

Implementing the Economic Development Strategy

Cabinet Member - Cllr Ian Pritchard

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Key Decision? No

Local Ward Members All



Economic Growth, Environment & Development (Overview & Scrutiny) Committee

1. Executive Summary

- 1.1 This report provides an update on progress with implementing the Council's Economic Development Strategy. It considers detailed actions carried out under the Strategy's 3 pillars of Place, Business and People. The report also contains information on the current performance of the Strategic Plan's priority objective of delivering a Vibrant and Prosperous Economy, Key Performance Indicators (KPI's) and the Council's economic development activities which influence these KPI's.

2. Recommendations

- 2.1 That the Committee notes the current work being undertaken to deliver the priorities within the Economic Development Strategy for Lichfield District, performance having regard to the Council's priority objective of a Vibrant and Prosperous Economy, KPI's and the economic development activities helping to deliver these KPI's.

3. Background

- 3.1 As members will be aware the Council's Strategic Plan, which was approved in 2016, sets out the Council's vision for the District and priorities to focus on. As part of the Strategic Plan, a key Council objective is to promote economic prosperity by supporting and strengthening our local economy to adapt to changing economic circumstances and offering more jobs and training opportunities to benefit the local community.
- 3.2 The Economic Development Strategy is aligned with the Strategic Plan and covers the same time period of 2016 – 2020. The Strategy has been prepared and adopted to help deliver one of the three strategic priorities, that of delivering a vibrant and prosperous economy by 2020. The ambitions to be met within this priority are:
- More local jobs and more people in employment
 - More new businesses locate in the District

- More businesses succeeding
- More visitors and greater visitor spending in our District
- A regenerated Lichfield City centre and an improved retail offer in Burntwood

The above ambitions will be delivered through the Strategy and an associated Action Plan which contains three priority areas: Place, Business and People. All resulting economic development activity the Strategy suggests shall flow from and help support these topics set out within the Strategy with the Action Plan identifying the action, lead body/partners, timescales and measure of success for each theme

- 3.3 To help deliver the strategy and actions stated economic development activities can't solely occur within a singular Council service nor be seen as singularly the responsibility of the Council itself. Collaborative working across Council services and with other partners must be undertaken with several types of partnership workings outlined in the strategy to help deliver the actions. With external bodies, locally and regionally, providing support to the economic development service within the Council it encourages job and business growth in the District to benefit the local community.

The different types of partnership arrangements are outlined below along with the nature of activities taking place with each partner as part of the economic development delivery.

- ***Tamworth and Lichfield shared business support service***

In existence since April 2009 and subject to an annual service level agreement and agreed business plan this arrangement involves Tamworth BC providing a range of economic development services to Lichfield District as well as Tamworth Borough. Under the banner of 'Tamworth and Lichfield for Business' the initiative helps inform policy at national and sub-regional level and offers business support to existing and potential new companies across Tamworth Borough and Lichfield District. The following topics were agreed to be taken forward as part of the shared service:

- o Strategic Direction
- o Market Intelligence
- o Marketing and Promotion
- o Building Relationships

- ***Local Business Groups***

The Council's economic development activities on a more localised scale, within the urban centres of Lichfield City and Burntwood, complements work being undertaken by local business groups. Through this synergy, more collaborative working is taking place to further enrich current activities by both parties to reach and deliver on the aims of business growth and improving the business community within these areas.

- o Lichfield BID

A BID (Business Improvement District) is a business-led and funded body formed to improve the defined area where it lies, with businesses having a voice on future projects and issues affecting the area. A Lichfield BID was formed in October 2015 and has been active since, focussing on the following themes:

- 1) A well-known city: Marketing, promotion and PR
- 2) An eventful city: High-quality events to boost trade
- 3) A safer city, day and night: Keeping crime off our streets
- 4) An attractive city: Street and parking improvements
- 5) A productive city: Business support and lobbying

The Council's economic development service regularly meets with the BID manager to discuss current projects taking place and shares information on business support programmes. Through more collaborative working with Lichfield BID, more business intelligence can be developed and greater awareness created of locally available business support programmes. The Council attends Lichfield BID's monthly networking events and the annual general meeting, engaging with local businesses to share knowledge on business support services, gaining further information on local business sectors and the business community.

- **Burntwood Business Community**

Burntwood Business Community is a community-led business group which was established in 2014 with the aim of promoting local businesses within the town of Burntwood and to a wider audience. In 2015, Lichfield District Council agreed to pay a grant of £42,006.06 to the business group from the High Street Innovation Fund, working in partnership with Burntwood traders towards projects that would benefit the town.

The Council's economic development service shares information on business support services with the business group for members to publicise and attends the members meetings to gain knowledge on local projects.

- ***European Funded Programmes***

- **Enterprise for Success**

The Enterprise for Success programme has been running since October 2016, which provides start up and young businesses free support through business advice, one to one support, workshops and networking events. The business support within the programme is delivered by Blue Orchid, providers of start-up advice and business growth consultancy, with the accountable body for the programme being Solihull Metropolitan Borough Council. The programme is available to businesses across the Greater Birmingham and Solihull LEP geography.

- **Business Growth Programme**

The Business Growth Programme has been running since July 2016 which is for business to business active small and medium sized enterprises (SME's) looking to expand their business and create jobs. The programme contains four components with grants ranging from £10,000 to £167,000 with offers to businesses on the basis of creating new jobs. The programme is available across the Greater Birmingham and Solihull LEP area with Lichfield laying in a transitional area, offering assistance up to 60% of eligible costs.

Lichfield District Council is involved in both the EFS and BGP programmes at a partner level by marketing, dealing with enquiries, applications and attending the steering groups. By both the Enterprise and Growth programme covering Lichfield District these offer business support to a range of companies in the District throughout their businesses life, from start-up, young and expanding businesses. It allows greater engagement to be made with local businesses, building relationships and more business intelligence, strengthening local business growth and job creation.

- ***Local Enterprise Partnerships and Growth Hubs***

All Local Enterprise Partnerships (LEPs) throughout England 'house' a Growth Hub which is a local public/private partnership offering a link between national and local business support. Lichfield is part of two LEP's, the GBSLEP and the SSLEP each with their own Growth Hub. The Growth Hubs work in collaboration with the Council's economic development service to offer local businesses more opportunities for support and tailoring to an individual business's needs. Although both LEPs have similar aims, they deliver different support services, working collaboratively and offering more

services for Lichfield District businesses to gain support and advice. Details of the economic development services activities with both Growth Hubs can be found in **appendix 1**.

- 3.4 With the Economic Development Strategy having been in operation for nearly two years, the following paragraphs provide a short summary on the nature of economic development activity undertaken as regards each priority area. **Appendix 2** offers a more detailed review on each priority area with **appendix 4** providing further additional information on each topic with the most recent update of quarter 2 (July to September) 2017:

Place

City and Town Centres

Further development progress has been made in Lichfield City and Burntwood Town Centre, by progress being achieved on the Friarsgate Development and greater opportunities for town centre development in Burntwood. The Lichfield City Centre Development Partnership continues to implement the agreed strategy with activities currently focussing around marketing, improving movement and the redevelopment of key sites. More collaborative working is taking place with Lichfield BID through information sharing, with the Lichfield BID Business Plan currently being implemented.

Key Achievements:

- As part of the Friarsgate Development, demolition of the Tempest Ford garage and 2 houses on Frog Lane has taken place.
- The Olaf Johnson site at Burntwood Town Centre is awaiting the signing of the section 106 agreement whilst work taking place on identifying and removing barriers to site assembly at Burntwood.
- Lichfield BID hosted a big TV event in July, with local retailers showing an increase of up to 60%. A Food Festival was held in August with nearly 100,000 people attending.

