# Lichfield City Economic Plan

## July 2015

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- This Economic Plan sets a framework for further action.
- It is intended to form a key part of the evidence base underpinning the Lichfield City Neighbourhood Plan.
- To take forward many of the actions that are set by the LCNP policy framework, it will be necessary to undertake more work on the actions recommended in this Economic Plan.

# A vision for Lichfield City

- *By the end of the plan period in 2029, Lichfield City will be a major economic centre in the West Midlands. It will have achieved this in two main ways – firstly by increasing high value economic activities within the city that have harnessed the potential of the highly qualified resident workforce and secondly by making more of the cultural and retail assets of the City to make it a bona fide 'destination'.*
- *Lichfield City has developed high value sectoral specialisms, including the medical sector through the activities at Defence Medical Services Whittington (DMSW). New, high quality employment floorspace at the Cricket Lane Strategic Development Area has enabled companies developing these high value activities to locate in Lichfield City. Some of these companies started life as small start-ups at the Staffordshire University Business Village which has continued to thrive and has expanded on site. Further start-up space has been provided in the City, encouraging more entrepreneurial activity not just from graduates fresh out of university but also from other highly skilled employees looking to 'go it alone', become self-employed and set up as small business.*
- *But Lichfield City is not only a place for small start-ups, it has also been able to attract a small number of medium-sized company headquarters which are located on the Cricket Lane Strategic Development Area. Traditional commercial activity continues to thrive in its traditional heartland in the east of the City.*
- *What has been an important factor in these business decisions has been the growing attractiveness of Lichfield as a City to be in. The cultural offer, typified by the arts scene, has blossomed and the provision of new artistic/events space has helped Lichfield to become known as the City of Festivals. A flexible approach to the use of space in the City Centre has enabled a variety of cultural activities to spring up and flourish. This has been supported by the provision of dedicated space for the arts as part of the various new developments, including the redevelopments at the former Bird Street Car Park, Friarsgate and Quonians sites.*
- *The City Centre has reinvented itself into a popular leisure and retail destination which residents use as their first choice destination and has brought in higher value tourism spend. One of the ways this has been achieved is by improving the physical linkages between the Cathedral – the jewel in its crown – and the City Centre itself. The retail offer has been improved and better linkages made between it and the range of creative events in the City. Lichfield is no longer just a Cathedral to see whilst passing through but a weekend destination. The increase in overnight stays has been assisted by new hotel space being provided in the City.*
- *The City Centre has also become a more attractive place to navigate around. On arriving by train, it is easy to navigate to and around the City Centre, with the development of a mix of uses on the former Bird Street Car Park being the key to opening up the City. Further development of the former Quonians site along with the Friarsgate retail and leisure development has meant that Lichfield has reinvigorated itself and is now a place people want to come to in its own right.'*

# Executive summary - 1

Overarching objective is about job creation, reducing net commuting, with an underlying focus on higher value job creation and attracting a younger workforce to live and work in Lichfield.

**Action 1 – Develop focus on sector specialisms**

Job creation in Lichfield City will be by focusing effort in the following sectors:

- Retail, food and drink – mainly city centre activities
- Computer IT, financial, scientific, technical and other professional services city centre and Cricket Lane.
- Education – secondary, sixth form and university to be located in the city centre
- Creative, leisure and media – mainly city centre linked  to Staffordshire University

A series of actions are set out to help develop sector strengths for the above – LCC will need to drive this agenda and secure support from various stakeholders.

**Action 2 -  Develop a city centre action plan to energise the shopping experience**

Development of a city centre action plan is a vital part of the delivery strategy. This needs a detailed analysis of the economic geography of the place, vehicular and pedestrian movement patterns, car parking, signage, pedestrian roots, nodes, places of interest and activity.

The centre needs to up its game to attract the leakage in comparison goods expenditure from local residents first (before trying to attract tourists), then attract higher income spenders from places like Sutton Coalfield, and then attract a high spending tourist market for overnight stays based around activity weekend offer linked to the Cathedral, events, and festivals.  The day tourist market aimed primarily at the Cathedral is important, but expenditure from these is likely to be attracted to the beverage and specialist retail outlets near the cathedral.  The gradual link between the Cathedral 'market' and the city centre works well, as generally we consider these as two separate and distinct markets.

# Executive summary - 2

**Action 3 – Drive the focus for delivering a HQ regional office market at Cricket Lane**

The two main locations for delivery of office space are Cricket Lane and the city centre – each aimed at a distinct market. Cricket Lane offers the best opportunity for attracting the regional HQ type operator, but it **will need concerted action to make this happen** - as the current delivery strategy has a focus on warehousing users for this site. We consider this site should be the primary focus of the LCC in terms of developing the higher value jobs to stem the outflow of local residents.

**Action 4 – Support the delivery of further managed office space in the city centre**

Whilst the focus for the city centre should be to develop further **managed workspace** type provision like the Lichfield Business Village. A provider like the University or Regus needs to be identified to take the concept to delivery stage. This could be part of anyone of the proposed developments schemes proposed – including the Quonian's site, Friarsgate, or possible at Bird Street if and when this car park site is brought forward for development. There is also scope for other smaller format office space provision to be led by the private sector.

There has been an increase in residential conversion of retail units in the city centre including upper floors to residential – creating a ready evening market of residents. The Quonian's site and the Friarsgate scheme will both increase the residential provision in the city centre, as will the Kwik Save and Woolworths schemes. The residents moving into the city centre will drive demand for 'everyday consumers service' outlets in the centre.

**Action 5 – Continue to shape the delivery of the three major development opportunity sites in the city centre**

**Friarsgate** (retail led mixed use scheme) – the main action here is to ensure this is fully integrated into the wider city centre and is complimentary - the fear at present is it will impact on the economic geography of the city centre – although this is inevitable, its impacts should be clearly understood and addressed head on. The scheme will start to introduce further leisure facilities such as a cinema and restaurants, perhaps a gym and other activities, improved bus station and transport improvements. The ambition should be to attract a wider catchment population into Lichfield rather than displace the existing market. This could start in the short term.

# Executive summary - 3

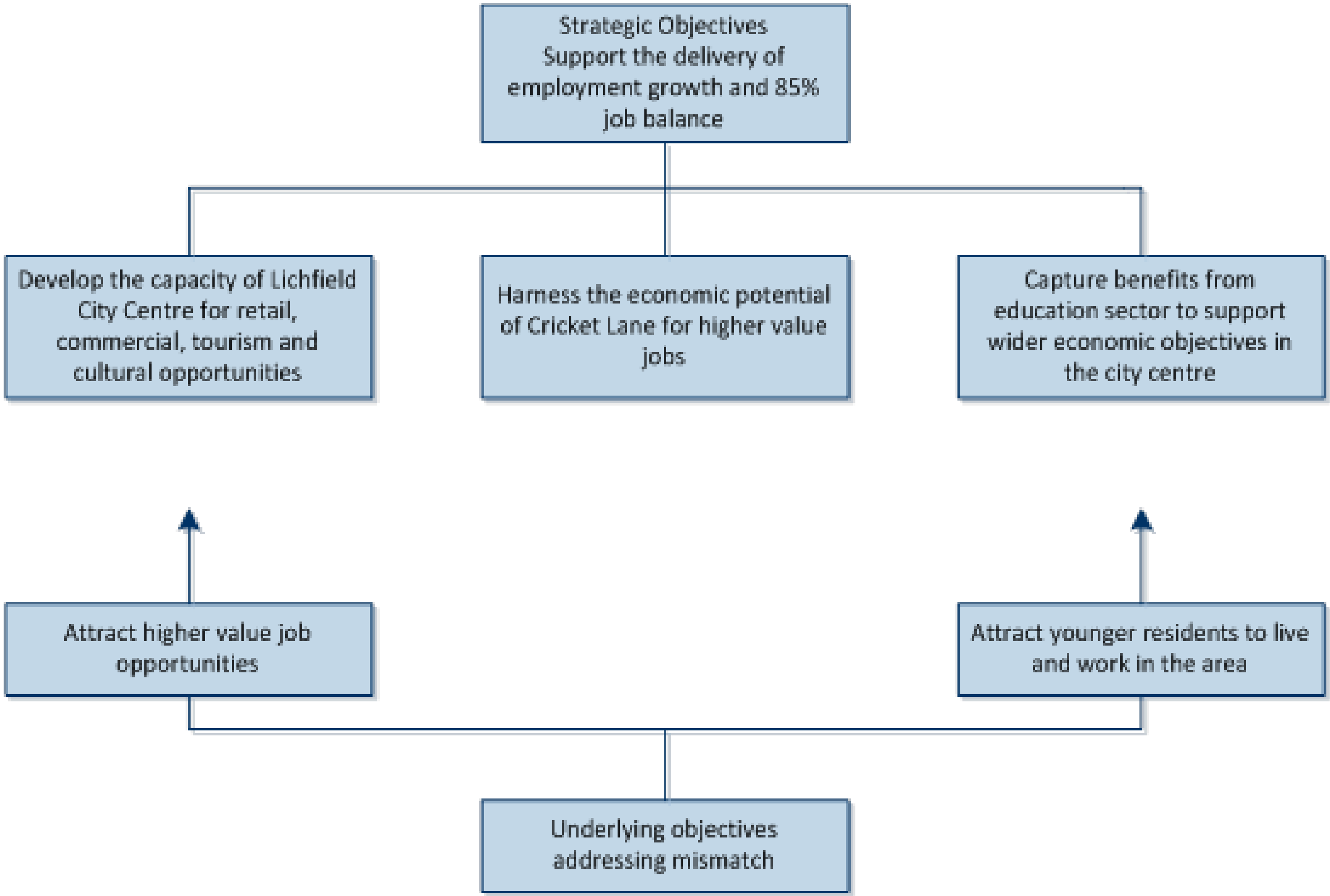
**Quonian's site** has been recently brought to our attention – it is likely to be predominantly a residential led scheme - but LCC should look to create additional city centre office space and managed workspace provision here, as well as some consumer retail offer. Connections linking this site with the wider area and city centre should be explored early to ensure critical routes shape the development strategy for the site (e.g. to the pool and park). This could be medium term project.

