Tamworth Borough and Lichfield District

REPORTING - SEPTEMBER 2013

ABUSINESS PLACE STRATEGY


A Reportfor

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In partnership with

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Executive Summary

The Business Place Strategy was commissioned by Tamworth Borough and Lichfield District to better understand the drivers of inward and indigenous investment in order to deliver a coordinated approach to promoting the two areas with a view to help existing businesses expand whilst attracting new inward investment.

The Strategy has been developed drawing upon extensive desk-based reviews of socio-economic and spatial data and information, consultations with key stakeholders and businesses and review of good practice from elsewhere.Drawing upon the analysis of all this information, the Strategy highlights areas of strength that should be used as the anchors for business investment that would benefit both areas. It also includes recommendations for the way forward in achieving this goal including a specification for a suite of marketing materials, that will meet the immediate information requirements of inward/business investors looking to set up, establish and grow in the area, whilst conveying the agreed promotional and/or branding approach to marketing the area as a whole.

Key Research Findings

The research has shown that Lichfield District and Tamworth have resisted the recession fairly well, both in terms of economic activity and employment rates, **which is testament to the strength of the local economies and resilience of local businesses.** Lichfield District, in particular, has shown higher levels of economic activity and employment rates over the period 2004-2012 compared to other areas. **Quality of life, diversity and cultural/language aspects** has been rated as one of the leading factors for the UK by UKTI in their studies on investor perceptions and what they are potentially looking for in a new location. Tamworth and Lichfield are particularly strong in this area**.** Other key strengths and challenges that have emerged from the research are summarised below.

Strengths	Opportunities
❖ Economic activity rate is higher compared Birmingham and at times has been higher than Staffordshire (the same is true of the employment rate). ❖ The area saw a relatively higher rate of self-employment occur during the recessionary period. ❖ There was a relatively lower rate of reduction in full-time employment over the recessionary period (2008 – 2011) compared with Birmingham and Staffordshire ❖ The survival rate of new businesses is relatively high. ❖ The overall quality of life and performance of the area is higher than other locations in the West Midlands. ❖ On average, house prices have been cheaper than nationally. ❖ On average business space is relatively cheaper.	• The relatively high proportion of employment in manufacturing may allow the area to harness opportunities arising from changes in manufacturing occurring in the wider West Midlands. • The area is relatively more entrepreneurial compared to Birmingham, Staffordshire or the Country in terms of the number of businesses present and the creation of businesses. • Important for families with young children, there is a relatively low average class size, which could prove attractive. Furthermore, relatively cheaper house prices may make the area attractive. • There are a number of attractions and activities including rich heritage but also retail experience combining both independent and high street shopping.
Weaknesses	**Threats**
• As a whole, the area is relatively under-represented in the proportion of people with degrees or higher qualifications. • There is a relatively high representation of people with no qualifications. This is particularly the case in Tamworth – however, businesses there do not rely on a highly skilled workforce. • Some villages outside of Lichfield District have no / very little access to public transport i.e. no way of getting to hospitals / schools / shops without private	• The proportion of people with degrees or higher has declined whilst those with relatively lower levels of qualifications has increased. • The relatively high level of growth in employment in the public sectors may leave the area vulnerable to changes in national fiscal policy in the future. • Growing trend of employment land going to other uses; primarily for residential / retail; since 2004, Lichfield District has lost just over 21 hectares of employment land.

transport.	• Lack of high quality and flexible space fro businesses.

In addition the consultations with businesses have shown that:

- For businesses/investors into Tamworth and Lichfield the central location and transport links have been principle drivers of attracting them to the area. Many local firms are also home grown and have been started by local entrepreneurs. The quality and availability of the workforce in Tamworth have been cited as key drives to the area by a few firms as well as the entrepreneurship and resilience of the Lichfield economy. Four fifths of companies in the survey said Tamworth or Lichfield was either important or very important to their company's future business plan or strategy, and over 90% of respondents are planning to remain in Tamworth/Lichfield. The in-depth interviews revealed many firms investing in the area. Despite some difficult years for some firms many consulted were optimistic about their growth prospects for the next three years.
- Strong connectivity and the cost and quality of premises are the principle business expansion considerations for the next three years.
- In terms of business support required, there is certainly scope for dialogue and continuous engagement. Many firms would be receptive to this. It would provide them with a mechanism to discuss some of the constraints on growth they have raised including parking; rail infrastructure; and, the cost, quality and diversity of business premises.