Land and Assets

Inward investment has taken place on employment land and pre application discussions commencing on further employment sites within the District. A successful bid has been made to support the completion of Lichfield Southern bypass with contact being made with the County Council on developing the broadband infrastructure of sites creating them to be more attractive for further investment. An investment prospectus is being created as a marketing campaign to attract more investment to commercial sites, with attendance by the Council at Make it Stoke and Staffordshire stakeholder meetings on the subject of local and regional investment opportunities.

A greater offering of sustainable housing has been created within Lichfield District through further completion of dwellings and affordable dwellings with more dwellings committed to be completed over the next 5 years. Development is taking place to strengthen Birmingham City Centre role as a regional centre, with the UK Central initiative seeking to build on present assets, planned with the development of the rail infrastructure. A channel of communication for business support information has been created with the local business community, such as using the shared service and Council's social media platforms, with a monthly newsletter being created.

Key Achievements:

- The Screwfix site on Fradley Park has been completed.
- A successful funding bid has been made to assist in completing the Lichfield Southern bypass.
- In 2017, there has been the gross completion of 394 dwellings and 33 affordable housings.

- 94.55% of premises in Lichfield District are achieving broadband speeds of 24 Mbps (UK superfast broadband) or more.
- A channel of communication has been created to the local business community through social media platforms, monthly newsletters and business support information shared to local business groups.

Business

Business Intelligence

The 'Tamworth and Lichfield Business Show', a business to business event, took place on 22nd November 2017 which received positive feedback. A further event shall be taking place on 16th March 2018 focussing on supporting local businesses engagement with local politicians and elected representatives. Further engagement has been made with local businesses, supported by strategic partners through business support clinics and specific business support programme events taking place with future business support events being planned. Regular contact is made with business representatives and local business groups to develop more local and regional business intelligence. A business survey shall be taking place this year to further enhance the knowledge gained from current business engagement measures.

Key Achievements:

- On 12th October 2017, a Business Growth Programme event took place, showcasing the programme, specifically the High Speed 2 component of the programme.
- On 14th November 2017, a business support clinic workshop took place in partnership with the SSLEP Growth Hub to raise awareness on business support information and the shared service.
- On 22nd November 2017, the Tamworth and Lichfield Business Show attracted 199 attendees. Events planned in the future with formal business representatives and engagement taking place with local business groups.

Business Support

Lichfield District Council is a partner on 2 European Funded programmes, Enterprise for Success and the Business Growth Programme, covering start up, young and expanding businesses, with Lichfield businesses receiving support from both programmes. The Council is involved in groups created to support the development and operation of both programmes. Regular contact is made with strategic partners, such as the Growth Hubs on referrals, and formal business representatives on knowledge sharing and supporting each partner on local engagement and business support. Information on business support programmes is shared with internal colleagues and local business groups, creating a wider audience to be reached. The economic development service are involved in the creation of new business support models and their implementation, such as the Higher Level Skills Match programme.

A CRM system has been developed to capture the information received from business enquiries, with a 'how to' guide being created to help local businesses understand how best to access local business support. A business data and analysis tender, and a business survey are being launched this year to develop more knowledge on the local business community and economy.

Key Achievements:

- As of November 2017, 117 businesses in Lichfield District have signed up to the Enterprise for Success programme.
- As of December 2017, the Business Growth Programme has had 7 Lichfield businesses applications approved, with 22 jobs having been created.

- As of December 2017, 25 business enquiries have been received since the end of August 2017.

Optimising Assets

A greater knowledge of local assets has been developed through engaging with key players within the local business community. The development of information on the local commercial property market has been development through engagement with local commercial property agents and will be complemented this year by a commercial property tender taking place. Engagement and interaction is undertaken with local business and community groups, such as Lichfield BID and the Lichfield into Work Group, developing more understanding of local job opportunities, local business strengths and needs. Local asset knowledge has also been developed through interacting and working with internal colleagues, by a corporate working exercise being undertaken by the economic development service. The exercise involves gaining a better understanding of the work taking place in different departments, developing more knowledge of the support available to the local business community. By a greater understanding and knowledge of local assets being created it helps identify the assets available to support new and existing businesses, and support which local businesses may need.

People

Increasing the proportion of local residents as part of the workforce

The economic development service attends local training providers and community group meetings, such as the Southern Staffordshire Employment and Skills Board and the Lichfield Into Work Group, with a greater knowledge of training provider's activities being created. The Higher Level Skills Match has recently been launched, with Lichfield District Council being a partner in the programme providing local SMEs with graduate level skills development, recruitment and advice services. The opportunities which are publicised at local training providers and community groups meetings and of European Social Fund programmes & skills development programmes delivered locally are raised with local business groups and businesses. Further data on local business employment and skills needs will be gained from the business data and analysis tender and business survey being undertaken this year.

Key Achievements:

- The launch of the Higher Level Skills Match programme.

Creating an entrepreneurial culture

Lichfield District Council is a partner in the Enterprise for Success programme, offering start up business support. As of December 2017, 117 Lichfield District residents or businesses having signed up to the free programme. The Council sits on the steering group for the programme with the economic development service raising awareness of small business grants and further start up support on offer locally as well. Awareness of the programme has been raised to internal colleagues and local business groups.

Key Achievements:

- As of November 2017, 117 businesses in Lichfield District have signed up to the Enterprise for Success programme.

Measuring Key Performance Indicators

- 3.5 Key Performance Indicators are collected to monitor the overall operational performance and service delivery of the Economic Growth service area. These values are measured to make sure we are achieving our objectives and delivering a good service to the local community. The indicators relate to the above activities undertaken by the economic development service with specific actions influencing

the performance indicator's values of the Economic Growth service. The Economic Growth service's KPIs seek to identify where as a service we can make and have made a positive difference within Lichfield District and aim to establish a positive direction of travel for all service KPIs.

- 3.6 A review of the Key Performance Indicators relating to the Economic Growth service has taken place. With previous Performance Indicators being difficult to monitor performance and collect data for due to the Council being reliant on national data which may not be updated on a regular basis of monthly or quarterly. A more consistent collection of data used as Key Performance Indicators was needed with the value of each measure showing the meaningful influence the Council's actions have on each KPI. The below Key Performance Indicators have been agreed with indicators being categorised by their outcome:

More jobs and more people in employment

- Economic Activity Rate (Percentage of population aged 16 to 64 who are economically active)
- JSA Claimants (Number of Job Seeker Allowance Claimants)
- Industrial and commercial floor space (New industrial and commercial floor space built)
- Jobs created (Jobs created/support by creation and use of new industrial and commercial floor space)

More visitors

- Visitor numbers (Total visitor numbers to key attractions and events)
- Car parking admissions (Car parking tickets sold in the city centre)
- Footfall counts (Data from Lichfield BID footfall counters in the city centre)

Retail strength

- Retail vacancy rates (Percentage of units vacant in city centre and Burntwood town centre)

- 3.7 The Economic Growth services Key Performance Indicators current quarterly value, quarter 2 (July to September) 2017, are below with a summary on the Council's economic development activities influence on each of the KPI's, with further explanation stated in **appendix 3**. These KPI's help develop and strengthen the strategic objective of attaining a vibrant and prosperous economy.

More jobs and more people in employment

Economic Activity Rate

Percentage of population aged 16 to 64 who are economically active

September 2017 – (Q2 2017): 77.9%

The economic activity rate of Lichfield District is influenced by the Council's economic development activities through supporting the development of commercial sites in the District, with an investment prospectus being created, and improving the broadband infrastructure on these sites to attract investment. With greater inward investment taking place it creates opportunities for further job creation, making a more economically active population.