**The Bird Street car park –** has been identified in the retail study as a potential development opportunity and it's location is ideal for creating a strong link with the Cathedral and linking the city centre with the Cathedral in a positive way – capitalising on this superb location for high value uses including some residential to cross subsidise a high quality public space with a range of uses around this such a boutique hotel, restaurant and shops. However the key to this will be linked to a wider car parking strategy and also a viability assessment to see if these uses and car parking can be accommodated at this site. This is likely to be a longer term project.

**Next steps**

1. Present findings to LCC and identify any refinements, seek input.
2. Host a stakeholder workshop over a day - to present the findings and shape the actions.
3. Write up a short report on the Economic Plan

# Strategic and enabling objectives



# STRATEGIC OBJECTIVE 1- IMPROVING THE JOB BALANCE FOR LICHFIELD

# The economic plan strategic objective 1 – job balance

Having reviewed  various documents and consulted with various stakeholders, our view is that the overarching focus of the Lichfield City Economic Plan  should be supporting the wider District objective of securing job creation through the following **strategic objective**:

Support the District move to a target job balance figure of 85% by 2029. The job balance ratio is the number of jobs in the District divided by the number of economically active residents. This equates to creating some 7,300 to 9,000 additional new jobs (from the current 42,000 jobs) within the District between now and 2029, and seeks to reduce the net out commuting.

**Underlying objectives** to support the delivery of the strategic objective will be the following:

a. Aim to attract higher value job opportunities into Lichfield City to address the skill mis match between jobs and resident skills.
b. Aim to attract more economically active residents to the work and live in Lichfield City from the current 62.4% to 64%. This equates to an increase of some 1,600 economically active residents based on 2011 date.

# What, where and how should the increase in jobs be achieved?

The strategic objective is aimed at supporting the delivery of up to 9,000 new jobs within the District and move to a positon of 85% job balance by 2029.

The focus of the economic action plan under this objective is to:

I. Provide guidance on which **growth sectors** to target for Lichfield City and how proactive action should be undertaken to develop some of these further.

II. Articulate the **main locations** where economic growth will be directed within Lichfield City taking account of the existing employment land allocations.

# Which growth sectors ?

The GVA employment land study considers three employment growth scenarios:

- Baseline scenario – based on BRES employment data for each sector.
- Policy on – scenario 1 – aimed at 85% job balance, using 2012 ELR assumptions
- Policy on – scenario 2 – aimed at 85% job balance using 2011 Census data.

Conversion of economically active to employment growth

| GVA Employment Land Review 2014 | Scenario 1 | Scenario 2 |
|---|---|---|
| Implied Increase in Economically Active (2010-2029) | 8,173 | 9,053 |
| Current Economically Active Population (2009) | 52,500 | 52,500 |
| **Projected Economically Active Population (2029)** | **60,673** | **61,553** |
| Estimated Total Employment in 2029 (Assuming 85% Job Balance) | 51,572 | 52,320 |
| Current Employment (2009) | 41,760 | 41,760 |
| **Additional Employment Required to Achieve 85% Job Balance 2029** | **9,812** | **10,560** |

The findings from this are summarised in table 2.5 of the GVA 2014 ELR setting out forecast growth in each sector - a summary of this table is shown on the next page.

| GVA Employment Land Review - 2014 update | Actual | Baseline | Scenario 1 | Scenario 2 | % |
|---|---|---|---|---|---|
| Sector | 2009 | 2029 | 2029 | 2029 | |
| Manf. - food | 595 | 545 | 803 | 814 | 1.56% |
| Manf. Fabricated metal products | 854 | 601 | 565 | 573 | 1.10% |
| Manf. Other machinery & equipment | 929 | 827 | 794 | 806 | 1.54% |
| Construction of buildings | 664 | 893 | 858 | 871 | 1.66% |
| Specialised construction activities | 1,924 | 2,587 | 2,487 | 2,523 | 4.82% |
| Wholesale retail & repair of motor vehicles | 870 | 826 | 1,007 | 1021 | 1.95% |
| Wholesale trade | 2,305 | 2,189 | 2,084 | 2,114 | 4.04% |
| Retail trade | 4,833 | 4,275 | 5,591 | 5,672 | 10.84% |
| Land transport | 699 | 710 | 908 | 921 | 1.76% |
| Warehousing & transportation support activities | 878 | 891 | 841 | 853 | 1.63% |
| Accommodation | 173 | 231 | 220 | 224 | 0.43% |
| Food & beverage services | 2,968 | 3,962 | 3,302 | 3,349 | 6.40% |
| Film, video and TV production & music publishing | 34 | 30 | 29 | 29 | 0.06% |
| Computer & related activities | 885 | 1,813 | 1,737 | 1,763 | 3.37% |
| Information service activities | 289 | 592 | 567 | 576 | 1.10% |
| Financial services | 501 | 672 | 648 | 657 | 1.26% |
| Auxillary financial services | 348 | 467 | 450 | 456 | 0.87% |
| Real estate activities | 577 | 948 | 683 | 693 | 1.32% |
| Legal & accounting activities | 388 | 637 | 727 | 738 | 1.41% |
| Head office & management consultancy activities | 929 | 1,526 | 1,741 | 1,766 | 3.38% |
| Architecture and engineering | 866 | 1,423 | 1,623 | 1,646 | 3.15% |
| Scientific research and development | 139 | 228 | 217 | 220 | 0.42% |
| Other professional, scientific & technical activities | 276 | 453 | 431 | 437 | 0.84% |
| Rental and leasing activities | 755 | 1,335 | 1,298 | 1,317 | 2.52% |
| Employment activities | 696 | 1,231 | 1,197 | 1,214 | 2.32% |
| Building & landscape services | 1,382 | 2,444 | 2,376 | 2,411 | 4.61% |
| Office administrative & other business support | 482 | 852 | 829 | 841 | 1.61% |
| Public administration & defence | 1,394 | 1,384 | 1,863 | 1,890 | 3.61% |
| Education | 3,210 | 3,437 | 3,975 | 4,033 | 7.71% |
| Human health activities | 2,102 | 2,213 | 2,533 | 2,570 | 4.91% |
| Residential care activities | 875 | 921 | 1,054 | 1,070 | 2.05% |
| Social work activities without accommodation | 1,099 | 1,157 | 1,324 | 1,343 | 2.57% |
| Creative arts & entertainment activities | 64 | 57 | 75 | 76 | 0.15% |
| Sports activities & amusement & recreation activities | 951 | 842 | 1,110 | 1,126 | 2.15% |
| Activities of membership organistations | 461 | 408 | 546 | 553 | 1.06% |
| Other personal service activities | 781 | 691 | 847 | 859 | 1.64% |
| Total | 39,185 | 48,520 | 51,572 | 52,320 | |

# Identifying employment sectors of relevance to Lichfield City

- Retail trade at 5,700 jobs (11% of total jobs)
- Food & Beverage services 3,350 (6%)
- Education at 4,000 jobs (8% of total jobs),
- Computer, IT, financial, information services at 4,883 (9%)
- Head office & management consultancy activities, architecture and engineering, other professional, scientific & technical activities 4,069 (8%)
- Other admin, rental, employment activities, building and landscape services, office admin and other business support services at 7,673 (14%)
- Creative arts, entertainment, film, video, TV & music publishing at 105 jobs.

# Which growth sectors and where?

The forecasts suggest that the majority of growth of relevance to Lichfield City are in the following sectors:

- Retail, food and drink – mainly city centre activities
- Computer IT, financial, administration and other professional services – could be either city centre or suitable business park premises at Cricket Lane.
- Education – secondary, sixth form and university could be city centre to support footfall, spend and accessibility, primary at location of growth.
- Creative, leisure and media – mainly city centre and Staffordshire University.

**Action** – Lichfield currently does not have any sector specialism – we recommend that further Economic Plan work should focus on developing a number of sector specialism in those sectors that are important to the delivery of the strategic objectives and we set out some in the following sections.

# Developing growth sector specialism actions

# Medical and health research specialism

After the closure of Whittington Barracks, the investment to create the head quarters for the Defence Medical Services Whittington (DMSW) at this site, brings with it immense new highly skilled employment opportunities in the health and medical sector (research, training and manufacturing). Some 3000 or so staff come to this site each year, and there is accommodation on site for some 300 – 400 people.

Our stakeholder interviews with Andrew Buckman of Kingston CPC identified this as an exciting new opportunity that should be explored further with a view to helping to develop a sector specialism in health research and training related companies to be located in Lichfield, possibly at the Cricket Lane site (which is within close proximity of the DMSW). Some health connections to the Darwin House museum might also be explored.

Any future actions for this will require more detailed research.

**Action:** Consultation and investigation is needed to explore medical sector development opportunities with local providers, particularly with the provider based at DMSW and also external businesses looking to locate in this vicinity. The findings from this piece of research should form the basis for a targeted marketing and investment initiative aimed at developing a medical sector specialism in Lichfield as it now has a natural advantage with the presence of the DMSW. The Cricket Lane employment site could be a possible location for attracting this type of sector specialism to locate and expand in Lichfield.

# Creative sector specialism

The ‘creative sector’ in various forms is naturally thriving in Lichfield thanks greatly to the credit of the local community and various organisations involved in arts, festivals, media and attractions.  The South Staffs College has also recognised this opportunity and has established it’s ‘creative industries’ hub in Lichfield near the Cathedral.  This should be developed as a cluster specialism for Lichfield as it has the ability to help support the Lichfield city centre to remain a vibrant and competitive Centre with lots of fun things going on.

**Action**: To engage with South Staffs College and the various ‘voluntary sector’ cultural and museum providers to see how work they already do can be ‘joined up’ and provide a regular programme of events and ‘pop up’ activities around the city centre through out the year, for the mutual benefit of the city centre retail promotion and creative sector development.  The College and the theatre already collaborate to put on joint productions, as do some of the museums – resulting in highly modern and exciting digital media based initiatives.  We  suggest there could be considerable more scope to harness joint ventures and also support business start ups in this sector and encourage more of the younger people going to college to stay, work and live in Lichfield.  As this programme of events develops – thought should be given to the timing and catchment audiences – use these events to promote Lichfield city centre as a shopping and leisure destination outside of the summer season, during the ‘quieter periods’ at the more affluent areas of the surrounding area – using targeted publicity material and offer cultural and shopping experiences that bring all the separate museums, restaurants, Cathedral into play – with music, performances, digital media, visual arts – so that Lichfield is seen as the most exciting place to be in – buzzing and vibrant, with lots of people (with effective spending power) attracted to the area.