A Business Place Strategy

Tamworth and Lichfield District may be quite different from each other, but together they are quite unique and this 'complementarity' is potentially one of the areas' unique strengths. The focus of the Business Place Strategy should therefore be on these areas of strength, as listed below, and be supported by messages that have emerged from the background research and consultations.

Competitiveness, Sectors and Growth

Complementarity and balance of sectors, not recession proof (nowhere is....), but highly resistant to economic shocks, and strong evidence of (recent) growth.

Futureproofing with growth in new and advanced technologies – as both areas can offer excellent examples of high tech/high value added advanced engineering, and advanced medical technology (DMC) with strong links into UK and international knowledge based institutions.

Enterprise and Innovation

A launchpad to access a huge potential market on the doorstep and beyond – Birmingham and the surrounding area is home to 75,000 businesses and almost 1200 international companies.

A strong culture of industrial and business resourcefulness and resilience.

A beacon of enterprise and entrepreneurial activity at the heart of UK Central's 'Enterprise Belt'.

Connectivity

High degree of connectivity through inter-modal transport and logistics infrastructure with the major markets of London and Birmingham, the wider West Midlands, and internationally.

As a UK exemplar in this area, Tamworth and Lichfield District are testament to global logistics' investor such as Hellman's vote of confidence in current and future locational benefits.

High Quality of Life, Rich Culture and Heritage and Exceptional Retail Experience

High quality of life, strong education credentials for those with a (young) family.

Affordable housing for those looking to access the property ladder, but also good supply of upmarket property for those looking for value for money.

'Mercian Magic' provided though diverse and complementary choice of cultural depth, unique retail experience, excellent visitor attractions and quirky industrial heritage.

THE WAY FORWARD

Although the areas of Tamworth and Lichfield are somewhat different, the two main urban centres, Tamworth and Lichfield, are only 7 miles apart and have strong business, economic, social, cultural and physical linkages. The area itself and the 'sectors' are just too small, and taken separately, would be challenging to market effectively. There would be an enormous risk of duplication, and potentially damaging competition for both areas, the West Midlands and the UK. The last thing that a potential (in particular foreign) inward investor wants to see is a plethora of conflicting marketing messages and an army of advisors. In an age of resource constraints, it makes, therefore, sense to **have a joint marketing approach to marketing the two areas as a whole but with specific references to their distinctiveness.**

Taken together, however, the Tamworth and Lichfield area has some unique attributes, a complementary offering in terms of sectors and strengths, some key messages around enterprise, growth and connectivity etc., that it can spread more widely, and a thus have a stronger reach into opportunities in neighbouring markets and beyond.

In taking forward the Business Place Strategy, a number of issues need to be considered including having a dedicated resource to coordinate its implementation, liaise in with sub-regional and national inward investment agencies, oversee the development of on and offline marketing collateral/materials, engage channels and various routes to market with value proposition, and put in motion improves visibility of the offer of both areas with digital and social media.

• Introduction

○ In April 2013 Tamworth Borough Council and Lichfield District Council commissioned Warwick Economics & Development (WECD) to develop a Business Place Strategy for the two areas.

Background

○ Thepurpose of the Business Place Strategy is to further understand the drivers of inward and indigenous investment and to deliver an approach to raising the profile of the areas with a view to help existing businesses expand and at the same time attractnew businesses to the area. Within this context, the specific objectives of this piece of work have been set as follows:

- To develop an evidence based strategy for inward investment and indigenous business growth; and,
- To produce a specification for a suite of marketing materials, that will meet the immediate information requirements of inward/business investors looking to set up, establish and grow in the area, whilst conveying the agreed promotional and/or branding approach to marketing the area.