Through being a partner on 2 European funded programmes, Enterprise for Success and the Business Growth Programme, aimed at start up and expanding companies it develops business growth, supporting economic activity within Lichfield District. Information on business support programmes is publicised to local business groups, internal colleagues in contact with businesses and also using the shared service and Council's social media platforms. Through greater awareness of business support on offer to a wider audience it supports the development of a more economically active population.

A greater understanding on Lichfield District's economy is developed through engagement with strategic partners, key players, the local business community and employment & skills groups. By

achieving further knowledge of certain sectors and local assets it allows future business support to be adapted to improve weaknesses in the local economy which could develop more economic growth locally, strengthening Lichfield District's economically active population.

JSA Claimants

Number of JSA Claimants

September 2017 – (Q2 2017): 239

The Council's economic development activities to create fewer JSA claimants within Lichfield District are through raising awareness of opportunities to businesses, business groups and internal colleagues for residents to upskill and access the job market. The service attends local employment and skills groups to gather up to date knowledge of work currently being undertaken locally to upskill residents and opportunities.

The Council is a partner in the Enterprise for Success programme, which provides free support to start-up businesses and entrepreneurs to develop their business, with most enquiries received from the Department of Work and Pensions. The Economic Development service promotes this programme locally and also additional start up support, such as grants, with a 'how to' guide being created to assist residents and businesses accessing business support. Through improved knowledge sharing and awareness of upskilling, job opportunities and business support to a wider audience it creates more potential for a decrease in JSA claimants.

Industrial and commercial floor space

New industrial and commercial floor space

2016-17: 7,000 m²

The creation of new industrial and commercial floor space is supported by the Council's economic development service through working with internal colleagues on developing industrial and commercial sites, and work being undertaken on improving the broadband infrastructure. Make it Stoke and Staffordshire stakeholder meetings are attended by the economic development service, with an investment prospectus currently being created as a marketing campaign to identify opportunities for inward investment. By supporting the development of commercial sites and publicising opportunities for investment to a wider audience it develops more interest for the further development of new industrial and commercial floor space to take place.

Jobs created

Jobs created/supported by creation and use of new industrial and commercial floor space

2016-17: 73 jobs created/supported

The Council's economic development service's activities towards job creation and support is similar to creating new industrial and commercial floor space, with the creation of additional floor space and attracting inward investment to these commercial sites developing and supporting further jobs within the District. The Council is a partner in the Business Growth Programme which aims to create jobs through supporting the expansion of business to business companies with the programme publicised locally. An investment prospectus is being created as a marketing campaign to attract inward investment and attendance by the service is at the Make it Stoke and Staffordshire stakeholder meetings. These activities support job creation by developing interest for companies to expand or

relocate into Lichfield District, increasing job opportunities within the District. With greater awareness of business support initiatives to the local business community it allows more opportunities for job creation through aiding businesses to expand, creating more jobs in the local economy. The economic development service publicises business support initiatives delivered locally to the local community and also a wider audience to attract investment into the District, having a knock on effect to creating jobs.

More visitors

Visitor numbers

Total visitor numbers to key attractions and events

2016-17: 5,877,469 visitors

Through working with local business groups and internal colleagues on developing and publicising key attractions and events, it supports the potential to increase visitor numbers. The Council's economic development service communicates information regarding visitor attractions and events to strategic partners at a wider geography to support and promote to a greater audience. With improved knowledge of local visitor attractions to an extended audience and a better understanding of local assets that appeal to the visitor economy it enhances the opportunities to increase visitor numbers.

Car parking admissions

Car parking tickets sold in city centre

September 2017 (Q2 2017): 284,334 admissions

The value of car parking tickets sold is linked with visitor numbers, thus both KPIs having similar activities influencing them with an increase in visitor numbers influencing the amount of car parking tickets sold. The economic development service supports car park admissions through engaging with strategic partners on developing local assets, their strengths and weaknesses, to attract more business and visitor activity within the District, increasing car park admissions. As is similar in generating further visitor activity, through working with local business groups and internal colleagues on visitor attractions, improving the visitor economy will establish an increase in car parking tickets sold.

Footfall counts

Data from BID counts in city centre

September 2017 (Q2 2017): 349,233 visitors

The economic development service's activities towards footfall numbers within Lichfield City Centre resemble the activities within the visitor numbers and car parking admissions. With all KPIs connected through increases in visitor numbers and car parking admissions shaping the value within the footfall count. The communication of information on visitor attractions and events to strategic partners, reaching a wider audience and strengthening weaker assets to attract visitors and businesses develops increased footfall within the City Centre. By supporting local business activity, working with internal colleagues & local business groups on strengthening local activity and attracting inward investment this has a positive effect on footfall numbers within the City Centre.

Retail strength

Retail vacancy rates

Percentage of units vacant in city centre and Burntwood town centre

September 2017 (Q2 2017): Lichfield City: 5.65%, Burntwood: 7.57%

The Council’s economic development service influences retail vacancy rates by greater knowledge being developed of retail supply and demand within Lichfield District, through communication with commercial agents and receiving inward investment enquiries. With more understanding of the supply and demand side of the local commercial property market, an increase in commercial property intelligence is created. With more intelligence it allows the economic development service to support companies, raising awareness of business support to help start-up and expanding businesses, increasing survival rates and decreasing the amount of vacant premises within the District. Business support is publicised locally to the local community and internal colleagues who are regularly in contact with businesses. With more knowledge of the support that is available it increases the opportunities for businesses to start up or expand to a premises and survive in the long term.

Overall the local economy is in a thriving position with active development plans within city and town centres, improvements within transport infrastructure in discussion and housing supply increasing. The District contains an economically active population, enhanced by active local economic and community groups with low JSA claimants and retail vacancy rates. The economic development service further enrich and strengthen the local economy through all the activities mentioned in delivering the Economic Development Strategy’s actions and how the service’s activities support the Economic Growth service’s KPIs, feeding into the development of a Vibrant and Prosperous Economy. The service’s impacts are seen through greater connections having been developed with the local business community and strategic partners in a wider geography, with Lichfield businesses taking up the support opportunities available, strengthening local economic growth. Going forward, challenges that may arise which as a service we need to act upon would be with an ever changing economy to make sure Lichfield District stays an attractive place to invest and visit for the business and visitor economy. Another challenge is reaching an increased audience of businesses within the District to benefit from the support that is available, creating new routes of communication so that all Lichfield District businesses benefit. As mentioned throughout this report, collaborative working is essential within the majority of activities taking place in the service, with major development taking place regionally and Birmingham City Centre becoming a regional centre we need to make sure that Lichfield District doesn’t fall behind.

Alternative Options	<ol style="list-style-type: none"> 1. The Council approved the Economic Development Strategy in 2016 to be an active document in the period 2016-2020 to support reaching the goal of creating a Vibrant and Prosperous Economy.
Consultation	<ol style="list-style-type: none"> 1. A mapping exercise was undertaken to develop this Strategy document. The exercise was undertaken to understand how the Council engages with businesses, both corporately and across the services, and how the Council’s actions contribute to the local economy. The results of the mapping exercise can be found as Appendix 1 of the Economic Development Strategy
Financial Implications	<ol style="list-style-type: none"> 1. There are no financial implications from this report.
Contribution to the Delivery of the Strategic Plan	<ol style="list-style-type: none"> 1. Supports the priority of a Vibrant & Prosperous Economy as it assists with developing the local economy through supporting local businesses and employment opportunities. 2. Supports the priority of Healthy and Safe Communities as it improves the quality of life for communities by increasing economic prosperity. 3. Supports the priority of Clean, Green & Welcoming places to live by

improving the offering of commercial sites for local residents and businesses.