# Retail and restaurant sector specialism

The retail, food, drinks and hotel establishments combined provide the biggest number of jobs in Lichfield and in ten years time will need to provide an additional 1000 plus additional jobs though the survival of existing businesses and delivery of additional retail provision at Friarsgate and possibly other locations in the city centre. These are private sector business that already know how to do their business – BUT – to survive, compete (both internally with the Friarsgate development) and the likes of other regional centres, the shopping experience in Lichfield will need to go through a transformational change, recognising that retail is no longer about shopping – but more about a leisure experience – customers are very selective.

**Action:** The development of the Business Improvement District is a great start for galvanising the businesses to recognise the challenge ahead, and act jointly to make the Lichfield shopping experience something so wonderful and unique that shoppers keep coming back, and spend in the City. A primary target for this will be the indigenous resident community aimed at clawing back the leakage in expenditure of comparison goods shopping out of Lichfield. So a first action will be to understand why local residents aren't shopping here and get them to 'love Lichfield as their own'. The retailers may benefit from an 'education academy' possibly linked to South Staffs College to develop training and promotion programmes built along the Disney training schools – that leave the shopping visitor feeling so special that they want to come back again and again no matter what the cost. Parking has been identified as an issue and may need the some incentives.

We caution that the coach-load of visitors to the Cathedral may not necessarily be high spenders for all of the city centre, though important for the 'tourist streets' around the Cathedral that have adapted specifically to meet the needs of these tourists. Instead the retail experience should be highly targeted at those 'actual spenders' and all the actions should be targeted at specific markets – primarily the growing local resident population and those residing in the higher spend areas. Provide special programmes and events (see creative sector specialism), offer free or discounted car parking on the promotion days to residents that shop locally, and improve the whole feel and experience of moving around the shopping nodes that lost customers are drawn back in. Note that there is also a growing body of residents close in the city centre – they will need convenience and services e.g. dry cleaners, beauty, grocery shopping, health and fitness, thus opening up new opportunities for business activities. Also if younger people are to be attracted into the Centre they will need 'a place to hang out in' that is trendy and hip – speak to the young and look to meet their needs – bring young people back into Lichfield is vital to improving the vibrancy of the area. The expansion of education establishments close to the city centre will help to draw the students and staff to use the city centre.

# Education sector specialism

Education is the one of the biggest employment generators in the District and is also amazingly successful in Lichfield. There are currently 47 schools and colleges collectively achieving higher average results than the English national. These schools are the starting point for providing the high qualification foundation for Lichfield residents which generally helps to attract the higher value jobs. Staffordshire University, based in the city centre offers a range of courses already attracting young people into the Centre. This is something to be celebrated, and galvanised, especially as this is a growth sector - going forward the education sector will account for nearly a 1000 new jobs.

**Action:** Investigate with Staffordshire County Council if there is planned investment in any major new secondary and further education infrastructure to meet the needs of the growing population and look for possible sites in the city centre (e.g. former Job centre site) to bring this investment close to the city centre. Why – because there is synergy in this relationship – the staff and students provide a ready catchment market for the city centre outlets. They will contribute to the vibrancy of the city centre. Their presence is a further reason for ensuring sustainable transport (bus, cycle and walking) investment is targeted at making the city centre highly accessible to local residents from all parts of the City.

We think there is mileage in hosting a 'schools to work' event/ fair targeted at local businesses to explore what economic opportunities there might be for future collaborative activities – particularly with the growing IT, professional, technical and consultancy businesses – though possible school placement programmes, sponsorships, or volunteering – all aimed at the objective of increasing local employment and reducing out commuting of employees.

# Consultancy service specialism

A further identified growth sector is in a range of growing consultancy services related to the built development – engineering, architecture, environmental, landscape, and construction.  The investment by JMP to relocate into the new units at City Wharf and the various businesses moving into the units at the Parkside business space in Lichfield City Centre indicates that there is a market from the growing consultancy type businesses offering high value jobs.

**Action**: What is needed is to gather a deeper understanding of some of the modern businesses attracted to Lichfield.  This would include interviews of the businesses moving into these premises to better understand their reasons for choosing Lichfield to understand what is working well, and those that did not take up space after looking here (to understand why not) and then build a targeted action plan to develop a series of proactive measures to ensure similar new businesses  do come and invest in Lichfield – thus generating new higher value jobs opportunities or local residents and reducing the need for out commuting.

# Further strategic objectives

To support the delivery of the strategic objective 1, we have identified the following enabling objectives:

1. To develop the capacity of the Lichfield City Centre for additional retail, commercial, tourism and cultural opportunities to support the creation of jobs and safeguarding existing businesses.

2. To harness the economic potential to attract higher value 'office' based jobs through the proactive management and development of the Cricket Lane employment site.

3. To capture the benefits from the education sector job creation and footfall to support wider economic objectives for the city centre.

For objectives 1 and 2 above we have a number of separate action measures which are articulated in the following sections. The actions relating to the education sector are captured in the sector specialism section discussed earlier.

# ENHANCING THE ECONOMIC POTENTIAL OF LICHFIELD CITY CENTRE

*‘To develop the capacity of the Lichfield city centre retail, commercial, tourism  and cultural opportunities to support the creation new jobs and safeguarding existing’ businesses.*

# Actions for improving the economic geography of the city centre

- Make Lichfield an exciting and easy place to get to, park in, and move in – so shoppers and visitors stay longer and keep returning back.
- Starting with the sense of arrival experience – make it easy to navigate around the City by car – improve signage, vista's and car parking.
- Make it cheap to park - at least whilst building the catchments and offer.
- Improve pedestrian connections, linkages and signage from arrival points into the city centre and around the centre along key nodes  – have someone who works for a big department store guide this exercise and set up a focus group to lead on this action.
- Look to create new 'public spaces' / performance spaces in selected areas to help Lichfield stand out as a 'buzzing and interesting location  to visit.
- Identify the areas that are 'dull, dreary or deserted and consider how new life and excitement can be instilled in these areas, or consider a totally different use.
- Capitalise on the footfall generated from the Cathedral, the 'Speaker's Corner' and the Garrick theatre and 'channel' this footfall along managed routes for mutual benefit of the wider city centre offer with lots of interesting activities along these routes to ensure the shopping experience is fun and pleasurable.
- Seek to ensure the retail provision at new development opportunities at Friarsgate) is complimentary to the rest of the city centre and address potential risks of diversion of trade from existing businesses.  Ensure any new development contributes to pedestrian routes around the city centre.

**Action**: The above need a detailed investigation of the physical performance of the area, stakeholder planning for real workshop to identify the potential nodes and connections and then articulating the findings into a series of urban design drawings and associated actions.

# Actions for improving the city centre retail and cultural 'offer' to the best in class

- The retail study  has identified there is  capacity for additional comparison retail space, based particularly on clawing back leakage from resident shoppers, but this space is not likely to be required until mid to later point in the plan period.  This takes account of the delivery of the Friarsgate shopping centre commencing in 2016.  Any new retail provision will need to be introduced in gradual phases, starting with the introduction of the comparison shopping and leisure space at Friarsgate which is a private sector led scheme to be developed in phases and will also bring with it improvements to the bus station.

- Be discerning about the customer catchment markets that really matter to the retail businesses and target Lichfield shopping at them – starting with the growing local residents and new high value customers in affluent west midlands and Staffordshire areas.  We do not expect the Cathedral tourists to be a major part of this specific target audience.  The BID team should then develop a highly targeted campaign aimed at attracting a clearly identified high spend catchment market.

- Coordinate and bring together the vast range of festivals, bands, shows and events to create a vibrant and dynamic programme of arts, cultural and leisure events, festivals and activities aimed as a draw into the city centre as a destination for leisure and shopping (see creative sector and retail sector specialism).

- Build on cultural and leisure activities using vacant shop units and outdoor space for 'pop up' events that bring life and interest to the Centre – BID team to lead, identify the right location, and groups - involve students from Staffordshire University in media and arts projects.

- Identify areas of the city centre that are not performing as well e.g. the retail study identified Tamworth Street and the Three Spires Shopping Centre as having a concentration of vacant units, and consider how to revitalise these temporarily and longer term – though remodelling, new activity uses, conversion to other uses.

**Action:  We suggest the above ideas are brought together with key stakeholders at a workshop to develop understanding and refine and identify a possible lead to take these actions forward.**

# Actions for improving the tourism potential of the city centre

Lichfield Cathedral is the jewel in the crown of Lichfield City and its setting and surrounding create an awe inspiring environment like stepping into a very different world. It is in the city centre and yet in many ways it is separate or aloof from the city centre.

It is a major tourist destination – visitors come by the coach load and stay for a short while, maybe use some of the cafes and restaurants which is fine.

The Cathedral should become part of the branding image of Lichfield, it should also become more integrated – however there is a delicate balance to be struck in securing this. We consider the new opportunity that the Cathedral and numerous other museums in Lichfield offer is in creating part of the mix of leisure attractions aimed at targeting off peak, higher spend visitors to Lichfield. This could be for historic study tours, or ‘ heritage based walking breaks or classical concert breaks etc.

**Action:** Work with the various museum promoters, events and leisure providers and BID team to consider how best to use the tourism offer to develop ‘products’ to be marketed specifically at higher spend visitors and residents to come into Lichfield.

# Actions for improving the managed office space provision in the city centre

- There is a strong professional workforce in Lichfield. There has been an increase in self-employed demand, returning after the recession, and there is also a demand for ‘small front door offices’. A 2012 Managed Workspace Study by Kingston Property Consultants has highlighted the increase in self-employment regionally and nationally. Lichfield district does have some of the highest rates of business start-ups.
- There is good demand from a range of businesses including IT and media type businesses. This is not just linked to the universities but for all types of user. There is a waiting list for managed workspace at the Lichfield Business Village. Lichfield needs a high end type offer, like a Regus type building (100 sq.ft. upwards) for ‘grow-on’ businesses.
- There is a tipping point where the economics works to support a workspace manager of approximately 25 occupiers to make the employment of the manager viable.
- It is considered that such a managed workspace is best located in the city centre which is a more attractive location for smaller businesses than in a small unit on a large business park at Cricket Lane. This could be provided as an expansion of the existing provision at Staffordshire University or at an alternative site.  The Friarsgate scheme could also provide this but it is assumed that there is little or no opportunity to influence Phase 2 of this development to provide for such needs.

