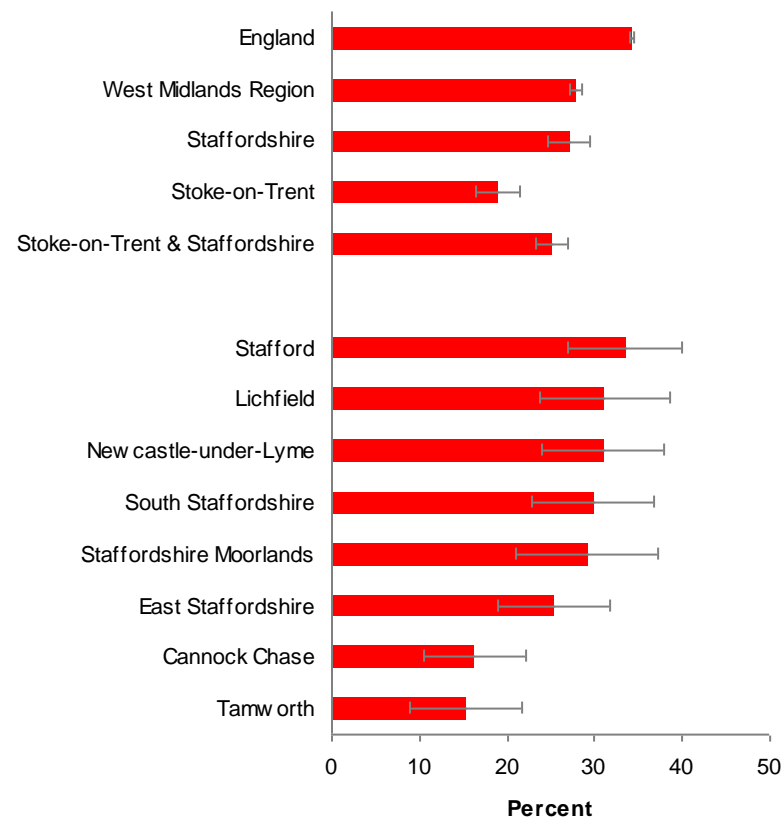


Source: Business Demography 2011

## Education and skills

- It is widely accepted that good literacy and numeracy are key to employability and further study, and that more needs to be done to improve performance as areas with low levels of education attainment and skills often being associated with high levels of worklessness.
- In general, education and skills performance has traditionally been weakest within Cannock Chase, Stoke-on-Trent and Tamworth, with underperformance within schools leading to low levels of progression into further learning and ultimately low levels of higher skills.
- The proportion of Stoke-on-Trent & Staffordshire's working age population qualified to NVQ Level 4+<sup>9</sup> was significantly lower than the national average in 2011. Tamworth, Cannock Chase and Stoke-on-Trent are all shown to lag well below the national average in terms of the proportion of adults with a degree or equivalent qualification.
- Although improving the educational attainment of young people in the county may have substantial benefits in developing a more highly skilled workforce in the long-term, the vast majority of the current workforce of the county left the education system a long time ago. Tackling the skills issues for the working age population as a whole will be important in developing a greater level of skills within the area in the short-term.

**Proportion of the working age population (19-64M/59F) qualified to NVQ Level 4 or above, 2012**



Source: Annual Population Survey, NOMIS

<sup>9</sup> People are counted as being qualified to level 4 or above if they have achieved a first or higher degree, an NVQ level 4 or 5, a recognised degree-level professional qualification; an HNC/HND or other higher-level vocational or management qualification, a teaching or nursing qualification; or a diploma in Higher Education.

## Travel Flows

Source: 2001 census - UK travel flows (local authority)

### Outflows - Proportion of Staffordshire District / Borough residents that travel to surrounding LEP areas to work

Area of residence	Area of workplace									
	Stoke-on-Trent and Staffordshire	Greater Birmingham and Solihull	Black Country	Cheshire and Warrington	Coventry and Warwickshire	D2N2	Leicester and Leicestershire	The Marches	Worcestershire	Elsewhere
Cannock Chase	73.8	67.8	16.1	0.1	0.7	0.6	0.2	1.0	0.3	1.7
East Staffordshire	77.4	75.2	1.2	0.2	0.6	13.4	2.3	0.2	0.1	2.3
Lichfield	64.8	77.6	11.9	0.1	2.6	1.5	0.8	0.4	0.4	2.3
Newcastle-under-Lyme	86.9	1.0	0.5	7.7	0.1	0.4	0.1	1.2	0.0	2.5
South Staffordshire	44.2	14.0	42.8	0.1	0.6	0.2	0.2	3.8	1.1	1.8
Stafford	87.1	7.0	3.7	1.0	0.3	0.5	0.2	2.3	0.1	2.4
Staffordshire Moorlands	85.5	3.9	0.3	8.2	0.1	2.2	0.1	0.2	0.0	2.7
Stoke-on-Trent	92.6	1.4	0.5	3.4	0.1	0.4	0.1	0.5	0.1	1.9
Tamworth	60.0	79.2	2.5	0.1	12.2	0.9	2.1	0.2	0.4	2.1