Equality, Diversity and Human Rights Implications

1. The Economic Development Strategy aligned with the Council's Strategic Plan priority of a Vibrant and Prosperous Economy provides job creation and retention into the District. Allowing unemployed people the opportunity to become employed and upskill, also safeguarding current jobs. By increasing development and investment into the District, especially within town centres it secures existing and attracts new businesses, offering more services and activities for the local community.

Crime & Safety Issues

1. There are no crime and safety issues.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	The Economic Development Strategy actions fail to reach a satisfactory status under each measure of success.	The Economic Development Strategy's actions shall be monitored quarterly. If actions aren't being adequately met to a satisfactory standard intervention shall occur at the earliest opportunity to resolve these issues.	Green

Background documents:

[Lichfield District Council Economic Development Strategy 2016-2020](#)

Relevant web links:

<https://lichfielddc.gov.uk/Business/Economic-Development-Strategy-2016-2020.pdf>

Appendix 1

- Greater Birmingham and Solihull LEP

The economic development service is regularly in contact with the GBSLEP Growth Hub receiving referrals and sharing information regarding updates on or new business support programmes. Through greater communication with the Growth Hub it creates local businesses to be able to access a wider range of business support services to suit their business. The service attends the CRM User Group meetings where partners input their comments and views to drive forward the Growth Hub and develop it to make it easier for businesses to access information.

- Stoke on Trent and Staffordshire LEP

Lichfield District is represented at the Staffordshire Enterprise Round Table meetings where partners and business support representatives share information on business support programmes. The economic development service develops further knowledge on new support services or contacts for local businesses whilst at these meetings partners share good practice. As with the GBSLEP, the service works with the SSLEP Growth Hub on referrals to establish the enquiry receives the most suitable type of support to benefit the business.

Place

City and Town Centres

The development of city and town centres is taking place with work being undertaken in Lichfield City and Burntwood to offer more opportunities for economic growth and job creation within both urban centres. The Friarsgate development in Lichfield City has seen forward movement through the demolition works of Tempest Ford garage and 2 houses on Frog Lane being undertaken, with the main scheme to start on site in quarter 1 2018. The Lichfield City Centre Development Partnership is considering the subject of improving signage to direct people to Lichfield and within the City itself. Other work by the Development Partnership includes research into helping with the development of a marketing and promotion strategy, improvements to support pedestrian access and movement & the redevelopment of key sites for retail, commercial and residential uses.

The Burntwood site of Olaf Johnson is awaiting the signing of the section 106 agreement with work currently being undertaken to identify and remove barriers to site assembly at Burntwood to facilitate town centre development.

The Council's economic development service works collaboratively with Lichfield BID by information and updates on business support programme updates shared with the local business group. Regular meetings between both parties take place to update each other on current projects and the Council attends the monthly networking events. Lichfield BID's recent activities focus on the themes of marketing, promotion and PR, events and a safer city.

Land and Assets

The Screwfix site on Fradley Park is complete with the separate development off Wood Lane approved and awaiting sign offs of the related travel plans by Staffordshire County Council. The pre application discussion is still ongoing to bring forward the Cricket Lane, Lichfield employment allocation, with a hybrid, housing and employment, application expected. To support the development of commercial sites, such as Fradley Park, to attract further investment, the Council is working with Staffordshire County Council on creating alternative options for the remaining 4% of premises not covered by the current BT Openreach UK Superfast roll out contract. Lichfield District currently has 94.55% of premises achieving broadband speeds of 24Mbps or more. With faster broadband speeds, it creates a more attractive infrastructure on commercial sites for potential investment from developers or businesses.

To complement the development of commercial sites, the Council is currently creating an investment prospectus which identifies opportunities for inward investment into the District and how the Council can support investors. This marketing campaign shall reach a wider audience to attract to Lichfield creating greater potential for more investment to take place on commercial sites and strengthen Lichfield District's economic growth and the creation of jobs. Lichfield District is represented at the Make it Stoke and Staffordshire stakeholder meetings, gaining information about neighbouring

District/Borough's developments and raising awareness of current investment opportunities within the District.

A successful funding bid has been made by the County Council, support by Lichfield District to assist in completing the Lichfield Southern bypass. This will improve traffic and transport movements, relieving congestion in the city centre. Further highway improvements are planned in Lichfield linked to the development of the Friarsgate project, whilst improvements of Sankeys Corner in Burntwood is currently being scoped.

In 2017, there has been an increase in the number of dwelling completions compared to last year, with gross completions being 394 dwellings. This figure falls short of the target of 478 dwellings per year in the Local Plan Strategy. The gross completion of 33 affordable dwellings this year represents 8.04% of total completions in the District, a decrease in the number completed since last year. Over the next 5 years, a further 137 affordable dwellings are committed which could be completed.

Major development is taking place in Birmingham City Centre and in the east side area of the city which will serve to strengthen Birmingham's role as the regional centre providing for jobs and investment. Likewise the UK Central initiative seeks to build upon opportunities provided by the presence of assets such as Birmingham Airport and Jaguar Land Rover and like Birmingham growth envisaged as a result of High Speed 2. Taken together with the planned enhancement to the Midland Metro and new rail franchises significant levels of growth and investment are taking place or planned to occur in the near future.

A channel of communication where the local business community, including local business groups, are kept up to date on local business support programmes, events and grants are maintained on the Tamworth and Lichfield for Business and the District Council's social media pages. With a monthly newsletter being created containing up to date local business news and business support opportunities.

Business

Business Intelligence

The Tamworth and Lichfield Business Show took place on the 22nd November 2017 at Drayton Manor Hotel with 199 attendees throughout the day. This business to business show helped create further engagement with the local business community, meeting the needs of what has been highlighted at previous events and other engagement measures. The Business Show helped raise awareness of the 'Tamworth and Lichfield for Business' shared service and contained a seminar line up on a range of topics to meet the needs of the varying visitors. Feedback from the Business Show has been positive with a further business event being planned to take place on the 16th March 2018, with the aim of helping local businesses engage with their local politicians and elected representatives.

Further engagement methods have taken place through partnership working with the local Growth Hubs on business support clinics, with a Tamworth based event having taken place on the 14th November 2017, and one taking place in Lichfield later this year. These workshops are to raise awareness of local and regional business support available and gain a greater understanding of local business needs through engagement. The businesses which attended felt the clinic was useful and greater engagement was made. A specific promotion event took place on the 12th October 2017, focussing on the Business Growth Programme, with Midlands Environmental Business Company. A range of businesses locally and regionally attended, developing knowledge of the programme and the shared service.

Regular meetings are taking place with business representatives, the Federation of Small Business and the Chamber of Commerce, to share knowledge on partner's activities and local business needs with future events being planned on specific business topics which have been raised through previous business engagement. The Council's economic development service attends local business group meetings, such as Lichfield BID and Burntwood Business Community, interacting with and sharing

business support information with local businesses, and gaining business intelligence on local business strengths and needs.

Through increased engagement and opportunities to share knowledge on business support services to local businesses it allows more knowledge transfer to take place between both parties to support each other. A business survey shall be taking place early this year to create a better background to complement the information gained from interacting with local businesses, developing more understanding of local business strengths and needs.

Business Support

Lichfield District Council is a partner on 2 European funded programmes, Enterprise for Success and Business Growth Programme, which are delivered regionally to benefit local businesses. The Enterprise for Success programme, as of November 2017, has had 117 Lichfield residents or businesses signed up to the programme. The Business Growth Programme, as of December 2017, has had 7 Lichfield businesses applications approved, with 22 jobs having been created. The economic development service represent the Council on both programmes steering groups which oversee both support programmes, where good practice is shared between partners, and the Business Growth Programme panel.