**Action**: LCC should enter into discussion with lead partners from the Enterprise bodies, LEP, County Council to explore how best to provide this and seek a lead delivery partner such as the University or Regus or other similar operator.

# Actions for maximising development opportunities in the city centre

- Friarsgate – mixed use retail, residential and leisure scheme consented – delivery to be phased with first phase of cinema and restaurants.
- Bird Street Car Park – old site with previous development brief for mixed use retail development.
- Quonian's site – new site brought to PBA's attention during consultations – predominantly residential led scheme.

**What is the capacity for development at any of these development sites?**

Our initial views on market demand for any of the city centre sites is that the potential for residential development, including up-market retirement living, is likely to strong, and there have been a number of planning application for this type of development e.g. former Kwik Save and Woolworths premises near the Quonians site.

We also consider it would be useful to support the delivery of the following commercial uses (though not viable in their own right, could be delivered via cross subsidy from residential development):

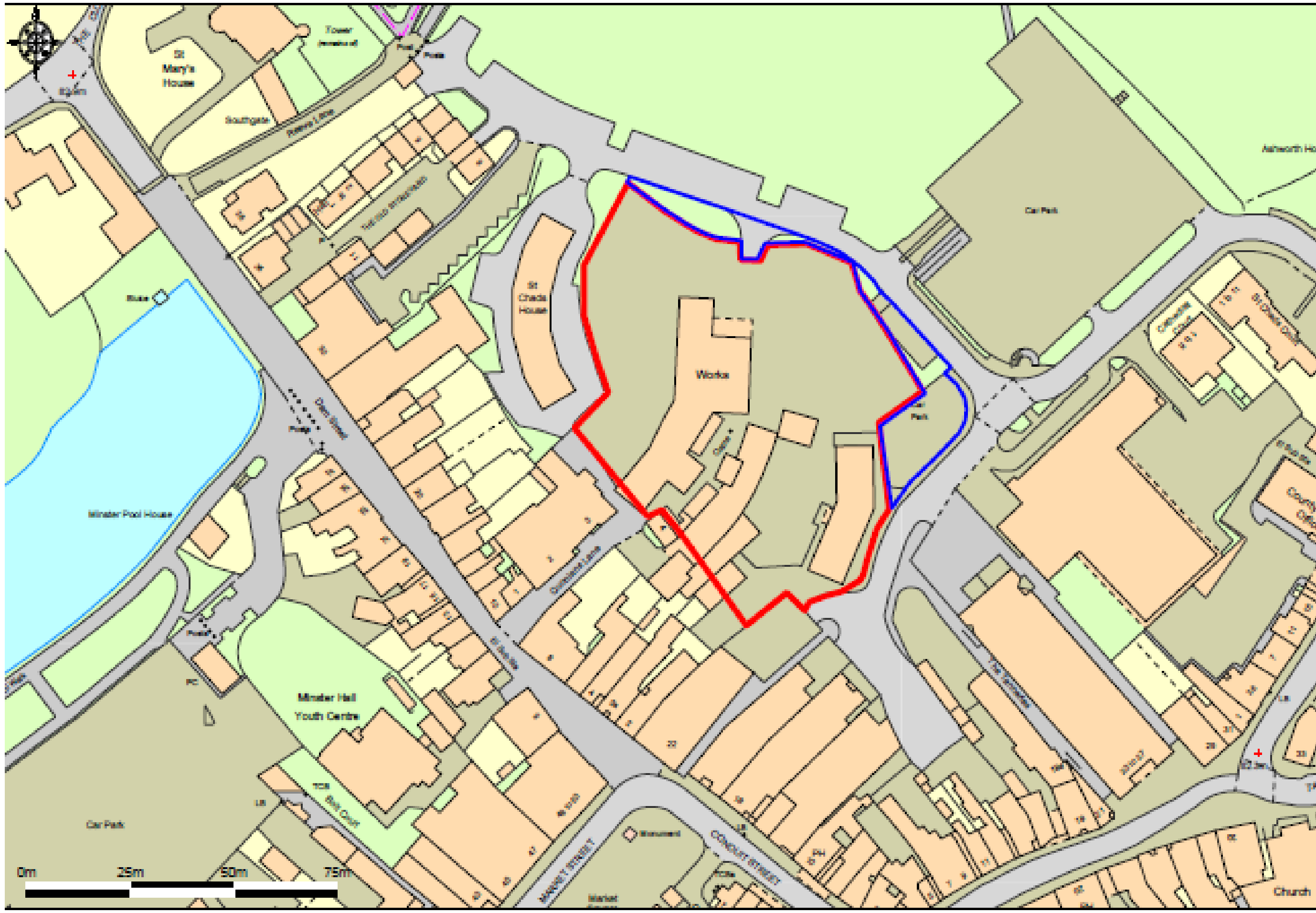
- Managed workspace similar to Regus type offer or expansion of existing Business Village or Friarsgate.
- Niche hotel to cater for growing tourist and business markets aimed at higher spend visitors – Bird Street car park.
- Specialist service sector retail and managed office provision but predominantly a residential living in the city centre – Quonians site
- Public, cultural/exhibition and performance areas – at all the sites.

**Action**: Further discussions are need needed with site owners to investigate the scope to include some of the 'nice to have commercial elements' within their schemes, the role of car parking and indicative viability and phasing of site delivery.

# City centre development opportunities

The former **Linford Quonians site** – long established building company – 1.5 acres, has various contractual issues to sort out, but could potentially come on the market, currently under utilised, so could be an opportunity for redevelopment – possible for some form of in-town housing, assisted living and managed office / retail and artistic public space.

Pedestrian linkages to wider area and 'opening up' town centre to improve navigation should be considered.



# City centre development opportunities

- **Friarsgate** (retail led mixed use scheme) – the main action here is to ensure this is fully integrated into the wider city centre and is complementary - the fear at present is it will impact on the economic geography of the city centre – although this is inevitable, its impacts should be clearly understood and addressed head on. The scheme will start to introduce further leisure facilities such as a cinema and restaurants, perhaps a gym and other activities, improved bus station and transport improvements. The ambition should be to attract a wider catchment population into Lichfield rather than displace the existing market. This could start in the short term.

- **Bird Street car park** – has been identified in the retail study as a potential development opportunity and it's location is ideal for creating a strong link with the Cathedral and linking the city centre with the Cathedral in a positive way – capitalising on this superb location for high value uses including some residential to cross subsidise a high quality public space with a range of uses around this such a boutique hotel, restaurant and shops. However the key to this will be linked to a wider car parking strategy and also a viability assessment to see if these uses and car parking can be accommodated at this site. This is likely to be a longer term project.

# Lichfield’s office market

The King Sturge office market report 2008 reviewed rentals to determine Lichfield’s role in the office market and confirmed that Lichfield competes with the likes of Burton and Tamworth for the office market as a secondary destination, whilst the primary office market in the region is Birmingham which acts as a regional hub.

**Business Park Vs Lichfield city centre office market**

The report distinguishes between business park and city centre office market clients, suggesting that city centre demand is driven by financial, business and government services who require high profile and access to wider range of services, whereas out of town demand is driven by technology, media, telecommunications and utilities type companies that require strong motorway accessibility and on site car parking. Lichfield has experience of both types of office supply.

The take-up of space at Lichfield South has been very successful from engineering and communication type companies attracted by the close proximity to road infrastructure and generous car parking and have been willing to pay higher rentals for this space.

Lichfield city centre has experienced a shortage of office premises which has resulted in the delivery of the City Wharf scheme, Parkside and the Lichfield Business Village managed office space schemes. Historic office supply has been for 185sq.ft – 370sq.ft. These new schemes provided larger floorplates of 650 sq.ft to 1000 sq.ft and has attracted environmental companies such as JMP Consulting (who are interested in rail based travel as opposed to car based travel). The last City Wharf site has recently been converted to residential use due to lack of demand (at the asking price). The managed office space at the Lichfield Business Village has been very successful.

# Review of office market rentals rates

We reviewed rentals for properties currently on the market, and also as part of the District wide viability assessment to inform the Community Infrastructure Viability Study. The PBA viability study undertaken in January 2014, reviewed transactional data, which indicated that rental values within the district are typically between £9 and £10 per sq.ft (£97 to £107 per sq. m) for the second hand existing stock. The highest recent rental value achieved was £15.94 per sq. ft. (£172 per sq. m), although this was for a relatively small space of 92 sq. m and on a relatively short, 3-year lease. There are several other transactions where rents in the region of £12.50 per sq. ft. (£135 per sq. ft.) were achieved on longer leases and for larger spaces.

Based on this, the PBA assessment during 2014 new, high quality office space in Lichfield could achieve rentals in the region of c£14.50 per sq. ft. (£156per sq. m). The findings on the next page suggest rental asking prices range from £7psq.ft to £14psq.ft. for second hand stock, and modern space @ £14 psq.ft. There were no prime office properties at locations such as Lichfield South to compare rentals.

Research carried out by King Sturge into the Lichfield office market in 2008 found that Lichfield was achieving prime office rents of £14psq.ft.

The view of local agent Andrew Buckman of Kingston CPC (March 2015) on rentals and viability was:

‘Nothing has been built in last 5 years, so there maybe some pent up demand which could push the rents up to make a site viable to develop now, however build costs are high, so speculative schemes are still likely to be marginal and most schemes are likely to be for an identified end occupier. To secure delivery, would entail identifying office space in the right location and it may require some kick start support, *possibly in the form of low cost finance* (italics PBA comments).