**Inflows - Proportion of people that work within Staffordshire Districts / Boroughs that travel from surrounding LEP areas**

Area of workplace	Area of residence									
	Stoke-on-Trent and Staffordshire	Greater Birmingham and Solihull	Black Country	Cheshire and Warrington	Coventry and Warwickshire	D2N2	Leicester and Leicestershire	The Marches	Worcestershire	Elsewhere
Cannock Chase	87.2	73.6	7.9	0.2	0.3	0.5	0.2	1.3	0.3	0.7
East Staffordshire	74.9	69.8	0.7	0.3	0.5	19.0	1.8	0.1	0.1	2.3
Lichfield	82.3	83.4	5.6	0.1	2.0	2.2	0.8	0.5	0.3	1.8
Newcastle-under-Lyme	89.0	0.5	0.2	7.2	0.1	0.4	0.1	1.1	0.1	1.8
South Staffordshire	69.9	10.6	22.7	0.1	0.2	0.2	0.1	3.7	1.1	0.9
Stafford	92.6	7.8	1.3	1.1	0.1	0.6	0.1	1.9	0.1	1.5
Staffordshire Moorlands	94.4	2.8	0.1	2.5	0.0	1.7	0.1	0.1	0.0	0.9
Stoke-on-Trent	93.2	0.9	0.2	3.9	0.1	0.4	0.1	0.5	0.0	1.4
Tamworth	75.6	79.9	2.0	0.1	10.1	2.2	2.2	0.3	0.5	1.6





## Annex 2 – Local Enterprise Partnership priorities

---

The importance of Local Enterprise Partnerships (LEPs) in supporting economic growth should be acknowledged as they form a key part of the Government's economic development agenda following the abolition of the Regional Development Agencies. The priorities of the Stoke-on-Trent & Staffordshire and Greater Birmingham & Solihull LEPs are particularly pertinent given their direct involvement in Staffordshire. However, the close links of many Staffordshire Districts / Boroughs to neighbouring areas, as highlighted in the travel to work statistics in annex 1, means that it is also important to consider the priorities of adjoining LEPs as there is likely to be significant advantages in working closely with these areas on shared priorities.

### **Stoke-on-Trent & Staffordshire**

The Stoke-on-Trent & Staffordshire Local Enterprise Partnership's vision is to make the area the best place to do business in the UK. The LEP have made it their mission to create 50,000 jobs and increase the size of the economy by 50% over the next 10 years.

The LEP's focus is on enterprise and innovation with an aim to unlock the potential of the private sector to create employment and wealth and begin growing, restructuring or sustaining the local economy. The aim is to create the right conditions and opportunities in which businesses can invest and grow, with a particular focus on sectors and businesses that have the most potential for growth.

In order to achieve this the partnership will focus on six key priorities to deliver the red carpet experience to businesses:-

1. Supporting existing businesses to grow
2. Increasing inward investment
3. Successfully marketing Stoke-on-Trent and Staffordshire as a place to do business
4. Improving access to finance and funding
5. Providing the right sites & infrastructure
6. Ensuring the skills & training of our workforce meet business needs

Further information on the Stoke-on-Trent & Staffordshire Local Enterprise Partnership can be found at [www.stokestaffslep.org.uk](http://www.stokestaffslep.org.uk).

### **Greater Birmingham & Solihull**

The Greater Birmingham & Solihull Local Enterprise Partnership's vision is to create and support a globally competitive knowledge economy with Greater Birmingham & Solihull recognised as the natural home for Europe's entrepreneurs and wealth creators.

The LEP aims to increase the size of the economy by 30% and create 100,000 (net) private sector jobs by 2020, while the partnerships formal objectives are to promote:-

1. Sustainable private sector investment and growth
2. Business efficiency and competitiveness
3. Economic development and regeneration
4. Employment.

The LEP is seeking to achieve these goals by delivering activity against the pillars of 'Business', 'Place' and 'People'. Further information on how the partnership is working against these priorities can be found at [www.centreofenterprise.com](http://www.centreofenterprise.com).

As part of the work to develop the Enterprise Belt in the GSBLEP a list of southern Staffordshire Housing and Employment site priority schemes and have been identified, namely:-

#### Employment Sites

- Kingswood Lakeside Phase 2, Cannock
- Mill Green, Cannock Chase
- Dove Way, Uttoxeter, East Staffordshire

#### Town Centre Schemes

- Friarsgate, Tamworth
- Cannock Town Centre/ Beecroft Road car park, Cannock Chase
- Burntwood Town Centre, Lichfield
- Gungate regeneration area, Tamworth town centre
- Bargates, East Staffordshire
- Avon Plaza Site, Cannock Chase

#### New Housing Schemes

- Anker Valley Sustainable Urban Neighbourhood, Tamworth
- Pennycroft Lane, East Staffordshire

#### Housing Regeneration Schemes

- Moss Road Estate, Chads Moor, Cannock Chase
- Tinkers Green Housing Regeneration Area, Tamworth
- Kerria Housing Regeneration Area, Tamworth

#### Transport Schemes

- Lichfield Trent Valley, Lichfield

### **Black Country**

The ability of the LEP to do the following determines its success:-

- Increase the Gross Value Added of the Black Country economy
- Make businesses in the Black Country more profitable

- Promote private sector led job creation
- Support economic diversity and sustainability

Purposes of the LEP:-

1. Competitiveness

- The Black Country Local Enterprise Partnership will address the need to rebalance the economy by focusing on activities that supports business start-up, enable businesses to grow and that create employment opportunities by developing strategic approaches to attracting inward investment, both foreign direct investment and the visitor economy.