The Council's economic development service maintains regular contact with strategic partners, such as both Growth Hubs, by representing Lichfield District at the GBSLEP CRM user Group meeting and the SSLEP Staffordshire Enterprise Round Table meetings, to gain further understanding and updates on wider business support throughout the County which could benefit Lichfield District's business community. The Council shares local business support programme information with both Growth Hubs and is regularly in contact with regards to referrals, with greater communication between both parties it allows more local businesses to be supported, strengthening the local economy. Growth Hub and local business support information has been shared internally with colleagues and local business groups who are in contact with local businesses and residents. With increased knowledge sharing it allows a wider reach of local businesses to be supported. Greater work is taking place with formal business representatives, such as the Chamber of Commerce and Federation of Small Businesses, on business engagement events and supporting each partner with local engagement and support. Through working with formal business representatives, more knowledge can be gained on local sector strengths and weaknesses, allowing future business support to be tailored around this data to benefit local businesses more.

Business enquiries are recorded using a CRM system, with as at the end of December 2017, 25 business enquiries having been received since the end of August. The business enquiries received are on a range of topics, from start-up business advice to inward investment, with partnership working with strategic partners such as the Growth Hubs being essential to maximise the benefit received from local businesses and residents searching for business support and advice. Work is currently taking place on creating a 'how to' guide for local businesses to access business support.

The data gained from business enquiries, formal business representatives, local support programmes and business groups shall be complemented this year by a business data and analysis tender and a business survey being launched, developing greater knowledge of the local business community and economy.

The Council's economic development service is involved in the creation and implementation of new business support models/programmes which are delivered regionally covering Lichfield District. An example of this being the Higher Level Skills Match which is a part funded European programme between local higher education providers and businesses to provide local SMEs with graduate level skills development, recruitment and advice services. By being a partner in and providing support on the development of new business support models/programmes it'll be more beneficial to local businesses searching for business support.

Optimising Assets

The Council's economic development service has developed more knowledge on local assets to support businesses by engaging with local key players, whether that be in specific sectors or business groups, to identify these strengths locally and how to utilise these assets. With more understanding of the local business community through key players, it allows assets to be utilised effectively to support the business community, creating an increase in economic growth and job creation.

Local commercial property market knowledge is developed through research when undertaking inward investment enquiries and interacting with local property agents. With the commercial property market frequently changing, it is essential that regular contact is made with commercial agents. Local commercial property information shall be developed from the data collected by a commercial property market research tender this year. The tender will give a more thorough understanding of commercial property stock locally.

Through interacting with local business groups, such as Lichfield BID, it has developed more knowledge of local business strengths, weaknesses and needs. A better knowledge of local training providers and community groups, such as the Lichfield into Work Group, allows a better understanding of the local job market, skill strengths and weaknesses to be made. A greater wealth of knowledge on business intelligence created through interacting with local business and community groups allows the ongoing business support and advice offered by the Council's economic development service to be tailored.

The Council's economic development service has been undertaking a corporate working exercise to develop knowledge of different department's activities with the local community. Through a better understanding of work taking place within different departments and how it fits within the economic development agenda it allows an increased intelligence of the various support available to local businesses.

Through interacting with internal contacts and external key players, it strengthens knowledge on local business strengths and issues, the support which the local business community may need and how local assets can help resolve or reduce these issues.

People

Increasing the proportion of local residents as part of the workforce

The Council's economic development service works with local training providers and community groups by attending the Southern Staffordshire Employment and Skills Board, and the Lichfield into Work Group meetings. At these meetings, updates on local skills training provider's activities are shared with support provided to parties when needed. Information on skills training and job provider's activities, and European Social Fund programmes delivered locally are shared with local business groups and residents.

The Southern Staffordshire Employment and Skills Board are delivering career forums and schools shadowing with Lichfield District schools having signed up, to raise awareness to young people on career opportunities and experience the world of work. The Higher Level Skills Match has been launched which provides local SMEs with graduate level skills, development, recruitment and advice services. The Council is a partner in this programme which provides graduates the opportunity to gain experience and upskill with a local business, as the SME benefits from short and long term solutions to their business skills requirements. Through more engagement between education providers and local businesses it helps identify local business skill needs which can shape future business support to meet these needs within sectors.

The opportunities to upskill local workforce is made aware to local business groups and businesses by the Council's economic development services when engaging with the local business community. Through more awareness of upskilling and training opportunities it improves the likelihood of an increased Lichfield District population being in employment. The data gained from business data and

analysis tender and business survey this year shall give a greater background on Lichfield District's workforce needs to develop business support being delivered in the future.

Creating an entrepreneurial culture

A stronger entrepreneurial culture is being created and nurtured in the local business community by Lichfield District Council being a partner in the Enterprise for Success programme. This free programme provides 1 to 1 business advice, 2 day masterclasses and networking opportunities to entrepreneurs with, as of November 2017, 117 Lichfield residents or businesses have signed up to the programme within Lichfield District. The Council attends the steering group meeting for the programme, where partners work towards developing the programme sharing best practice. Further support is provided to entrepreneurs by the Council's economic development service offering advice and raising awareness of small business grants and other start up support to individuals wanting to start up a business.

Appendix 3

More jobs and more people in employment

Economic Activity Rate

Percentage of population aged 16 to 64 who are economically active

September 2017 – (Q2 2017): 77.9%

The Council's economic development service supports local economic activity through the development of commercial sites, sharing of local business support information to colleagues, local businesses and business groupings, improved knowledge of sectors, local assets and local employment & skills groups.

The development of commercial sites will provide opportunities for new or expanding businesses from a wider geography to be attracted to locate in Lichfield District, with an improved infrastructure in terms of UK superfast broadband through the economic development services support of Staffordshire County Council with the current BT broadband rollout. With more businesses locating within the District and an improved infrastructure it allows more opportunities for Lichfield District's population to become economically active. By being partners in business support programmes aimed at start up and expanding businesses, Enterprise for Success and the Business Growth Programmes, it strengthens business growth and grows the local job market, developing opportunities for the local population to become economically active.

Local business support communication is important in improving the economic activity rate of Lichfield District's population. Improved knowledge to businesses at a local and regional scale on opportunities to support the development of their companies and the appeal of locating in Lichfield District has the potential to have a positive influence on Lichfield District's economically active population. The economic development service provides information on business support, events and grants internally to different departments in contact with local companies and externally to the local business community, also promoted through Council and shared service social media platforms. The creation of an investment prospectus by the economic development service as a marketing campaign for inward investment into Lichfield District will reach a wider geographical audience to invest into the local area creating economic growth and job creation, allowing more opportunities to grow Lichfield's economically active population.

An improved knowledge of certain sectors, their strengths and weaknesses, allows us to tailor future business support to tackle these weaknesses and understand the strengths which sectors have to attract investment and generate job opportunities. A greater overall background on Lichfield District's economy, including its local assets is created through the economic development services engagement with strategic partners, key players and the local business community. Through supporting sectors weaknesses and developing their strengths it positively influences Lichfield District's economically active population.

The economic development service raises awareness locally to businesses and business groups, and are involved in local employment and skills groups, local ESF programmes and start up programmes. Through greater understanding of programmes and opportunities to upskill the local community, it influences the potential for the local population to become more economically active.