# Office premises currently on the market

The following table sets out the offices currently on the market and the asking rentals – there is very little new stock on the market – and rentals asking prices range from £7psq.ft to £24psq.ft.  Modern space @ £14 psq.ft

| Building Name | Street Name | Town | Use | Total Sq Ft | Total Sq M | Rent Sq Ft | Rent Sq M | Grade | Days on Market |
|---|---|---|---|---|---|---|---|---|---|
| Cathedral House | Beacon Street | Lichfield | B1 Office/Busines | 2,212 | 205 | £11.75 | £126.47 | Second Hand | 1 |
| Cathedral House | Beacon Street | Lichfield | B1 Office/Busines | 844 | 78 | NQ | NQ | Second Hand | 120 |
| | Bird Street | Lichfield | B1 Office/Busines | 651 | 60 | £6.54 | £70.40 | Second Hand | 63 |
| | Bird Street | Lichfield | B1 Office/Busines | 1,112 | 103 | NQ | NQ | Second Hand | 71 |
| Guardian House | Birmingham Road | Lichfield | B1 Office/Busines | 5,531 | 514 | £9.50 | £102.25 | New or Refurbishe | 912 |
| Shire House | Birmingham Road | Lichfield | B1 Office/Busines | 3,078 | 286 | NQ | NQ | Second Hand | 911 |
| Guardian House | Birmingham Road | Lichfield | B1 Office/Busines | 2,826 | 263 | NQ | NQ | Second Hand | 944 |
| Block F | Davidson Road | Lichfield | B1 Office/Busines | 2,349 | 218 | n/a | n/a | | 400 |
| Block F | Davidson Road | Lichfield | B1 Office/Busines | 2,349 | 218 | NQ | NQ | Second Hand | 400 |
| Block F | Davidson Road | Lichfield | B1 Office/Busines | 2,349 | 218 | NQ | NQ | Second Hand | 400 |
| Block F | Davidson Street | Lichfield | B1 Office/Busines | 2,349 | 218 | n/a | n/a | | 400 |
| | Eastern Avenue | Lichfield | B1 Office/Busines | 7,604 | 706 | NQ | NQ | Second Hand | 1020 |
| | Greenhough Road | Lichfield | B1 Office/Busines | 18,000 | 1,672 | £14.00 | £150.69 | New or Refurbishe | 1672 |
| Energy House | Lombard Street | Lichfield | B1 Office/Busines | 645 | 60 | £30.23 | £325.42 | Second Hand | 42 |
| | Market Street | Lichfield | B1 Office/Busines | 195 | 18 | £16.61 | £178.78 | Second Hand | 3130 |
| | Market Street | Lichfield | B1 Office/Busines | 230 | 21 | £14.08 | £151.53 | Second Hand | 831 |
| | Market Street | Lichfield | B1 Office/Busines | 130 | 12 | £24.92 | £268.26 | Second Hand | 831 |
| | Park Lane | Lichfield | B1 Office/Busines | 734 | 68 | £13.08 | £140.79 | Second Hand | 1727 |
| | Park Lane | Lichfield | B1 Office/Busines | 415 | 39 | £14.46 | £155.64 | Second Hand | 1727 |
| | Park Lane | Lichfield | B1 Office/Busines | 296 | 28 | £12.77 | £137.45 | Second Hand | 1727 |
| Stratten House | Queen Street | Lichfield | B1 Office/Busines | 160 | 15 | £14.37 | £154.66 | Second Hand | 490 |
| Stratten House | Queen Street | Lichfield | B1 Office/Busines | 835 | 78 | n/a | n/a | Second Hand | 490 |
| The Annexe | Queen Street | Lichfield | B1 Office/Busines | 3,176 | 295 | NQ | NQ | Second Hand | 1 |
| Stowe Court | Stowe Street | Lichfield | B1 Office/Busines | 10,656 | 990 | n/a | n/a | Second Hand | 1580 |
| Sherbrook House | Swan Mews | Lichfield | B1 Office/Busines | 1,706 | 158 | £14.00 | £150.69 | Second Hand | 77 |
| | Swan Road | Lichfield | B1 Office/Busines | 3,302 | 307 | £15.44 | £166.21 | Second Hand | 574 |
| Trent House | Wellington Crescen | Lichfield | B1 Office/Busines | 7,248 | 673 | £12.25 | £131.85 | Second Hand | 1919 |
| Trent House | Wellington Crescen | Lichfield | B1 Office/Busines | 8,078 | 750 | £12.01 | £129.27 | Second Hand | 1386 |
| Waverley Court | Wiltell Road | Lichfield | B1 Office/Busines | 421 | 39 | NQ | NQ | Second Hand | 1583 |

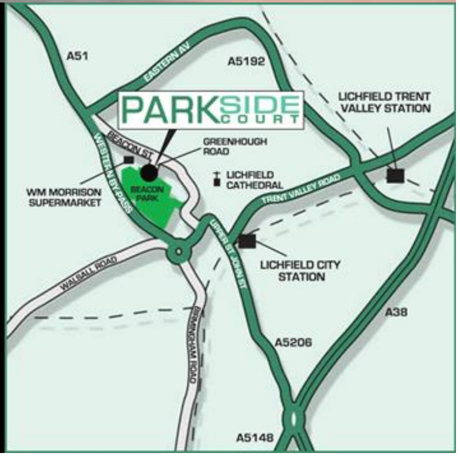
# Parkside Court, Greenhough Road is an example of high quality modern office space where the current rental asking price @ approximately £14 psq.ft

High quality Lichfield offices to let or for sale from 2,000 - 22,000 sq. ft.

Already an established location for offices and office space in Lichfield, and located just half a mile from the city centre, Parkside Court Phase 2 provides new high quality offices in Lichfield from 2,000-12,000 sq ft available to let or for sale on a design and build basis.

A further Phase 3 will provide 5,000-10,000 sq ft of offices or self-contained courtyard style office buildings built to your specific requirements.

Situated off Greenhough Road, adjacent to Morrisons food store, with dedicated on-site car parking, Parkside Court offices in Lichfield are ideal for occupiers looking for offices near Tamworth, Sutton Coldfield, Walsall, Cannock and Burton-on-Trent.


Peter Brett Associates LLP

NAVIGUS PLANNING

# What is the demand for new office space in Lichfield city centre?

The question is whether Lichfield city centre will be attractive to the office market for SME type regional head quarter occupier.

The King Sturge report confirmed that due to the good rail and road connections, historic interest and good environment and good housing stock will help Lichfield city centre to attract a number of decision makers and company executives and so Lichfield should be a competitive office destination. Lichfield's city centre location and supporting infrastructure acts as an asset in helping to attract employees, who tend to prefer to work in a 'vibrant' city centre location with access to a range of services and facilities instead of working at an road island type business park location with limited facilities.

We consulted (March 2015) local agent Andre Buckman of Kingston CPC for his views on the Lichfield city centre office market, his comments were as follows:

- There has been an increase in self employed demand, started to come back again after the recession, there is also a demand for small front door offices, with good demand from a range of businesses such as IT, media.
- There is a strong professional element to Lichfield and there is a waiting list for Lichfield Business Village.
- High end managed service office could do well here, managed office space is best suited to a city centre location (as opposed to a business park location).
- Lichfield needs high end type offer, like a Regus type serviced office building (100 sq.ft upwards).
- There is a tipping point where the economics works to support a serviced office manager, with approximately 25 occupiers to make the employment of the manager viable. Could be at any one of the city centre development sites.
- Critical to this delivery will be fast broadband and telephone signal, the Voda phone signal is not good.
- Unlikely to attract SMEs in Lichfield city centre, the exception is the Police Mutual building who occupy a bespoke building in Lichfield city centre. SME's are looking for sites like Lichfield South, congestion free, easy to get to, with ample car parking and surrounding facilities - *Cricket Lane would meet this criteria* (PBA insert in italics).

# Office space target of 30,000m²

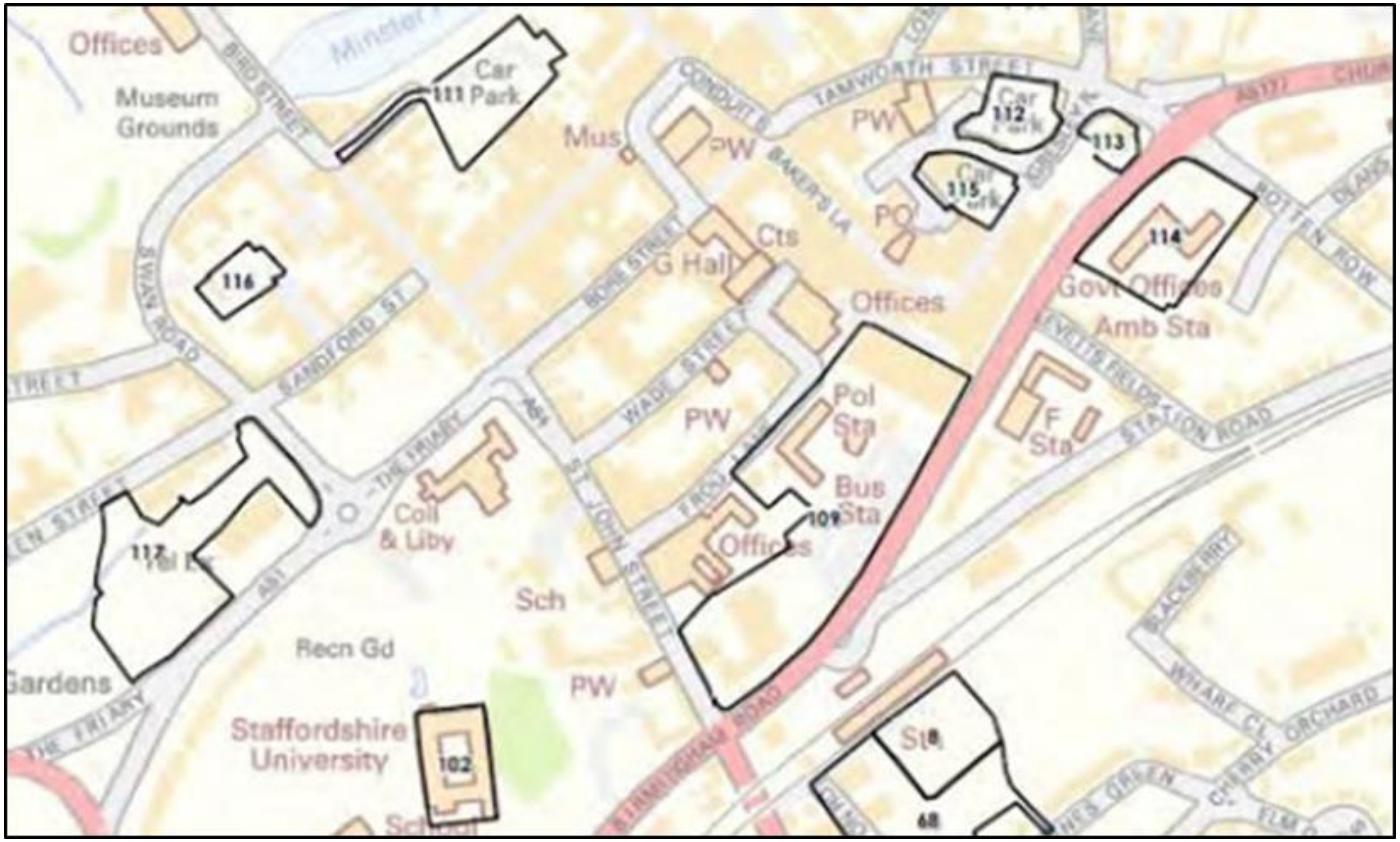
**Policy Lichfield 3 Lichfield Economy states the following:**