2. Education, Employment and Skills

- The Black Country Local Enterprise Partnership will bring clarity of purpose, as partners understand the economic importance of raising levels of education, employment and skills. We outline below how the LEP will build on our current position and remove any mismatches between the employment and skills provision and economic / business requirements, to build the competitiveness of the sub region, develop its rebalancing and close the productivity gap.

3. Land Use and Transport Change

- The Black Country LEP will provide leadership to facilitate the development of the network of strategic centres and the right land assets in the right order to speed up the rebalancing and improve the competitiveness of our economy and to lead our role in supporting the national economy.

## **Cheshire and Warrington**

Main Priorities / Objectives:-

1. A skilled and productive workforce

- Maximise the availability of apprenticeships in Cheshire and Warrington

2. Business growth

- Growing our business base
- Business start up and entrepreneurship
- Exporting
- Inward Investment

3. Infrastructure and connectivity

- Provide an excellent location to do business
- Provide an excellent location to live and work
- Ensure fully functioning sustainable transport infrastructure

4. Deregulation

- Ensure that the regulatory framework does not inhibit economic growth
5. The rural economy
    - Support the diversification and growth of the rural economy
  6. Promoting Cheshire and Warrington
    - Promote Cheshire and Warrington's economic offer nationally and internationally.

Long-Term Priorities (no specific priorities have been outlined but some issues and the impact and opportunities related to the following issues will determine the long term priorities):-

- What opportunities are presented by the low carbon agenda, including how do we tackle higher than average levels of emissions?
- How do we ensure that economic growth benefits all of our communities?
- Explore how global challenges such as energy security; food security; water supply; waste disposal; and flood risk will impact on Cheshire and Warrington.

### **Coventry and Warwickshire**

1. Strategic infrastructure
  - Transport networks
  - Having suitable sites for business
  - Simplifying planning
2. Further Education, Higher Education and skills
  - Creating a workforce with the right skills for business
3. Inward investment
  - Providing compelling reasons and making it easy for companies to move into the region
4. Funding, including access to finance
  - Securing and distributing a fair share of available funding for Coventry and Warwickshire
5. Low carbon challenge
  - Addressing opportunities to put a high efficiency, low impact 'wrapper' around all other activities

### **Derby, Derbyshire, Nottingham and Nottinghamshire:**

1. Developing Business Skills

- Many skills valued by employers such as communication and team working, are poorly reflected by qualifications
  - However, formal education, training and qualifications are often emphasised because they can be easily measured and, more importantly, they can be directly influenced by decisions made by Government, local partners and employers.
2. Supporting Innovation
    - Innovation can enhance the quality of an area's business stock and act as a spur to competition
    - Innovation is a key characteristic of high growth firms
  3. Available Finance
    - When surveyed, businesses in the D2N2 area consistently identify access to finance as a concern
    - Research on high growth firms suggests that access to capital for expansion is often a key constraint.
  4. Effective Infrastructure
    - The adequate provision of quality infrastructure that supports the requirements of industry and allows for the efficient movement of goods and people contributes to economic prosperity

## **Leicester and Leicestershire**

1. Match skills supply with demand
  - Improve engagement between employers and training providers
  - Increase number and flexibility of work placements, apprenticeships and internships
  - Improve careers advice in schools, FE and HE
  - Address worklessness by raising ambition and employability skills
2. Increase availability of employment land and infrastructure
  - Increase the availability of 'fit for purpose' high quality employment land and premises
  - Ensure transport infrastructure supports future economic growth
  - Promote the need for high quality digital infrastructure
  - Increase the provision of a range of quality housing to support economic growth
3. Support enterprise growth and investment
  - Provide effective business support to assist enterprises to start and grow
  - Support innovation and technologies for new processes and product development
  - Attract foreign and domestic inward investment

- Simplify business regulation through the 'Better Business for All' project
  - Support local SMEs to procure public and private sector contracts
4. Match available capital to enterprise growth
    - Secure European and national Government funding
    - Improve access to capital finance for SMEs
    - Invest LLEP resources to support economic growth
    - Utilise public sector assets for economic growth

## **The Marches**

### **'Cross-Cutting Themes':-**

- Achieving connectivity across the Marches, across the UK, across world markets
- Consolidating our position as a national leader in Transferring Skills and Innovation in Precision Technology
- A Low Carbon Approach to delivering economic growth across the Marches Local Enterprise Partnership