○ This report presents findings from work undertaken to date (up to end of June 2013).It is based on **evidence gathering** and **thorough assessment of the economies of Tamworth Borough and Lichfield District**, including the relationship with each other and wider economies, drawing upon:

- **Desk-based review of data and background information including:**
    - **a.** Identification of the economy's strengths, weaknesses, opportunities and threats drawing upon and analysing existing work but also exploring new data.
    - **b.** Highlighting particular business sectoral strengths and growth opportunities to enable a more targeted approach in attracting business investment in the area.
- **Consultations with key stakeholders and businesses** in order to gauge views and assess 'what makes inward investors and business owners tick', their main motivations, their decision-making processes and the rationales behind their decisions.

○ The report also proposes **key areas of focus for the Business Place Strategy** drawing together strengths and Unique Selling Points (USPs) for the area as a whole – but with attention to the distinct characteristics of each area, and highlighting promotional messages that could reflect the USP(s) and distinctiveness of the area and the places within it.

○ The report also presents **a summary of good practice** adopted elsewhere and **recommends options on marketing materials.** These include:

- Proposed branding approach and key messages to be highlighted; and,
- Proposed form of the marketing materials to be used.

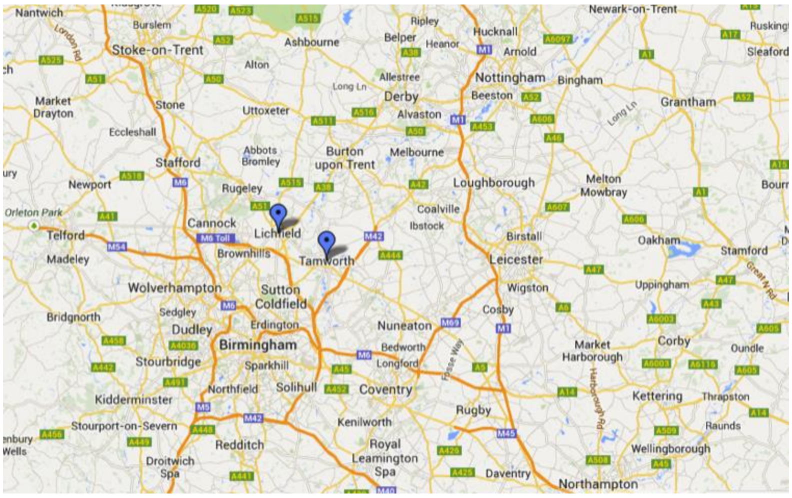
Report Structure

○ The remainder of the document is structured as follows:

- **Section 2** presents an overview of the socio-economic and spatial profile of the two areas.
- **Section 3** presents an overview of business perceptions based on the feedback of business that participated in the survey and the face-to-face consultations.
- **Section 4**presents an assessment of the strengths and weaknesses of the place.
- **Section 5**reviews good practice.
- **Section 6**outlines recommendations on marketing approach and the way forward.

• Place Profiling

2.1 Tamworth the main town of Tamworth Borough, is a market town, the largest local government district and the second largest settlement (after Stoke-on-Trent) in Staffordshire. On the other hand, the cathedral city of Lichfield is one of the two main settlements of Lichfield District, the other being the town of Burntwood. This section presents more detailed information around the socio-economic and spatial profiles of the two areas – **Tamworth Borough** and **Lichfield District**. It provides information for each area individually, both as a whole and in comparison with Birmingham, West Midlands, Staffordshire and GB as a whole, where data is available. Information is also presented specifically about Burntwood, where data is available.



Demographics

2.2 As Figure 2.1 indicates, there were approximately 77,000 people living in Tamworth in 2011, an increase of approximately 3% since 2001. Just over 100,000 people were living in Lichfield District in the same year, representing an increase of 8% since 2001. In comparison with the wider area and the national figures, over the 10 year period between the 2001 and 2011 Censuses, Lichfield saw the greatest overall increase in population whilst the growth in Tamworth was lower than that seen any of the other geographies.