*Up to **30,000m² gross of office** provision will be supported in Lichfield City, focused on the City Centre. All proposals should have regard to the need to protect and enhance the City's historic character. A sequential approach to the location of offices will be applied and where there is clear evidence that there are no suitable office sites within the city centre, locations on the edge of the city centre will be considered before locations elsewhere within and accessible to Lichfield City. All sites should benefit from excellent public transport links to Lichfield City and should not prejudice further office development within other town centres, including those outside the district.*

*Lichfield City will be the focus for new employment, office, leisure and shopping development. New employment uses will be focused on the Burton Old Road / Streethay area, close to existing employment sites, around Trent Valley Station , within smaller estates in the south of the city and within the South of Lichfield (Cricket Lane) Strategic Development Allocation. Office development within the city centre is encouraged, but due to the historic core there is limited capacity.*

As part of the office space assessment, we consider how best this target of 30,000m² of office space should be met. Our approach has been based on a review of the evidence, consultation with various stakeholders, an assessment of rental asking price for office space currently on the market.

# Sites assessed for office space in the 2012 Employment Land Review




Source: GVA (2012) Lichfield Employment Land Review

# Consented scheme outside the City may hamper delivery of policy target

The policy specifically makes reference to the focus being in the following locations:

- Burton Old Road/Streethay area, close to existing employment sites
- Around Trent Valley Station
- Within smaller estates in the south of the City
- Within the Cricket Lane SDA

Burton Old Road is on the edge of the City. The main site is the land north of Britannia Way which is outside the Neighbourhood Plan area but can only be accessed from within the City boundary. Clearly there is reliance on the developers, Stoford Developments, bringing forward the commercial scheme that they have planning permission for. At this time, it appears that there is a clear commitment to bring forward this scheme, with the new required road bridge over the West Coast Mainline railway line having been put in place over Christmas 2014. Equally, the payment of £4million by the Stoke-on-Trent and Staffordshire LEP to bring this piece of infrastructure forward demonstrates a significant degree of confidence that the site will be able to attract commercial tenants. This is a 10-hectare site and Stoford Developments has stated that it will be capable of accommodating around 1,100 new jobs. This is certainly an ambitious target.

Trent Valley Station is in the same area so it is not clear how this, as an identified location, is going to add greatly to the office stock on top of the land north of Britannia Way. In this context, the September 2014 appeal decision on the employment site at Eastern Avenue is instructive. This stated that there were 21 currently available employment units within the City. This is a significant amount but would marketing them for office uses make it more likely that they would be taken up is unlikely.

The smaller estates in the south of the City  may have some potential, based largely on the good transport links. However, unless they are developed for high quality offices then it is unlikely that they are going to attract significant numbers of office-based businesses. Whilst certain ‘local’ office functions may be happy to be located on an employment site that provide for a range of users, including light industrial uses, most regional or national-scale businesses would prefer to locate in a more prestigious ‘office-only’ location.

If Lichfield is to attract the medium-sized headquarters then it will need to focus on the high quality offer. The SDA could provide potential . However, the flagship rival operating at Lichfield South, has planning permission for 1.25 hectares of grade-A office space which the developers state will accommodate 1,500 high profile jobs and generate £100million for the local economy per annum. Whilst this would suggest that there is demand for high quality office space, the danger is that the Lichfield South development could accommodate all the  identified capacity for the Lichfield City leaving little additional demand apart from in the very long term., or without some major proactive interventions from the public sector.

# Focus for SME office should be at Cricket Lane

It is clear therefore that the main focus for higher quality employment growth is the Cricket Lane SDA.

The submissions by the promoters to the Local Plan Examination in Public state that “this site would be very attractive to the market given its strategic gateway location”. However, it goes on to state that “the majority of demand would come from smaller scale B8 [warehousing] occupiers with some demand from ancillary B1c/B2 [light industrial/industrial] end users”. This will serve to reduce the overall employment outputs from the SDA. If, for example, 75% of the site was used for B8 warehousing (as per the assumption made by the site promoters in their submission), along with 10% for light industrial and 15% for industrial, then this would serve to only deliver approximately 800 jobs.

If the SDA is one of the primary locations to deliver the employment strategy, then a contribution of just 800 jobs to an aspiration to deliver 9,000 jobs would be a low yield.

What is absent from these assumptions by the SDA promoters is any suggestion of office space. An important question for the assessment informing the Economic Plan and Neighbourhood Plan is to inform the use mix for the employment space allocation at Cricket lane because this represents the best prospect for securing the headquarters that LCC is looking for.

# TARGETING HIGHER VALUE OFFICE JOBS AT CRICKET LANE EMPLOYMENT SITE

Enabling objective 2 - '*To harness the economic potential to attract higher value 'office' based jobs through the proactive management and development of the Cricket Lane employment site*'

# The importance of the Cricket Lane employment land allocation to securing higher value jobs in Lichfield City Neighbourhood Plan area

# Lichfield District Local Plan Strategy 2015

The adopted local plan states the following re: Cricket Lane:

*79.1 hectares of land will be allocated for employment uses, including approximately 12 hectares within the Cricket Lane SDA.  Informed by the employment portfolio as shown in the Employment Land Review, around 10 additional hectares of land will be defined by the Local Plan Allocations document to ensure flexibility of provision*

# Cricket Lane employment allocation

The 12 hectare employment site described as a ‘strategic gateway site’ is located to the south of Lichfield city centre adjacent to the east of the London Road (A5206) and the west of the A38.  These roads in turn provide good connection to the national motorway network serving the region (M5, M6 /toll, M42 and M40), and provide good access to wider network serving Staffordshire and Birmingham conurbation and Black Country.  Assessments by the land promoter has confirmed there are not technical barriers to the delivery of this site.

**Kingston CPC – Andrew Buckman (interview feedback to PBA and King Sturge)**

Cricket Lane will undoubtedly be a very good location for SMEs it has good public transport and could be linked to developing a medical sector specialism. SME’s are looking for sites like Lichfield South, congestion free, easy to get to, with ample car parking and surrounding facilties.  The opening of the M6 Toll Road has helped to bring the Lichfield office market to the fore, this has particularly benefited locations that are well located to the M6 toll road junction such as Lichfield South which could expand further if it was not constrained by planning policy.

**GVA comments on Cricket Lane**:

‘Greenfield site that given its strategic gateway location would be attractive to the market, most likely sub-regional companies.  After discussions with our agents it is our view (subject to greenbelt release and planning consent) that this site would be very attractive to the market given its strategic gateway location. We would advise that the majority of demand would come from B8 occupiers with some demand from B1c/B2 end users. In this light we have moved away from the assumption in Table 4.18 of the 2012 ELR, splitting the quantum of B2/8 land use equally i.e. 50/50, and have assumed that 75% of the land (4,000 sq.m per ha as per Table 5.14 of the 2012 ELR) would be for B8 end users and the remaining 25% for B1c/B2 end users (3,500 sq.m per ha).

**St Modwen**

St Modwen who have interests as Cricket Lane and provided a letter to the Local Plan main modifications representations on behalf of Persimmon Homes stating that a ‘well-designed’ employment scheme which includes a range of unit sizes will be very successful ‘ (at this location).

# Cricket Lane actions

**PBA comments on the above land use split advised by GVA**

Our assessment has identified the 12 ha employment strategic development location and greenbelt release at Cricket Lane offers the most critical site in helping to support the delivery of the strategic objectives of the Economic Plan. It is one of the very few sites available that has the potential to secure the higher value business park type jobs that are so vital to achieving the objectives of the Economic Plan, in a sustainable location and within easy reach of both the city centre, railway stations and M6 toll road and is within the Neighbourhood Plan area for Lichfield City Council. Agent feedback is that this site would perform a similar role to the successful Wall Island business park does at present.

For this reason, we caution against land at Cricket Lane being allocated specifically for B8 use (as was recommended by the GVA Employment Land Study). There are other sites allocated that could serve this sector - for instance, Fradley Park or the new site recently released by Stroford on land north of Britannia Way. Similarly we also caution against any other land release of this nature elsewhere that might hamper the Cricket Lane site from securing the delivery of the economic objectives of the Neighbourhood Plan.