### **Strategic Priorities up to 2022:-**

1. Supporting Businesses
  - We will create an exceptional business support environment for aspiring growth businesses through support, access to finance and incentives to innovate
2. Physical Infrastructure
  - We will provide a compelling business investment offer with a progressive planning framework and infrastructure fit for tomorrow's business needs
3. Skills Enhancement
  - We will support employers to develop themselves and their workforce and to provide employment opportunities for young people
4. New Business Investment
  - We will promote the Marches as a business investment location
5. Low Carbon Economy
  - We will drive the transition to a high value, low carbon economy, maximising the opportunity in new technologies, reducing environmental costs to businesses and recognising our environment as an economic asset

## **Worcestershire**

1. National Profile and Promotion:

- Showcase Worcestershire, Promote Worcestershire and Position Worcestershire
2. Access to Finance:
    - Harnessing the expertise and knowledge of the professional sector, and providing one delivery model of various finance options to local businesses
  3. Employment and Skills:
    - Skills and workforce planning - strengthening the relationship between education and businesses while increasing employability
  4. Planning, Development and Infrastructure:
    - Working with the Place Shaping Group - the LEP will focus on a limited number of key strategic employment locations across the County while establishing a business-friendly planning system
    - The LEP will also seek to ensure the delivery of key transport infrastructure projects such as motorway interchange upgrades, new railway stations and superfast broadband





## Annex 3 – Key Tasks, Lead and Support Organisations

---

### Business Support and Engagement

#### Background and context

It is considered that 'business support' should encompass not just the traditional definition of support services for start ups and growing businesses, but also wider business *engagement*, particularly in terms of ensuring that business views and priorities are fed into strategy, policy making and ultimate delivery of services to support business growth and development.

The recent context and developments within the business support and engagement arena, notably the demise of RDAs and regional Business Links, have resulted in a more fragmented and diverse offering. In particular, we would highlight this at 3 different levels:

1. Nationally: we acknowledge the Government's commitment to take a lead, but note that there is currently no strategy in place to guide this. Key national initiatives include:-
  - National portal, MentorsMe, MAS, Start Up Britain, Business In You, Work Programme, Growth Accelerator
2. We recognise the challenge for LEPs in not having specific funding for this and the general presumption against LEPs becoming delivery agencies, however, the following programmes are operated at a regional / sub-regional level:-
  - ERDF programmes (including North Staffordshire Enterprise Coaches), Staffs Business Support Fund, Staffs Helpline, GBS Portal, RGF progs, Procurement Portals (e.g. TL4B, BuildUp, Find It In)
  - Business representative organisations (e.g. Chambers, FSB etc) offering some initiative within LEP context but via own memberships in the main.
3. Locally: We note some local initiatives, e.g. BEP/Business Networks Forum, TL4B, Tamworth 4 Business (face to face support services), enterprise programme.

In summary, there is a multiplicity of channels and programmes which represents both a challenge and an opportunity. The challenge is the potential for duplication and confusion. However, there is an opportunity for a diversity of offering and genuine customer choice. There is also potential for more flexible and responsive services responding to local needs. Private sector peer to peer support is also developing, or has potential to develop, within this new environment.

#### Key Tasks

- Examine opportunities arising from local authority front line services to businesses - engagement for one particular service becomes opportunity to inform/advise about others, and not just local government services.
- Develop signposting facility to a menu of different services.

- For local government's contact with business, develop single 'account management' type of arrangements for business customers. Use the better regulation agenda to extend the red carpet approach to all business facing council services. Use CRM systems to facilitate this seamless approach.
- Must not be a 'one size fits all' solution, e.g. need to ensure engagement with business is achieved at the appropriate level.
- Local authorities have expertise in a number of business support fields (e.g. bid writing). There is potential to develop these as commercial services in the future, these could be developed in partnership with other agencies offering business support and advice.
- Evaluate localised programmes (e.g. North Staffordshire Enterprise Coaches) to determine the value of rolling them out across the entire LEP area.
- Facilitate localised partnerships of organisations looking to engage with business at appropriate geographies (that are meaningful to business) as means of better coordinating engagement. Engage with the banks in a strategic way.

### **Who should lead?**

Although we acknowledge that a single port of call would be the ideal situation, there is no one organisation that has the potential to fulfil this role given the multiplicity of channels for businesses to engage. Chambers of Commerce and other business representative organisations have an important and potentially leading role but only represent a proportion of the business population and may find it difficult to engage with non member businesses. However, the key role of the LEP's Business Development Group should also be recognised.

It is considered important not to 'invent an industry that isn't necessarily needed or wanted' as businesses will engage in a way that is most appropriate to them and will not wish to be fettered in their choice of support services.

Most businesses need to have regular contact with councils for a variety of services reasons. Whilst there needs to be impartiality with regard to regulatory functions, there is scope for councils to take a lead in signposting businesses to a range of business support facilities available in the area. There is also potential for local authorities to work closely with a wide range of business support agencies to ensure that businesses receive a 'no wrong door' response when accessing support.