JSA Claimants

Number of JSA Claimants

September 2017 – (Q2 2017): 239

The economic development service's activities towards decreasing JSA claimants is through raising awareness on opportunities to gain access to the job market and upskilling residents to local business groups, businesses and internal colleagues to publicise within their work, and support involvement in local programmes of delivery, and local employment & skills groups. The programmes currently delivered within the District to support residents into employment are for young people, graduates and adults looking to upskill. The economic development service are also involved in local employment and skills groups, such as Lichfield into Work Group, by supporting the work undertaken within these groups and developing an up to date knowledge of local programmes and opportunities from employment and skills providers.

Lichfield District Council is also a partner in the Enterprise for Success programme, a European funded programme that helps start-up businesses and entrepreneurs create and develop their business. The programme is promoted and delivered by the economic development service in a partner role with the highest amount of enquiries received for the programme from the Department of Work and Pensions. To complement this programme, awareness is raised on small business grants, loans, and Growth Hubs. More publicity material externally is being created, a 'how to' guide for local businesses and residents to access business support, providing an introduction on where to receive start up support.

Industrial and commercial floor space

New industrial and commercial floor space

2016-17: 7,000 m²

The leading impact of the economic development service's activities to support this KPI is through working with colleagues on the development of commercial sites. To support the infrastructure for new industrial and commercial floor space being built, the economic development service is in contact with Staffordshire County Council regarding premises receiving UK superfast broadband speeds and possible options going forward to make industrial and commercial floor space more attractive to potential investors.

Regular contact is made with the Make it Stoke and Staffordshire team, who assist businesses to locate and expand in Stoke on Trent and Staffordshire, on opportunities to invest into Lichfield District by attending stakeholder meetings. An investment prospectus is being created as a marketing campaign

to reach a wider geographical audience identifying opportunities for inward investment into the District.

Jobs created

Jobs created/supported by creation and use of new industrial and commercial floor space

2016-17: 73 jobs created/supported.

The economic development service supports job creation within the District through Lichfield District Council being a partner in the Business Growth Programme, a programme for existing business to business SMEs ready to invest, grow and create job. The economic development service raises awareness of this programme locally, answering queries and supporting businesses through completing the application form. Involvement in this programme also extends to attending Business Growth Programme panels as a panellist, discussing and making decisions on submitted applications throughout the GBSLEP area. Through more involvement within the Business Growth Programme it creates greater understanding of sectors in a wider geographical area and an increased knowledge of the programme. The economic development service helps Business Growth Programme applicants search for premises and also receives commercial property enquiries from businesses within Lichfield District or looking to relocate to the District. By supporting businesses to accommodate industrial and commercial floor space through the Business Growth Programme or commercial property enquiries, locating more businesses within the District, it influences job creation.

The production of an investment prospectus to attract businesses to the District, as well as representing Lichfield District at more regional meetings, such as the Make it Stoke and Staffordshire stakeholder meetings to attract new businesses into the District, offers greater opportunities for job creation to take place. The publicising of business support initiatives supports the creation of jobs and use of new industrial and commercial floor space by aiding new and existing businesses to locate or expand into the District creating jobs. Through greater knowledge of business support initiatives by working with strategic partners, such as the Growth Hubs, this allows Lichfield District to participate in activities in a wider geography benefiting the District by supporting and attracting businesses creating jobs.

More visitors

Visitor numbers

Total visitor numbers to key attractions and events

2016-17 – 5,877,469 visitors

The economic development service supports increasing visitor numbers at key attractions and events by working with and supporting local business groups, such as Lichfield BID, and internal colleagues with promoting Lichfield District and developing visitor attractions. The Economic Development team support key attractions and events through communication by working and engaging with strategic partners in a wider geography to develop, support and promote local visitor activity.

A better understanding of local assets, through interacting with key players within the District and at a wider geography allows more potential for visitor's numbers to rise by developing these assets which attract visitors. By developing knowledge of the attraction of key events in the District through external key players at a more regional scale, it supports future development of these attractions to benefit the local business community.

Car parking admissions

Car parking tickets sold in city centre

September 2017 – (Q2 2017): 284,334 admissions

Car parking admissions complements the value received in visitors numbers by both KPI's having a close correlation through an increase in visitor's numbers theoretically being reflected in car park tickets sold. This can be seen in the Economic Development service's activities to support car park admissions by working with strategic partners at a wider geography and developing a greater understanding of local assets, strengths and weaknesses, to create more business and visitor activity within Lichfield City to increase car park admissions.

The development of business activity within Lichfield City to increase car park admissions is seen by the Economic Development service working and engaging with local businesses and working groups to gain more knowledge of existing local business sectors. A greater understanding of their needs and potential for growth can be created allowing more support to be made to grow and attract more business to Lichfield City, creating an increase in car park activity. An increase in car park admissions through more visitor activity is also reflected through the Economic Development service's activities by working with local business groups and internal colleagues on visitor attractions, developing these events to reach a wider population and attract more visitors.

Through promoting opportunities for inward investment into Lichfield District by businesses and strategic partners at a wider geography it generates more business and visitor activity, having a knock on effect to supporting other council services such as parking.

Footfall counts

Data from BID counts in city centre

September 2017 – (Q2 2017): 349,233 visitors

The data provided from Lichfield BID's footfall counters in Lichfield City centre connects with the visitor numbers and car park admissions, with the economic development service's activities within all these indicators being similar.

Through the economic development service communicating information regarding key attractions and events in Lichfield District to a wider geography of strategic partners this influences the footfall within the city centre to these attractions. A greater understanding of local assets that attracts more business and visitor activity to Lichfield City Centre, also the weaker assets which could be strengthened by the economic development service generates an increase in footfall in the city centre by developing the stronger assets and supporting the weaker assets.

By working with internal colleagues and local business groups on visitor attractions and supporting business activity it creates a stronger local economy attracting inward investment and reaching a wider geography, increasing footfall numbers to Lichfield City Centre by generating more business and visitor activity.

Retail strength

Retail vacancy rates

Percentage of units vacant in city centre and Burntwood town centre

September 2017 – (Q2 2017): Lichfield City: 5.65%, Burntwood: 7.57%

The commercial property market within Lichfield District is supported by the Council's economic development activities by more working knowledge of the retail offering being created through contact with local commercial agents on vacant premises and awareness of future vacant premises. Inward investment enquiries are received by the economic development service from residents, local businesses and businesses wanting to relocate within or expand to the District. Being a contact between the supply side, commercial agents, and demand side, inward investment enquiries, creates greater understanding of the needs of residents and local businesses, developing more property intelligence on Lichfield District's commercial property market.

The economic development service can assist start-up businesses searching or who have found a commercial unit by helping them locate a premises and directing them to business support, such as grant programmes or loans, to support their growth. Awareness of local business support is raised internally to council services, such as environmental health and licensing, who make contact with businesses.

Through publicising business support services internally and externally it offers businesses who have recently started or expanded to a premises more opportunities to strengthen and secure long term sustainability of their business creating less vacancies. The business support on offer to local businesses is raised to local business groups, publicised using the Council and shared service's social media platforms and to inward investment enquirers. With more awareness of local and regional business support to local businesses it helps strengthen business survival rates and supports their start up or expansion to a premises in the long term, creating a stronger retail offering within Lichfield District with less vacancies.