Figure 2.1: Population Patterns in Tamworth and Lichfield District

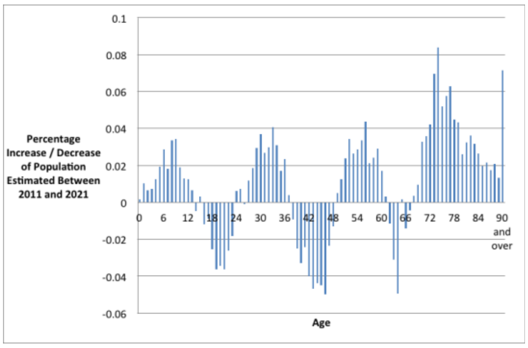
	2001	2011	Change
Lichfield	93,232	100,654	7.96%
Tamworth	74,532	76,813	3.06%
Lichfield & Tamworth	167,764	177,467	5.78%
Birmingham	977,087	1,073,045	9.82%
Staffordshire	806,744	848,489	5.17%
GB	57,103,927	61,371,300	7.47%

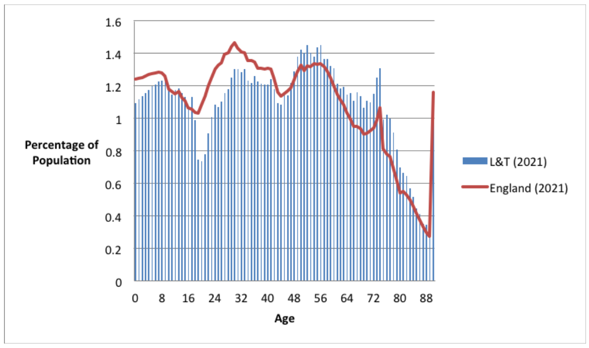
Source: Census 2001 and 2011.

2.2 The population is expected to grow in both areas by approximately 5,500 people or 7.2% in Tamworth (by 2033) and by 13,600 people or 13.5% in Lichfield District (by 2026). Similar figures for the West Midlands and England are 9.6% and 13.3% respectively. Lichfield District is therefore projected to grow at a level above that of the region and nationally, which highlights the attractiveness of the district as a place to live and work.

2.3 It is also worth noting that the population in both places is agingover time to 2021, and in comparison with England as shown in Figure 2.2. This will have a significant impact on and implications for a range of services delivered across the two areas, including health and social care, transport, housing and the economy.

Figure 2.2: Changes in the Composition of Population, Tamworth & Lichfield District

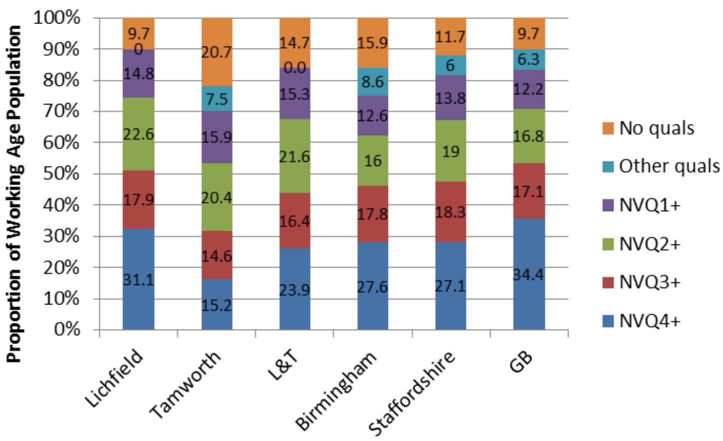




Note: Combined Lichfield District & Tamworth figures compared to England in 2021, with age groups as % of the total population of the area.

2.4 As shown in Figure 2.3, Lichfield has the highest proportion of its working age population (16-64 years of age) qualified to level 4+ or above, with this proportion being below that seen nationally. Tamworth has around half the proportion of Lichfield qualified to this level.

Figure 2.3: Qualifications 2012



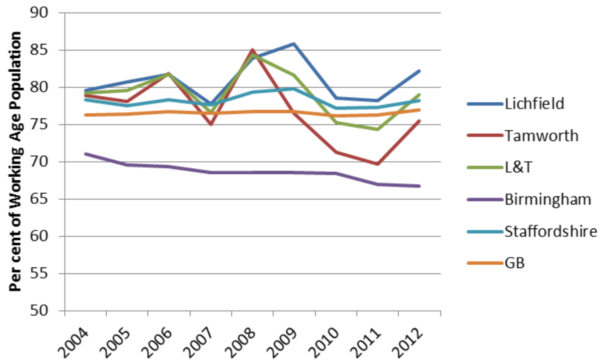
Source: Annual Population Survey, NOMIS. NOTE: NVQ1 = GCSE, BTEC, etc.; NVQ2 = RSA stage 2, City & Guilds, 1 A Level; NVQ3 = City & Guilds level 3, 2 or more A levels; NVQ4 = Diploma, first degree, nursing or teaching qualification, (NVQ5 = Master's degree, PhD, PGC). 'Other qualifications' for Lichfield is missing due to reporting restrictions. Columns do not sum to 10 due to rounding error.