### **Who needs to support?**

- Chambers, FSB and other business representative organisations
- Universities and FE colleges
- Enterprise Agencies and coaches
- Trade federations and bodies
- Banks
- Other intermediaries (solicitors, accountants, consultants etc)

- Individual businesses - peer to peer mentoring

We consider that local authorities could be instrumental as the facilitator to bring together partnerships of the above to engage with business on a more coordinated and joined up level.

## Skills

### Background and context

The skills of our workforce are key to the success of our local businesses, a catalyst to innovation and inward investment, and a key driver of enterprise.

A better skilled workforce is associated with higher GVA levels and increasing levels of local employment, higher levels of innovation and FDI, and higher levels of business start up and survival.

In Staffordshire 27% of those economically active are qualified to NVQ4 and 68.9% are qualified to at least NVQ2. In Stoke-on-Trent and the figures are 18.9% and 60.2% respectively. These figures are above the regional but below the national average. The West Midlands has been one of the worst performing regions over the past 15 years in respect of improving its skills base so at times the national rather the regional comparisons can make a better benchmark. Whilst no less than 10.2% of those economically active have no qualifications at all, this figure is below both the regional and the national average. This Countywide figure does hide some significant District variations with those with no qualifications being highest in Stoke-on-Trent with 15% and lowest in South Staffordshire with 6.6%

The level of skills can have a clear impact on an individuals earnings – and earnings for those living in Stoke-on-Trent & Staffordshire is below the national average, but with significant variations across the Districts.

### Key Issues

- The divergence of qualification levels across the Staffordshire Districts. In Tamworth just 13.2% are qualified to NVQ4 whilst in Lichfield over 30% are qualified to NVQ4. However even the latter figure is below the national average.
- Embedded second and third generation unemployment acts as a disincentive to young people to gain qualifications.
- The closure of the LSC and the resultant lack of a sub regional strategic focus on skills.
- The lack of resource at the LEPs to address the strategic skills needs of the area.
- Increasing autonomy of schools.
- Limited engagement between schools and business.
- Over 40% of school leavers in Staffordshire considered poorly or very poorly prepared for work by their first employer (worse than national average – UK Employer Skills survey 2011).

- Lack of maturity, poor attitude, and lack of motivation considered by employers significantly more of a hindrance when recruiting and retaining staff than poor numeracy and literacy skills (UK Employer Skills survey 2011).
- Whilst nearly two fifths of the Hard to fill vacancies are caused by a lack of skills amongst the applicants in Staffordshire, there are similar number unfilled because of poor terms and conditions offered.
- In Staffordshire the skills found most difficult to obtain were job specific skills (83%), customer handling skills (48%), technical/practical skills (47%) and team working (44%).
- In Staffordshire 17% of firms said at least one member of staff was not fully proficient to do their job. Whilst the main reasons related to the recent development of new products and the introduction of new technology, others such as training proving ineffective and staff not receiving training were also significant factors.
- What are the key growth sectors, what are the potential new job figures, where is the growth likely to take place?
- An Education Trust has been set up to cover Stoke and Staffordshire with links to the SSLEP and the Staffordshire Strategic Partnership.
- In the south of the County a Southern Staffordshire Employment and Skills Board has been set up to support the skills work being developed through the GBSLEP and supported via the City Skills Fund and City Skills Plan.
- The majority in training commissioned /carried out by employers does not lead to a nationally recognized qualification – does this support the view that employers are disengaged from the publicly designed skills and qualification system.
- Of employees training toward a nationally recognized qualification some 47% were for a Level 1 or 2 qualification, and just 10% for a Level 4 qualification.
- Retaining graduates from the 2 Universities in Stoke-on-Trent & Staffordshire, and to a lesser extent the 6 which are in areas where County based residents work.
- Perceived lack of skills in some sectors.
- Need for more apprenticeships in engineering.
- Potential difficulty of engaging new Academies.

## **Key Tasks**

There are various players who have a key role in developing a more robust approach to improving our skills base. The County Council has a commissioning role, the SFA has a core funding role, the Colleges and University have a key delivery role, Schools lay the foundations for a learning culture, and business have a role in clearly articulating their needs to providers and in providing an ongoing focus on continual development of staff. However when we question who is providing the strategic context for this, who is coordinating activity, who is encouraging cross sector dialogue, who is carrying out relevant research and analysis then we struggle.

The Government in its response to the Heseltine Review has identified the need to reform the nation's education and skills system with a focus on ensuring young people have both the knowledge and skills to ensure that are ready for work. Activity in the pipeline include

reforming the funding for 16-19 education from a per qualification to a per individual basis, the publication of employment destination data, responsibility on LEPs to set skills strategies, continuation of the Higher Education Innovation Funding to encouraging closer working between the HE Sector and business, and the development of the Employee Ownership Pilot to give employers more say on shaping future programme to meet their skills needs.