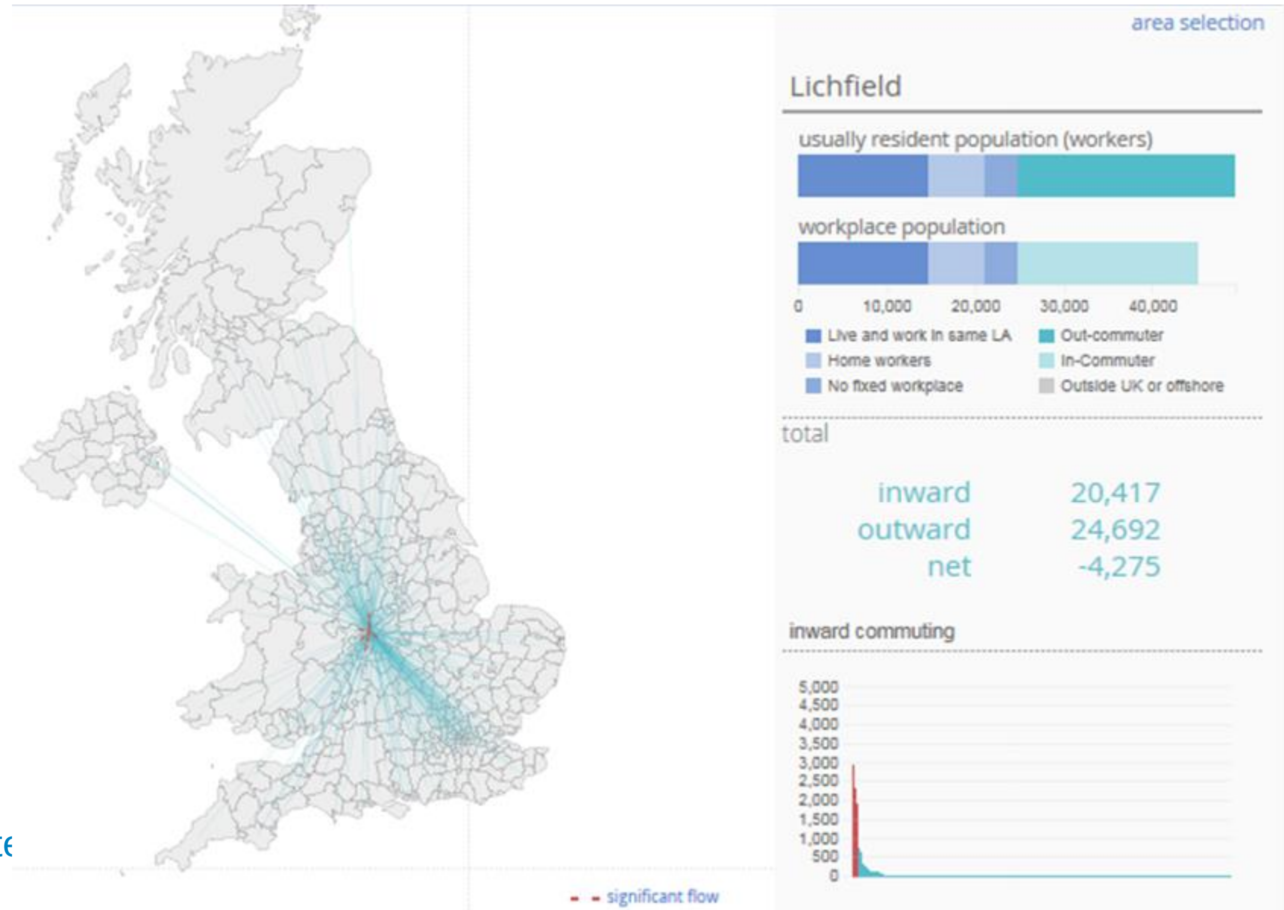
**Action**: It is vital to work with the site owners, local authority and LEP partners to develop a plan of action to maximise the higher value and concentration of job opportunities at this site. At present Appendix I in the Local Plan on Cricket Lane is void of any comment on the employment potential of this site (apart from the 12ha allocation, though it does clearly identify the employment site as being to the south of the residential area, occupying a prominent location fronting the roundabout - this prominent location within the overall scheme is vital to the delivery of the employment site. It is therefore important for Lichfield City Council, via the preparation and delivery of the Neighbourhood Plan and the Economic Plan to ensure the proactive delivery of the Cricket Lane site and look to attract a range of small and medium sized businesses including possible regional head quarters and possible the development of sector specialism in medical research and development sector consultancies at this location.

# HEADLINE STATISTICS TO INFORM THE LICHFIELD CITY ECONOMIC PLAN

# Lichfield is currently a net exporter of workers

The figure below shows the in and outward commuting patterns of the resident population in Lichfield (workers) and workplace population (jobs). It shows that some 20,000 people commute into Lichfield, whilst just under 25,000 commute out, with a net figure of just over 4000 additional residents commuting out.

To increase the current ratio of jobs to economically active residents by 1.7% towards a target job balance figure of 85% by 2029. The job balance ratio is the number of jobs in the District divided by the number of economically active residents. This equates to creating some 2000 additional new jobs within the district between now and 2029



# There are insufficient jobs to meet the needs of workforce – how can Lichfield generate more employment ?

Lichfield district performs better than the West Midlands and Great Britain in terms of residents in employment and this is also reflected in the 'residents unemployed' percentage, which is considerably lower than the West Midlands. The table also clearly shows that more people are in employment than the number of local jobs.

**Table 3.1: Economically active Lichfield district residents (2014)**

| Type of Employment | Lichfield (Number of Employees) | Lichfield (%) | West Midlands (%) | Great Britain (%) | Source |
|---|---|---|---|---|---|
| Residents (economically active) in employment | 48,700 | 78.7 | 75.1 | 77.5 | Nomis - Official Labour Market Statistics July 2013 - June 20143 |
| Residents (economically active) unemployed | 2,200 | 4.5 | 7.5 | 6.8 | |
| **Job Density** | **Total Jobs** | **Lichfield (density)** | **West Midlands (density)** | **Great Britain (density)** | **Source** |
| Job Density (iii) | 51,000 Jobs | 0.82 | 0.75 | 0.78 | Nomis - Official Labour Market Statistics 2012 |
| **Unemployment** | | | | | **Source** |
| Total People claiming Job Seekers Allowance | 503 | 0.8 | 2.8 | 2.2 | Nomis - Official Labour Market Statistics September 2014 |

Source: Lichfield Annual Monitoring Report 2014

# Residents commute out for better paid jobs

**Figure 3.3: Index of multiple deprivation**

Table 2.7 Average Annual Income Gross (Nomis - Official Labour Market Statistics 2011)

| | Lichfield (£) | West Midlands (£) | Great Britain (£) |
|---|---|---|---|
| Earnings by residents | £28,574 | £24,398 | £26,094 |
| Earnings by workplace | £25,319 | £24,310 | £26,021 |

**As part of the job creation measures how can Lichfield attract higher paid jobs to Lichfield?**

# Mis-match between skills and jobs

The majority of these employed residents are in highly skilled jobs, with a lower percentage in sectors such as 'caring' (social care), leisure and other service occupations.

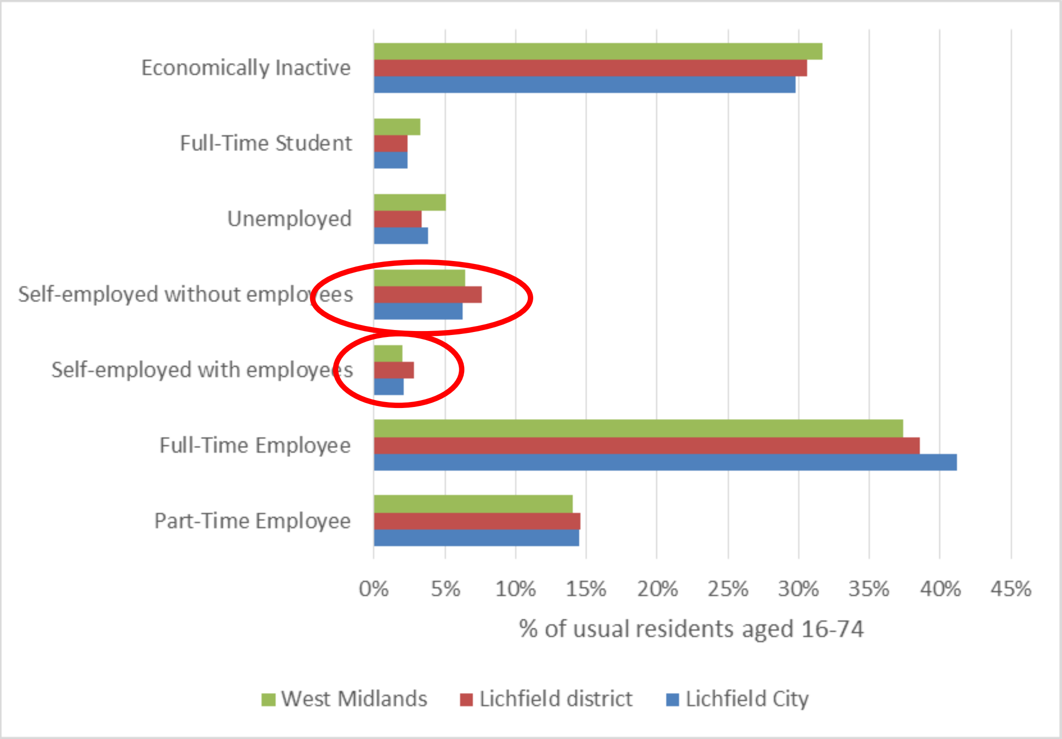
**Table 3.2: Employment by occupation (2011)**

| Occupation | Lichfield | West Midlands | England |
|---|---|---|---|
| Managers, Directors and Senior Officials | 6,852 (14%) | 255,592 (10.1%) | 2,734,900 (10.9%) |
| Professional Occupations | 9,043 (18.4%) | 401,102 (15.8%) | 4,400,375 (17.5%) |
| Associate Professional and Technical Occupations | 6,158 (12.6%) | 282,595 (11.1%) | 3,219,067 (12.8%) |
| Administrative and Secretarial Occupations | 5,720 (11.2%) | 289,595 (11.4%) | 2,883,230 (11.5%) |
| Skilled Trade Occupations | 5,756 (11.7%) | 309,088 (12.2%) | 2,858,680 (11.4%) |
| Caring, Leisure and Other Service Occupations | 3,804 (7.8%) | 241,235 (9.5%) | 2,348,650 (9.3%) |
| Sales and Customer Service Occupations | 3,479 (7.1%) | 216,918 (8.6%) | 2,117,477 (8.4%) |
| Process, Plant and Machine Operatives | 3,227 (6.6%) | 223,017 (8.8%) | 1,808,024 (7.2%) |
| Elementary Occupations | 4,977 (10.2%) | 317,734 (12.5%) | 2,792,318 (11.1%) |

Source: Lichfield Annual Monitoring Report 2014

**How can Lichfield attract a greater level of professional and managerial jobs?**

# Lichfield City is under represented in self employed employees




# How can self employment be supported?

# Education sector is a major strength in Lichfield

**Education, Economy & Employment**

2.21 There are 47 schools within Lichfield District, including 6 secondary schools or colleges. Staffordshire University also offers a range of courses from its campus based in Lichfield City. The percentage of students achieving high GCSE grades has increased considerably between 2008 and 2010, now sitting slightly above the average for England.