Objective	Action	Quarterly update	Direction of Travel
		Q2 2017 - July to September	
Place			
City and Town Centres			
<u>Friarsgate, Lichfield</u>	Provide an enhanced city centre retail-led mixed redevelopment scheme for Lichfield.	Demolition works being undertaken at Tempest Ford garage site and 2 houses on Frog Lane. Programme to start on site with main scheme in Q1 2018.	
<u>Lichfield City Business Improvement District</u>	Implementation of the Lichfield BID following successful referendum in 2015.	Lichfield BID has appointed Meercat Associates Ltd to deliver a collaborative savings offer to all Lichfield BID businesses. Front Media have been appointed to develop the first phase of a marketing strategy for Lichfield, as part of the process primary research has been commissioned with both current consumers and people who do not currently visit Lichfield, to understand what does/would inspire them and improve the BID. A Big TV event took place in July with local retailers seeing an increase of up to 60% and some staying open an extra day. A Food Festival was held in August with nearly 100,000 people attending and monthly networking events now taking place, which the economic development service attends. 2 footfall counters currently placed in Lichfield City with monthly updates received from Lichfield BID and 2 more counters to be added in the future. Meetings with Lichfield BID and the economic development service taking place regularly.	
<u>Lichfield City Centre Development Strategy</u>	Implement the agreed provisions of the Strategy including bringing forward sites for development, utilising existing buildings/property for new uses and delivering infrastructure to support the future growth and development of the central area of Lichfield City.	The Lichfield City Centre Development Partnership overseen by a Board and with 3 sub-groups in place continues to implement the agreed Strategy. Detailed work is taking place considering the scope for improving signage to direct people to Lichfield and once here within the City itself. Other work streams including undertaking research to help in the development of a marketing and promotion strategy, improvements to support pedestrian access and movement & the re-development of key sites for retail, commercial and residential uses.	
<u>Burntwood Town Centre</u>	Provision of an improved retail and commercial experience serving the residents of Burntwood.	We are still awaiting the signing of the section 106 agreement for the Olaf Johnson site with the outstanding issue linked to landowners involved. Work is being undertaken to identify and remove barriers to site assembly at Burntwood to facilitate town centre development. The legal agreement for the release of covenant is to be signed in October and site preparation works underway.	
Land and Assets			
<u>Sustainable Employment Land</u>	Provision of a suitable scale and mix of employment sites & property to meet the needs of industry. Facilitating new development sites and making these available and enhancing/upgrading existing sites to ensure they are still fit for purpose	Prologis development to accommodate Screwfix complete. Approvals granted for development by Prologis adjacent to the Screwfix site and separately development off Wood Lane approved and awaiting sign offs of related Travel Plans by Staffordshire County Council. The pre application discussion is still ongoing to bring forward the Cricket Lane, Lichfield employment allocation, with a hybrid application (housing and employment) expected December 2017.	

<u>Transport Infrastructure Investment</u>	Delivering new and improved transport infrastructure serving business and local residents.	A successful funding bid has been made by the County Council supported by Lichfield District Council to assist in completing the Lichfield Southern bypass. This will help with traffic and transport movements and relieve congestion in the city centre. Additional highway improvements in Lichfield are planned linked to the development of the Friarsgate project whilst in Burntwood improvements around Sankeys Corner are currently being scoped out.	
<u>Sustainable Housing</u>	Delivery of new homes to meet the identified needs of the District including a requirement for a proportion of social/affordable housing.	In 2017, there has been an increase in the number of completions compared to last year, with gross completions being 394 dwellings. This figure falls short of the target of 478 dwellings per year in the Local Plan Strategy. The gross completion of 33 affordable dwellings this year represents 8.04% of total completions in the District, a decrease in the number completed since last year. Over the next 5 years, a further 137 affordable dwellings are committed which could be completed.	
<u>Strategic Investment in the West Midlands Conurbation</u>	Support for strategically important infrastructure across the wider Greater Birmingham geography that serves the needs of businesses and residents in Lichfield District.	Major development is taking place in Birmingham City Centre and in the east side area of the city which will serve to strengthen Birmingham's role as the regional centre providing for jobs and investment. Likewise the UK Central initiative seeks to build upon opportunities provided by the presence of assets such as Birmingham Airport and Jaguar Land Rover and like Birmingham growth envisaged as a result of High Speed 2. Taken together with the planned enhancement to the Midland Metro and new rail franchises significant levels of growth and investment are taking place or planned to occur in the near future.	
<u>Broadband and Mobile Phone Network Provision</u>	Deliver high quality superfast broadband and mobile communication services serving both residents and businesses in the District, including in rural areas.	94.55% of premises in Lichfield District are currently achieving broadband speeds of 24Mbps or more, UK superfast broadband. The economic development service are currently working with the County Council on alternative options for the remaining 4% who are not covered by the current roll out contract.	
<u>Place marketing</u>	<p>Produce a promotion/marketing campaign which identifies opportunities for investment and spending within the District and the benefits that businesses would gain from locating here.</p> <p>Ensure that the District is represented on any initiatives to promote growth and development in Lichfield as part of a wider geography e.g. Make it in Stoke & Staffordshire, Marketing Birmingham.</p>	<p>An investment prospectus is currently being created as a marketing campaign to identify opportunities for inward investment into the District. Regular contact is made with the Make it Stoke and Staffordshire team on opportunities to invest into Lichfield District with attendance taking place at stakeholder meetings.</p>	

<p><u>Communications</u></p>	<p>To provide a channel for communicating with the local business community:</p> <ul style="list-style-type: none"> - Maintaining and further developing a dedicated business website/portal - Maintain and develop a Council presence on social media – Facebook, Twitter, LinkedIn - Provide information and news via a regular newsletter 	<p>All information regarding business support, events and grants are promoted on the 'Tamworth and Lichfield for Business' social media platforms with a dedicated shared service website. A quarterly newsletter is being produced containing up to date local business news, support and events with the newsletter becoming monthly in the new year. Local business groups and forums such as the Lichfield BID, Burntwood Business Community and Lichfield Business Village are kept up to date regarding business support programmes and networking events.</p>	
<p><u>Business</u></p>			
<p><u>Business intelligence</u></p>			
<p><u>Business Engagement</u></p>	<p>Instigate a package of engagement measures that allow a dialogue to be established between the Local Authority and the key local businesses in the District. Through this and business surveys determine the needs of business and the local economy.</p>	<p>As part of the Tamworth and Lichfield shared service in partnership with the Growth Hubs, business support clinic workshops are taking place in the future, Tamworth (November) and Lichfield (January), to raise awareness of local and regional business support available and gain a greater understanding of business needs. Local business groups are made aware of and kept updated about business support, events and grants with regular meetings taking place and networking events attended to gain a greater understanding of business needs. All feedback from business engagement regarding business needs shall be met in future business event topics. A business survey shall be taking place early next year with a previous one having been undertaken in 2015-16.</p>	
<p><u>Sector Research and Analysis</u></p>	<p>Improve understanding of our existing business sectors and assess the potential for growth in these and new sectors. Work with partners to ascertain this information:</p> <ul style="list-style-type: none"> • Design and implement a 1-1 engagement programme with key local businesses • Attend local business networking groups • Liaise with formal business groupings such as Chambers of Commerce and FSB • Develop a programme of business summits • Organise business to business events • Engage with key stakeholders involved in local businesses and the local economy – e.g. Solicitors, property professionals etc. 	<p>On the 12th October, a Business Growth Programme promotion event shall be taking place in Tamworth, focussing on the HS2 programme and other business support programmes. Through the Tamworth and Lichfield shared service the 'Tamworth and Lichfield Business Show', a business to business event, shall be taking place on the 22nd November at Drayton Manor with seminars on various business topics. The economic development service is attending meetings and networking events hosted by local business groups, such as Lichfield BID and Burntwood Business Community, engaging with local businesses and also sharing information on business programmes. Engagement is also taking place with formal business groups, such as the Lichfield and Tamworth Chamber of Commerce and FSB. The meetings with formal business groups is to work more collaboratively, with events planned in the future to raise awareness on access to business support and topics which businesses would like more information on. A business survey shall be taking place early next year with a previous one having been undertaken in 2015-16.</p>	