So there is a confusing market place for accessing skills support, limited co-ordination, and some real concerns amongst the business community. However there is also plenty of new activity though the extent to which this is understood by the key local players is an issue, as is the capacity of the LEPs to take a strategic lead on this. In respect of the LEPs we should be mindful that whilst the whole of the County is covered by the Stoke and Staffordshire LEP, half of it also covered by the GBSLEP. In addition for areas such as South Staffordshire a neighbouring LEP (BCLEP) and a neighbouring College and University (Wolverhampton) are key players in their skills needs

- Developing a strategic approach to business engagement that is managed and delivered at the District level.
- Identifying the key growth sectors, their likely employment prospects, the levels of new jobs, the skills required.
- Articulation of the aims and work of the Education Trust and the Southern Staffordshire Employments and Skills Board.
- Engagement with the SSLEP to support the work around a Skills strategy (note that the relevant partners in Staffordshire are already working with consultants - through the Southern Staffordshire Employment and Skills Board - to develop the Greater Birmingham Skills strategy and a sub strategy focused on southern Staffordshire).
- Improved and co-ordinated approach to Information, Advice and Guidance.
- Better communication between schools and colleges, between schools/colleges and Universities, The preparation of marketing material, both print and web based.
- Need for an employer skills survey to identify any gaps in course provision.
- Lack of coordination with loss of Connexions and the need to bridge a support gap – Skills Improvement Service, LSP, Skills Working Group (an example being the one led by Stafford College).
- Link with southern Staffordshire ESB and Staffordshire Education Trust.
- Better understanding of the supply chains of key employers.
- Better compilation and dissemination of existing intelligence.
- Better compilation and dissemination of information on how the Skills system currently works and the changes that could take place.

### **Who should lead?**

It is unclear who is best placed to lead on this agenda, or if it is even practical for just one organisation to lead on this. The Education Trust does not appear to have the capacity nor the wide buy in and engagement necessary at present; there are similar capacity issues with the southern Staffordshire ESB and it does just cover 4 of the 8 Districts of the County. An umbrella group that represents the interest of business (so that this is demand

led and to ensure that academic qualifications are geared to the needs of business) is another option – there are examples known at the District level such as the Tamworth and Lichfield Business Economic Partnership. The role of Schools was recognised as key to providing that early structure and influence around a persons learning, and in shaping individuals progression to further education, higher education or into work. However the growing independence within the school system with the growth of academies may act against this. The ideal would be for this to be business led at the District level so it can be responsive to the particular challenges and opportunities each District faces.

### **Who needs to support?**

- Local authorities (especially the Economic Development teams, Community Development Teams, Skills Commissioner, Research teams)
- Private sector
- Universities and Colleges
- Trade Associations, Chambers of Commerce, FSB
- Private sector providers
- Schools
- NAS
- Sector Skills Councils
- School Governors
- IAG Providers

### **Innovation and Sectors**

#### **Background and context**

In order to thrive and grow, many businesses depend on innovation in product or process or both. Businesses can draw upon innovation delivered from a number of sources:-

- Within company through in-house, parent or partner R&D
- To buy intellectual property from innovation leading companies
- Derived from quasi-public bodies (eg government research bodies)
- From innovation originated within universities

Innovation is not something which can be forced upon companies, but rather they must see a business case for innovation based upon their own commercial considerations

Stoke-on-Trent & Staffordshire is fortunate in having a wide range of innovative businesses operating within the county. Whilst a number of leading sectors can be identified, no single sector is dominant and there remains considerable economic diversity in the county's economy. However, this is a situation which can change, particularly in economically turbulent times. To this end consideration needs to be given to whether and

what actions need to be taken to ensure the county remains economically diverse and that key sectors are safeguarded and supported to grow.

Innovation featured as a key theme of the LEP's City Deal bid in 2013. In particular the Deal asked for the development of two major new facilities to build on local sector specialism's:-

- Applied Materials Research & Innovation Centre (AMRIC)
- Centre of Excellence in Energy Security & Renewables (CEESR)

## **Key Tasks**

On innovation we need to:-

- Focus on specific sectors, particularly where there are local research strengths (particularly applied materials and renewable technologies)
- As a result of the above, develop the AMRIC and CEESR proposals
- Ensure appropriate facilities in place (premises, labs, etc. as appropriate)
- Invest in facilities, etc., in a way that the public sector achieves some return on the investment
- Foster a 'culture of innovation'
- Make sure there is a strong and clear offer to 'innovators' to come or stay in the County – link across to business support theme
- Look at what funding opportunities are available
- Ensure the workforce is skilled in order to take advantage of the commercialisation of innovation in the County – link across to skills theme
- Be clear on the role of local authorities – is the public sector in a position to support innovation?

On sectors we need to:-

- Reality check the suggested sectors using data, discussions, comparison with other areas claiming a specialism in these sectors (e.g., Sheffield for advanced manufacturing, see: <http://www.sheffieldcityregion.org.uk/investment/advanced-manufacturing/> for a few links)
- Understand the growth/market opportunities more through research and discussion, understand the competition
- Understand supply chains – do we know enough?
- Look for leading potential collaborators/partners – don't have to be local
- Ensure that planning authorities recognise the needs of these sectors and plan accordingly, e.g., through site allocations, pooling of funds for key infrastructure investments, use of Local Development Orders to fast-track growth on target sites, etc.