Economic Activity

2.5 As shown in Figure 2.4 As a proportion of the working age population (16 – 64), Lichfield has generally seen higher levels of economic activity[1] than any of the other areas. On the other hand, Tamworth has not had as high a proportion economically active, sometimes being higher than the County level but in later years being lower than the either the County or the Country. However, **over all the years between 2004 and 2012 however, both Lichfield and Tamworth have seen a higher proportion of economically active people compared to Birmingham.**

[1]Economic activity describes a person's main activity in the week before the census for those aged 16 and over. Economically active are those who are in full/part time employment and self employed, and those unemployed actively seeking work. Students in full-time education are excluded as study is considered to be their main activity; however economically active part-time students are included.

Figure 2.4: Economic Activity Rate



Source: Annual Population Survey, NOMIS[2].

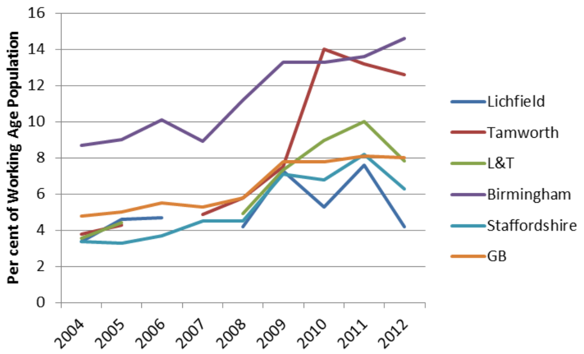
2.6 It can be also seen from Figure 2.5 that Birmingham has a higher rate of economic inactivity than any of the other areas. Furthermore, Lichfield in particular has seen the lowest rate of inactivity over 2004 – 2012 with the exception of 2008 when Tamworth saw a slightly lower rate. Whilst both Lichfield and the County continued to see lower rates of economic inactivity than were seen in the country as a whole over the period 2008 – 2012, Tamworth saw higher rates.

Figure 2.5: Economic Inactivity

Source: Annual Population Survey, NOMIS.

2.7 Similarly to the case of economic inactivity, up until 2009, **Lichfield, Tamworth and Staffordshire saw lower rates of unemployment than were seen in the country as a whole**.From 2009, however, Tamworth saw a higher rate of unemployment than Lichfield, the County or the country, even peaking above the unemployment rate of Birmingham in 2010 (which has been consistently higher than any of the other geographies).

Figure 2.6: Unemployment

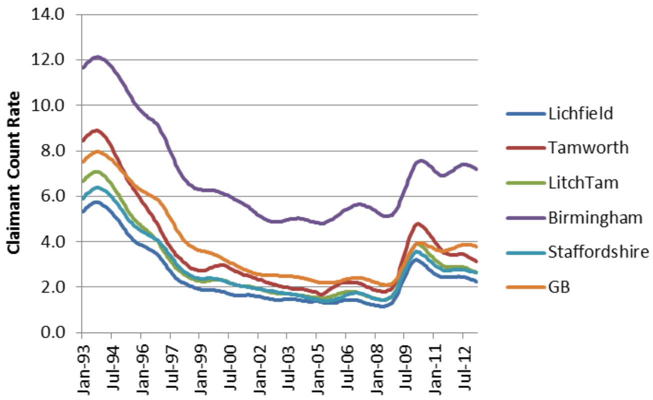


Source: Annual Population Survey, NOMIS. NOTE data missing for 2006 for Tamworth and 2007 for Lichfield.