	<ul style="list-style-type: none"> • Carry out comprehensive business surveys 		
Business support			
<u>Engagement with strategic partners</u>	<p>Establish good working relationships with key local partners engaged in economic activity and which is or could be of interest to the District:</p> <ul style="list-style-type: none"> - Engage with the GBSLEP and SSLEP to develop new business support models using ESIF or other funding streams. - Ensure LDC is represented on Groups set up to oversee business support provision. - Develop strong links with the developing Growth Hubs. - Develop a range of 'how to' guides to aid local business access information. - Manage and oversee business enquiries received by the Council, setting up a CRM system and process of assessing service responses. 	<p>The economic development service attends and is involved in the Staffordshire Enterprise Round Table, Business Growth Programme and the Enterprise for Success Steering Groups, also sitting on the Business Growth Programme panel. The service also meets with both Growth Hubs on the subject of referrals, keeping updated on business support programmes and at CRM User Group meetings with other partners. The economic development service is involved in developing new business support models, such as HLSM, project board meetings and steering groups for new programmes. Work is currently taking place on creating a 'how to' guide to support local businesses with accessing business support. A CRM system has been created and is used to record business enquiries on various subjects being received by the Council. As of September 2017, 6 business enquiries have been received since the end of August 2017.</p>	
<u>Local Programme Delivery</u>	<p>Ensure that business support provision at a sub-regional level – via the Growth Hub is suitably publicised and local businesses made aware of the facilities, that the Growth Hubs offer the right kind of information/advice required by the business and that any localised offer complements the Growth Hubs</p>	<p>Growth Hub and local business support programme information has been publicised internally to departments who come into contact with local businesses, also to local business groups, forums and businesses who have made enquiries. All localised programmes complement what is offered by the Growth Hubs allowing greater support to be made available to start up and expanding businesses.</p>	

<p><u>Sector specific support</u></p>	<p>Work with partner organisations and industry to identify the needs of existing sectors within the District but also those sectors that are under/non-represented and which are growing and their respective business requirements.</p>	<p>Work is taking place with the Chamber of Commerce and Federation of Small Businesses on identifying the needs of existing sectors locally through engagement events taking place in the future as part of the shared service to work collaboratively with regards to business support services. Through business engagement locally with local business groups, business enquiries and working with external programme providers in sector specific support schemes it'll create a greater understanding on local sector strengths and weaknesses. A business data and analysis tender and business survey are to be sent out next year to gain a greater understanding of the local business population and economic impact. The feedback from business engagement measures, strategic partners, the business data and analysis tender and business survey will tailor the support given to specific sectors in the future.</p>	
<p>Optimising Assets</p>			
<p><u>Optimising the use of available economic assets for business</u></p>	<p>Identify local assets which could help support businesses and new business start-ups – land/property, skills, knowledge, advice, guidance etc.</p>	<p>A greater understanding of land/property has been created through interactions with local commercial property agents and research, with a commercial property market research tender going out in the new year to understand Lichfield's property market. With regards to skills, more knowledge of this asset locally, strengths and weaknesses, has been developed through local working groups and delivery partnerships of European Social Fund programmes. Greater knowledge of local business groups such as Lichfield BID and Burntwood Business Community on local business strengths and issues has been developed through contact with these groups. Greater understanding of different department's activities within the local business community to fit within the ED agenda and on business advice has been developed through interactions. Through a greater knowledge of these local assets it allows the Economic Development team to aid new and existing businesses in Lichfield District and support their economic growth further, also when wider geographical business support could provide a benefit to these assets.</p>	
<p>People</p>			
<p>Increasing the proportion of local residents as part of the workforce</p>			
<p><u>Helping local residents to access skills training and the job market</u></p>	<p>Work with the GBSLEP, SSLEP Employment and Skills Boards and Further and Higher Education establishments to support local residents in accessing skills training</p>	<p>The economic development service is attending the Southern Staffordshire Employment and Skills Board, and Lichfield into Work Group meetings to gain a greater understanding of the support offered and the needs of local residents, helping both groups through raising awareness of the opportunities available to local residents. This support is complemented by the ESF programmes being delivered locally, with the economic development service helping deliver all programmes available to local residents. The economic development service are involved in the Higher Level Skills Match programme for businesses and higher education establishments to work together to fill the skills gap created between education and employment.</p>	

<p><u>Improved data on job opportunities, competencies and skills required in the economy</u></p>	<p>Build on existing information base relating to job opportunities, growth sectors and skills requirements.</p>	<p>Improved knowledge on job opportunities, competencies and skills required is developed through business engagement measures with local businesses, local business groups and strategic partners. A business data and analysis tender is to be sent out early next year to gain a greater understanding of the local business population and economic impact. The data from this tender shall be complemented by the Business Survey results which shall be taking place early next year. The feedback from both of these pieces of work shall improve data on job opportunities and skill requirements of the key sectors in the local economy.</p>	
<p><u>Improving the dialogue between the demand and the supply side</u></p>	<p>Develop an on-going working relationship between young people/schools, colleges/training providers and business to assist students/younger people better understand the business world and opportunities within it.</p>	<p>A Higher Level Skills Match launch event is taking place on the 11th October providing employers a free account management service to help fill the gap between graduates and employers in terms of training and skills which Lichfield District Council are supporting. Through the Southern Staffordshire Employment and Skills Board, careers forums and other school shadowing are taking place for young people to gain a greater understanding of the careers framework and what's out there, with Lichfield schools and colleges signed up. Businesses are made aware of local ESF programmes when considering to upskill staff and alternative recruitment routes, e.g. Apprenticeships</p>	
<p><u>Develop a system for employers to understand skills needs and local offers</u></p>	<p>Work with businesses and sectors to identify existing and future skills requirements within their respective work areas and provide a basis for investment in training and/or links to external training providers.</p>	<p>Regular meetings occur with local business groups and formal business groups on local activity with information on local ESF programmes and Growth Hubs provided. Greater understanding of opportunities for businesses to upskill staff and recruit is made by the economic development service to local businesses and business groups. With more engagement with local businesses and strategic partners it develops an increased knowledge of existing and future skills requirements.</p>	
<p>Creating an entrepreneurial culture</p>			
<p><u>Promote and support the development of new entrepreneurial business opportunities</u></p>	<p>Develop programmes intended to facilitate the formulation and implementation of business plans by entrepreneurs. Provide the necessary support and guidance which people may require to establish a business from its very beginnings as an idea.</p> <p>Cross refer to Optimising Assets above</p>	<p>The Enterprise for Success programme helps start-up businesses and entrepreneurs create and develop their business, with Lichfield District Council being a partner in this programme. As of September 2017, 84 businesses in Lichfield District have signed up to the programme. To complement this programme awareness of small business grants and other start up support is made to residents who wish to start a business, with the economic development service offering advice to local businesses on the best routes to take in receiving support. Knowledge of all support programmes, including start up support is raised to local key players, such as commercial property agents and local business groups, to share amongst their contacts.</p>	

Operational Matters – Delivery of Economic Development Actions

Operational requirements to ensure that Lichfield District Council optimises its resources to facilitate delivery of the Economic Strategy and Action Plan.

Better coordination between service areas.

Better engagement between services and business.

Coordinate Council activity and provide a mechanism for monitoring implementation of the Strategy.

The economic development team have made internal departments aware of business support opportunities available to local businesses, whilst also attending local business networking events to raise more awareness of Council and regional business support services. The economic development service has met with Head of Services regarding corporate working and how as a council we can work more effectively for the local business community and towards the Economic Development agenda. Monitoring of the Economic Development Strategy is taking place with quarterly updates being provided.



Progress of the Economic Development Strategy's actions