**Table 2.4 Education Department for Children, Schools and Families**

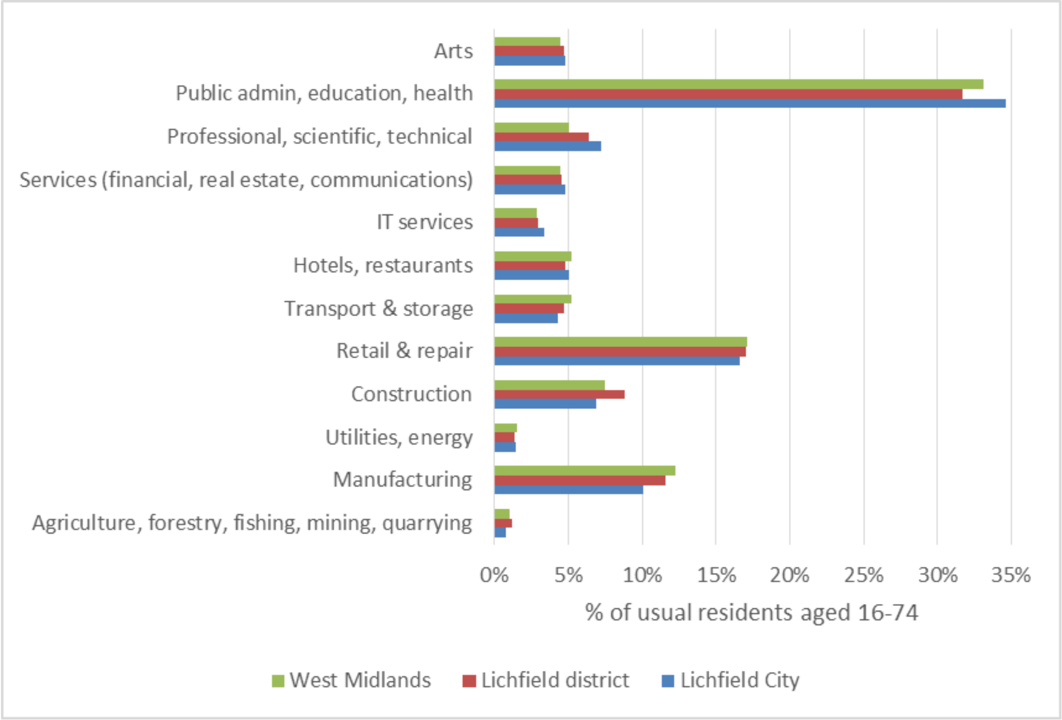
| | 2008 | 2009 | 2010 | Average for 2010 (England) | Source |
|---|---|---|---|---|---|
| % of pupils achieving 5+ GCSE grades A*-C (ix) | 67.6% | 70.4% | 76.9% | 75.3% | Department for Education, 'In Your Area' website 2011 |
| Average 'A' Level Points Score per candidate (x) | 693.7 | 707.6 | 699.1 | 744.8 | |

**How can Lichfield use it's education sector to support its economic aspirations?**

# Self employed

The majority of the Lichfield City employed residents are in highly skilled jobs – public admin, health, education, professional, scientific, technical, services and the arts

Source: 2011 Census




**How can Lichfield City attract a greater level of professional and managerial jobs in Lichfield to meet local skills?**

# Lichfield has a demographic mismatch which will impact on its economy

Lichfield's working age and under 16 population is lower than the national and regional average – if this trend continues, there will be a demographic mis-match this could seriously impact on the ability to achieve its economic aspirations.  Housing affordability maybe part of the issue driving young people out of Lichfield – though recent Government schemes could help.

| Population | District | West Midlands | England |
|---|---|---|---|
| Total Population(i) | 100,654 | 5,601,847 | 53,012,456 |
| Under 16 | 17.5% | 19.5% | 18.9% |
| Working Age(ii) | 62.4% | 63.6% | 64.8% |
| Older People(iii) | 20.1% | 16.9% | 16.3% |

i 2011 Census ONS. Crown Copyright, 2011
ii Working age is now defined as 16-64 for males and females
iii Older People are now defined as 65+ for males and females

This issue is exacerbated by the higher cost of buying a house in Lichfield making it harder for younger age groups to afford to live in Lichfield.

How can Lichfield attract more younger residents to contribute to the economy?

# General economic trends healthy but signs of decline

| | Indicies of Multiple Deprivation (IMD) | | | Source (for 2007 Data) |
|---|---|---|---|---|
| | IDM 2004 | IDM 2007 | IDM 2010 | |
| Rank of Average Score | 259 | 258 | 237 | Index of Multiple Deprivation 2010 - ODPM |
| Rank of Income | 258 | 258 | 243 | |
| Rank of Employment Scale | 223 | 237 | 231 | |

Although still very healthy, the past trend in terms of income and employment measures for index of multiple deprivation scores for the District are gradually worsening

**Income Deprivation Domain**

- This domain measures the proportion of the population in an area experiencing deprivation related to low income.

**Employment Deprivation Domain**

- This domain measures employment deprivation in an area conceptualised as involuntary exclusion of the working age population from the labour market

# Retention and leakage of retail expenditure – extracts from the England & Lyle study

The amount of expenditure retained in each catchment area is the market share or retention level. The England & Lyle study calculated the retention level for the primary and secondary catchments in 2006 and forecast forward for future years as shown in the table below.

| Retention Levels, Convenience Goods | 2006 % | 2011 % | 2016 % | 2021 % | 2028 % |
|---|---|---|---|---|---|
| *Lichfield catchment area* | | | | | |
| primary catchment | 91 | 95 | 95 | 95 | 95 |
| secondary catchment | 29 | 31 | 31 | 31 | 31 |
| overall retention level | 47 | 50 | 51 | 51 | 52 |

| Retention Levels, Comparison Goods | 2006 % | 2011 % | 2016 % | 2021 % | 2028 % |
|---|---|---|---|---|---|
| *Lichfield catchment area* | | | | | |
| primary catchment | 45 | 60 | 65 | 65 | 65 |
| secondary catchment | 23 | 25 | 35 | 35 | 35 |
| overall retention level | 29 | 36 | 44 | 45 | 45 |

| Retention Levels, Bulky Goods | 2006 % | 2011 % | 2016 % | 2021 % | 2028 % |
|---|---|---|---|---|---|
| *Lichfield catchment area* | | | | | |
| overall retention level | 16 | 20 | 20 | 20 | 20 |

# Future retail capacity – England & Lyle study extracts

| Capacity (£ million) | 2016 | 2021 | 2028 |
|---|---|---|---|
| Convenience Goods | | | |
| Lichfield | -16.84 | -12.63 | -7.08 |

| Lichfield | No. of Units 2007 | No. of Units 2011 | Percentage 2011 | UK percent |
|---|---|---|---|---|
| Convenience goods | 16 | 17 | 6% | 9% |
| Comparison goods | 145 | 131 | 45% | 33% |
| All Retail Units | 161 | 148 | 51% | 42% |
| | | | | |
| Service uses | 117 | 121 | 42% | 46% |
| Vacant | 14 | 21 | 7% | 12% |
| | | | | |
| Total Retail & Services | 292 | 290 | 100% | 100% |

4.4 The total number of units in the city centre has remained fairly constant between 2007 and 2011 but there has been a small reduction in the number of shops and a small increase in both service uses and vacancies. Compared to the national average, Lichfield has a relatively low proportion of convenience goods shops and a high proportion of comparison goods shops. The overall proportion of shops is above the national average. The proportion of service uses is slightly below average. Despite an increase in the number of vacant units, the current vacancy rate is well below the UK average.

## Headline statistics that have shaped the Economic Plan for Lichfield City

- Lichfield District performs better than national average in terms of employment and unemployment, higher skills base, average incomes.
- However, post recession, the District has seen a slight shift in local economy:
- Reduction in economically active population (i.e. fall in the local labour supply figure)
- Index of Multiple Deprivation – still good, but slight worsening of general position in terms of average score, income, and employment.
- More of Lichfield district residents are in employment than the actual number of local jobs
- Lichfield district has a highly skilled professional economically active population with a higher percentage representation in the higher order occupations
- Lichfield district has a very low unemployment rate
- Average earnings of Lichfield district residents are above the regional and national average. This does mean that the average resident has a strong disposable income to contribute more to the local economy in the form of Council Tax and spending in local shops, services, restaurants and on cultural activities.
- The district continues to rank well in the index of multiple deprivation, being one of the least deprived local authorities in the country.
- However, there are underlying structural changes taking place that send a signal relating to the District's rank of income and employment scale – both of which have stagnated or fallen. This is perhaps as a result of the national economic downturn, but does sent an important signal of a possible underlying change in the sub-regional economy that could impact on Lichfield.
- The district economy is entwined with the performance of the sub regional economy, in particular Birmingham, the Black Country, Cannock, Stafford, Burton and the East Midlands.
- Housing affordability could be an issue in attracting younger workforce to Lichfield – though recent Government schemes could help.

# CONSULTATION RESPONSES

# What is working well and why?

- Cathedral – positive identity and footfall generation opportunities
- Business start-ups at Business Village – and likely increase in self-employed
- Creative sector - South Staffs College and wealth of voluntary sector – importance of young and older population
- Medical sector Defence Medical Services Whittington (DMSW) – possible sectoral specialism for the area / and Lichfield City?
- Tourism – hotels, retail, culture and leisure business offer.

# What is not working well and why?

- Lack of sectoral specialism
- Market viability for speculative commercial development marginal
- Shortage in supply of modern managed office space and broadband connectivity
- Physical linkages, sense of arrival and sense of direction from ‘outside’
- Listed building status – a constraint