[2] It will be noted that there is generally higher variability for Lichfield District and Tamworth than for the other geographies; this will partly be a facet of the smaller populations whereby a relatively smaller change can represent a relatively larger proportionate change.

2.8 Examining the claimant count however, shows a slightly different picture; whilst the movement of Tamworth in terms of unemployment as measured by the claimant count moves above the national rate from 2009, it remains below that of Birmingham. This would seem to point to a situation whereby although unemployment rose in all areas from 2008/09 and Tamworth saw a larger increase than either Lichfield or the County, a relatively smaller number claimed unemployment benefit compared to Birmingham.

Figure 2.7: Claimant Count



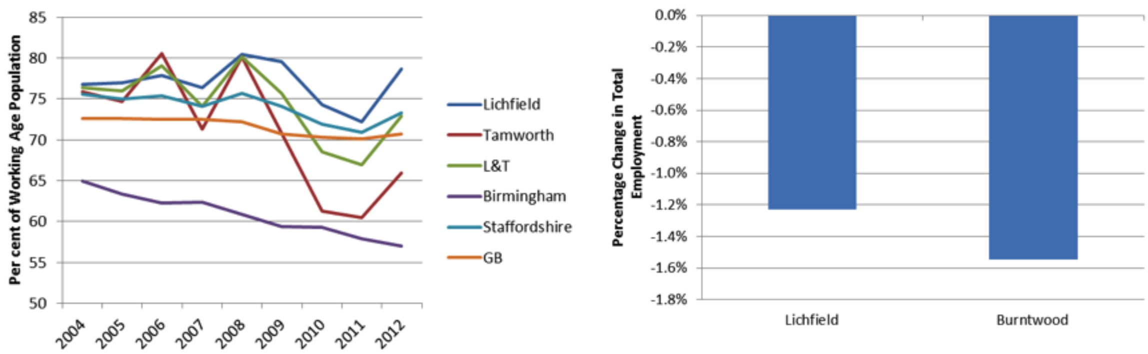
Source: Claimant Count, NOMIS. NOTE: The chart above shows the annual moving average of monthly data in order to highlight the trend.

Employment

2.9 Lichfield has generally seen the highest employment rate with the exception of 2006 when Tamworth saw a higher rate. Tamworth, on the other hand, generally saw a lower rate of employment with a particularly large fall over the 2008 – 2009 period. With the exception of 2009 – 2010, both Lichfield and Tamworth (and Staffordshire) saw higher levels of employment than nationally (Lichfield continued to see higher rates over the whole of the period); this results in the two districts taken as whole predominantly seeing a higher employment rate than was seen nationally except for the period 2010 – 2011. Again, **Birmingham saw lower rates of employment than either Lichfield District or Tamworth.**

2.10 Looking at the change in employment, all the geographies have seen a fall in the period 2008 – 2011. Lichfield however saw the lowest fall in employment whilst Tamworth saw by far the largest fall. All of the sub-national areas saw a greater fall than was seen nationally. It is worth noting that that **between 2009 and 2011**, within Lichfield District,**Burntwood saw a slightly larger fall in employment (-1.55%) than was seen in the district as a whole (-1.23%).**

Figure 1.8: Employment Rates



Source: Annual Population Survey, BRES, NOMIS.

2.11 Up until 2010, Tamworth, Lichfield and Staffordshire as a whole all saw a higher rate of employees among the working age population[3] than was seen in the country as a whole (and higher than Birmingham).In the last two years, the largest drop in the number of employees among working age population was seen in Tamworth, which has continued to stay below the national level of employment, whereas Lichfield District has risen higher and the County as a whole stayed above the national rate throughout the whole period.