We need to identify which sectors we need to support and work with to assist them to grow. Potential sectors might be:-

- Green technology
- Advanced manufacturing
- Medical and healthcare
- Leisure / tourism
- Building technologies
- Rural / agri-tech

### **Who should lead?**

- Some sectors may wish to pursue business-led approaches, potentially working through trade associations, strategic alliances and similar arrangements
- Others may wish to work with partners who can coordinate work across individual companies within key sectors. Universities and research institutes (e.g. Ceram) can play a key role (but that these do not need to be local universities and could be from rest of UK or overseas)

### **Who needs to support?**

Key players are:-

- Universities
- Large companies in the identified sectors
- Smaller companies that are active in the sectors
- Private research organisations (e.g. Ceram)
- Trade/sector bodies, e.g. British Ceramic Confederation
- Quasi-public bodies, e.g. CoRE

## **Inward Investment**

### **Background and context**

Inward investment has the effect of 'importing' jobs and businesses from areas outside Staffordshire so that employment in the county is not wholly dependent on the growth of existing local businesses and new start-ups. Inward investment also benefits the area through introducing new blood, new thinking / culture, new people and providing existing firms with more competition for recruitment, which, potentially, could help improve local wage levels. Some recent inward investment successes include JLR (at i54), Amazon (in Rugeley), Smyth Toys (in Newcastle) and Autonet (in Stoke-on-Trent).

## Key Issues

- What is the most effective way of 'prospecting' for leads?
- How should the LEP area be presented / marketed?
- The need for a portfolio of 'shovel-ready' sites (and modern available premises in the absence of any spec building)
- Should we prioritize job quality over numbers? vice-versa? or both?
- Should we prioritize certain sectors and clusters and, if so, which?
- The need for a supportive planning culture and the red carpet treatment
- The importance of an after-care service, supporting the investor post-development
- The danger of 'dog eat dog' when local authorities get to keep their own increases in rates revenues, which discourage sub regional collaboration and encourage boundary hopping between Districts (to little or no net benefit to the area)
- Nimbyism as nearby Districts with plenty of brownfield land to develop oppose their neighbour's greenfield proposals
- Internal migration / 'poaching' is not growth (City Centre vs. Etruria Valley)
- Actions required to ensure there is a realisable programme of sites in the pipeline (to replace those currently being developed) and we are able to provide the necessary infrastructure to make them attractive to developers and occupiers

## Key Tasks

The Make It Stoke-on-Trent and Staffordshire Inward Investment Service promote an inward investment strategy based on focussing on the area's sector strengths and assets, rather than the broad brush 'advertising' of the area). This includes making and developing contacts with firms in key industrial sectors including advanced manufacturing, materials technology or medical technology and promoting key assets such as the CBD and Keele Science Park in the case of the business and professional services sector. Make It sees its two primary objectives as de-risking the investment process and promoting the area for investment.

- Identifying growing firms in the key sectors and making contact / establishing and building a relationship with them.
- Selling 'the whole package' and identifying market differentiation which sets Stoke-on-Trent & Staffordshire apart from the competition (the area's qualities, cost benefits, accessibility and location, fellow firms and supply chain, skills and the strength of the local FE/HE sector)
- The preparation of marketing material, both print and web based
- Visibility and awareness (Glasgow, Mippim, House of Commons/MPs automotive, holding business receptions, holding agents receptions)
- Working with multipliers, including UKTI, financial institutions, agents and developers, to ensure that they are also helping to deliver 'leads'

## Who should lead?

For much of Staffordshire, the lead is provided by Make It Stoke-on-Trent and Staffordshire Inward Investment Service, based at Commerce House (Stoke) and Stafford. Marketing Birmingham is the more significant agency in parts of southern Staffordshire.

## Who needs to support?

- Local Authorities (especially the Economic Development teams)
- The private sector (including land owners, agents and developers)
- Universities and colleges (primarily as skills providers)
- The local business support network
- UKTI
- BIS
- In lobbying terms, MPs and the LEP 'wall of influence' are seen as significant partners, too

## Quality of Life

### Background and Context

The well-being of City of Stoke-on-Trent and Staffordshire's towns, rural areas, businesses and the communities within them are vitally important to future growth in our county. Improving the quality of life for our residents and businesses will not only support existing communities but will help them to be increasingly sustainable into the future. It will act as a key catalyst for attracting future growth into Staffordshire and in turn help drive improved quality of life for our residents and businesses, thus creating a virtuous circle into the future.

Quality of life on its own will not drive growth but is a key component in supporting and underpinning the other objectives within this Economic Growth Strategy. It is perhaps the major pillar of this strategy that the District and Borough Councils will play the lead in driving forwards, creating and enabling the right environment, with our partners, to support the future growth ambitions outlined in this strategy.