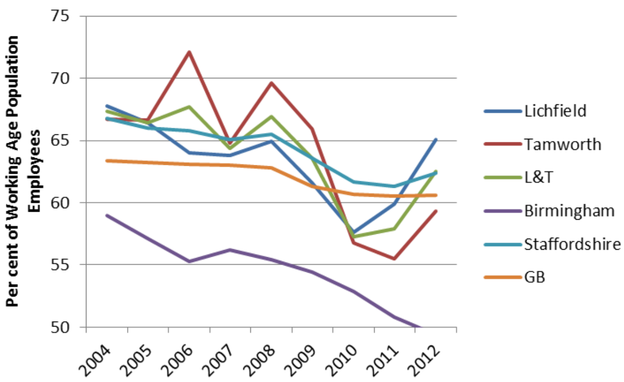
Figure 2.9: Working Age Population who are Employees, %

	Lichfield	Tamworth	L&T	Birmingham	Staffordshire	GB
	Rate	Rate	Rate	Rate	Rate	Rate
2004	67.8	66.7	67.3	59	66.8	63.4
2005	66.4	66.6	66.4	57.1	66	63.2
2006	64	72.1	67.7	55.3	65.8	63.1
2007	63.8	64.8	64.4	56.2	65.1	63
2008	64.9	69.6	66.9	55.4	65.5	62.8
2009	61.6	65.9	63.6	54.4	63.6	61.3
2010	57.6	56.8	57.3	52.9	61.7	60.7
2011	59.9	55.5	57.9	50.8	61.3	60.5
2012	65.1	59.3	62.5	49.4	62.4	60.6

Figure 2.10: Working Age Population who are Self-employed

	Lichfield	Tamworth	L&T	Birmingham	Staffordshire	GB
	Rate	Rate	Rate	Rate	Rate	Rate
2004	8.8	8.8	8.8	5.5	8.4	8.8
2005	10.3	7.3	8.9	5.9	8.5	9
2006	13.2	8.4	11.0	6.5	8.8	9
2007	12.6	5.6	9.4	5.9	8.4	9.1
2008	13.5	10.5	12.2	5.2	9.6	8.9
2009	17.9	4.9	12.2	4.7	10.2	9
2010	16.7	4.5	11.2	6	9.9	9.1
2011	11.6	5	8.6	6.8	9.1	9.2
2012	13.6	5.6	9.9	6.9	10.5	9.6

Figure 2.11: Employment (including self-employed)

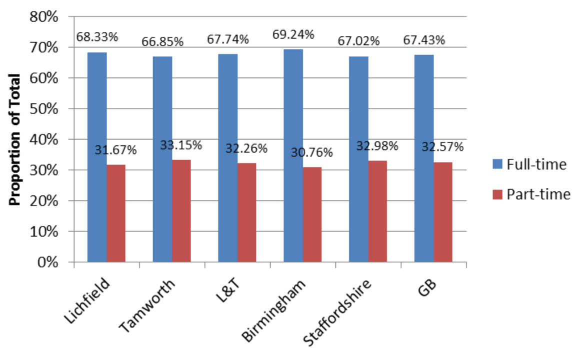


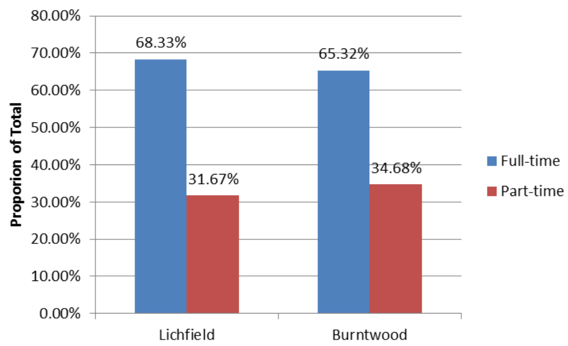
Source: Annual Population Survey, NOMIS.

[3]Aged 16-59 for women and 16-64 for men.

2.12 In terms of full and part-time employment, the proportion of part-timers is higher in Tamworth than Lichfield, regionally and nationally. The proportion of people in full-time employment is lower in Burntwood compared to the district and consequently the proportion in part-time employment is three percentage points higher.

Figure 12: Proportionate Full/Part-time Employment 2011





Source: BRES, NOMIS.

Key Sectors

2.13 Looking at employment by sector, it can be seen that across all the geographies the largest sector is wholesale and retail (including motor vehicle repair). Tamworth especially has a high proportion of its employment in this sector. In 2011 (the latest year for which data are available), Burntwood, in the main, saw similar proportionate employment in the sectors as was seen in Lichfield District as a whole with the exception of: higher proportionate employment in manufacturing; and, nearly twice the proportionate employment in construction as was seen in the district.