### Key Issues

In the development of this strategy a number of key issues have been identified by the partners that will need to be supported into the future to improve the quality of life to enable communities and businesses to thrive and grow:

- **Protection of the natural and historic environment.** This will ensure that what already makes Staffordshire a beautiful place to live and do business remains so for future generations, as well directly contributing to growth and job creation.
- **Ensuring the right type and amount of housing is provided where it is needed.** This includes aspirational, affordable and specialist housing to ensure that existing

and future residents can live close to their employment in homes that meet their and the local economy's needs, whilst providing jobs and growth in the construction sector.

- **Promoting and developing vibrant and thriving centres** to act as magnets for our residents, businesses and visitors to come to and support the local and visitor economy.
- **Further developing on the LEP area's cultural, leisure, recreational and tourism offer.** On its own tourism plays a major role in the Stoke-on-Trent and Staffordshire economy and thus in our recognition as a place both nationally and internationally, but also plays a key role in providing activities for its residents to enjoy.
- **Promoting accessibility and connectivity.** Stoke-on-Trent & Staffordshire is already blessed with being well served by the motorway and rail network and international airports. It is also ideally located between two of the nation's major cities, however inter-connectivity between the county's rural areas and ensuring access to our key strategic employment sites can be improved. The increased provision of high speed broadband, particularly in our more rural areas remains a priority.
- **Providing a quality educational offer** not only ensures that our young people are ready to meet the needs of our current and future employers but plays a key role in the upskilling and re-skilling our adult population. The provision of high quality learning establishments can also play a role in attracting inward investment into the area.
- **Health and Wellbeing** plays a major role in ensuring our residents are both physically and mentally healthy, thus ensuring that they have a higher quality of life. This not only supports the existing and future workforce but economic prosperity is also a key determinant in individuals' health and wellbeing.
- **Stronger, sustainable communities** play a key role in driving aspirations, quality of life and creating the sense of place that underpin communities. Business and economic prosperity can help create this but they can also act as a strong magnet to encourage businesses to either stay or move into an area.
- **Community Safety** ensures that our residents, businesses and visitors feel safe and is a major determinant of quality of life.
- **Efficient local services** ensure that communities and businesses are receiving value for money from their contributions to the public purse whilst receiving high quality services that make them very satisfied with their area and thus quality of life. This can also act as tool for attracting inward investment into an area.

## Key Tasks

Quality of life covers a wide area of activity that no one sector can readily deal with in isolation but the City Council and District and Borough Councils in Staffordshire are easily placed to co-ordinate with a range of partners to further improve quality of life, these include:-

- Each District / Borough Council having in place as soon as possible Local Plans that reflect the economic, environmental and social needs of their area into the future. These Plans should include how spatially we intend to support existing business and

attract new business into our areas, as well as promoting the quality of live issues highlighted above.

- Review the Stoke-on-Trent & Newcastle-under-Lyme Core Spatial Strategy to ensure it addresses those same issues
- An over-arching Housing Strategy for Staffordshire, that supports this Strategy, should be developed whilst also ensuring that our local housing strategies reflect the future needs of our residents as well as supporting economic growth and regeneration.
- Promote our town and village centres to ensure that they continue to play a key role in supporting residents and businesses whilst creating the right conditions to enable their long term sustainable futures.
- Continuing to promote and further improve the City and County's rich tourism and cultural offer.
- Ensuring that the new Health arrangements through Clinical Commissioning Groups, the County Council's new Public Health function, the Health and Wellbeing Board and local hospitals are influenced to ensure that the current and future needs of our residents are met.
- Continue to work with Community Safety partners to ensure that crime levels and the fear of crime continue to fall and that we are developing effective and lasting approaches to dealing with anti-social behaviour in our communities.
- Driving up educational standards in our schools and ensuring that our residents are sufficiently skilled to meet the needs of existing and future businesses (see Skills section)
- Ensure considerably better coverage of superfast broadband in our communities.
- Improve rural transport services
- Ensure our key strategic employment sites are easily accessible and well served by public transport
- Either directly, or as enablers, provide high quality, efficient and value for money services that support our businesses and communities.
- Either directly, or as enablers, provide services that strengthen and support our communities and businesses.

### **Who should lead?**

Much of this work is the core business of the City, District and Borough Councils and we will provide the leadership that ensures The Quality of Life agenda supports the Stoke-on-Trent & Staffordshire Economic Growth Strategy, however, we recognise that whilst we can lead in many areas we need to work closely with a wide range of partners to deliver this agenda.

### **Who needs to support?**

Whilst not an exhaustive list the following are a range of the key stakeholders vital to delivering the Quality of Life agenda:-

- Staffordshire County Council
- Stoke-on-Trent City Council
- Staffordshire Police
- Business
- Voluntary & Community Sector
- The Individual
- Homes & Communities Agency
- LEPs
- Education Trust
- Clinical Commissioning Groups
- Hospitals
- Other QUANGOs
- Parish & Town Councils
- Staffordshire Fire & Rescue
- Developers
- The Community
- Central Government
- Registered Providers
- Visitor attractions
- Education sector
- Health & Wellbeing Board
- Highways Agency
- European Union