Figure 13: Employment by Sector 2011

Sector	Lichfield	Tamworth	L&T	Birmingham	Staffordshire	GB
Agriculture, forestry & fishing	0.1%	0.004%	0.050%	0.009%	0.1%	1.7%
Mining & quarrying	0.2%	0.0%	0.1%	0.001%	0.1%	0.2%
Manufacturing	**11.7%**	**12.5%**	12.0%	7.8%	12.7%	8.5%
Electricity, gas, etc.	0.2%	0.0%	0.1%	0.3%	0.0%	0.4%
Water supply	1.0%	0.8%	0.9%	0.6%	0.8%	0.6%
Construction	6.7%	5.6%	6.3%	4.0%	5.6%	4.8%
Wholesale & retail; incl. motor repair	**16.0%**	**25.6%**	19.8%	14.4%	18.0%	16.1%
Transportation & storage	4.7%	5.3%	5.0%	5.1%	5.6%	4.5%
Accommodation & food service	6.1%	6.1%	6.1%	5.5%	6.7%	6.8%
Information & communication	3.0%	1.8%	2.5%	2.3%	2.0%	3.8%
Financial & insurance	1.5%	3.8%	2.4%	5.7%	2.1%	3.8%
Real estate activities	1.5%	1.2%	1.4%	1.7%	1.4%	1.7%
Professional, scientific & technical	7.4%	6.9%	7.2%	7.4%	5.2%	7.5%
Administrative & support	**9.4%**	**8.0%**	8.9%	8.9%	7.7%	8.0%
Public administration & defence	4.3%	2.6%	3.6%	7.9%	4.5%	5.0%
Education	**8.1%**	**7.6%**	7.9%	10.0%	9.5%	9.1%
Human health & social work	**11.6%**	**7.3%**	9.9%	14.6%	12.9%	12.9%
Arts, entertainment & recreation	3.2%	2.1%	2.8%	1.9%	2.7%	2.5%
Other service activities	3.4%	2.8%	3.2%	2.0%	2.4%	2.1%

Source: Business Register and Employment Survey (BRES), NOMIS.

2.14 Both Lichfield District and Tamworth **have seen increases in public sector employment between 2009 and 2011, with this representing the largest sector of increase in the case of Tamworth. This increase occurred despite this sector seeing falls in Staffordshire and Great Britain[4]. Employment in professional, scientific and technical services has also seen an increase in both areas**. Employment within information and communication services, and the arts, entertainment and recreation also saw a relatively large proportionate increase in Lichfieldwhilst these sectorsexperienced falls in Tamworth, Birmingham and nationally.

2.15 Despite the higher overall proportionate employment in the construction sector in Burntwood, this sector saw a greater fall between 2009 and 2011 than in the district.

Figure 14: Change in Sectoral Employment 2009-2011

Sector	Lichfield	Tamworth	L&T	Birmingham	Staffordshire	GB
Agriculture, forestry & fishing	-23.3%	-75.0%	-27.7%	-68.7%	13.1%	-5.8%
Mining & quarrying	-2.9%	NA	-2.9%	-50.0%	-18.0%	1.5%
Manufacturing	-6.6%	-5.9%	-6.3%	-23.8%	-12.7%	-9.2%
Electricity, gas, etc.	-69.8%	NA	-69.8%	27.9%	-80.9%	42.5%
Water supply	**91.1%**	**39.9%**	69.9%	-4.9%	61.3%	8.9%
Construction	-3.7%	-48.9%	-26.7%	-6.9%	-19.0%	-14.6%
Wholesale & retail trade incl. motor vehicle repair	0.4%	-5.4%	-2.6%	-7.9%	-6.8%	-4.0%
Transportation & storage	-30.7%	-34.7%	-32.5%	17.3%	-19.4%	-3.4%
Accommodation & food service	-16.8%	-3.5%	-12.0%	-26.1%	-7.3%	-3.0%
Information & communication	**9.1%**	**-32.4%**	-7.0%	-16.0%	-23.8%	-1.7%
Financial & insurance	-25.5%	-16.5%	-20.1%	-0.3%	-25.1%	-7.1%
Real estate activities	-16.0%	-15.0%	-15.7%	-12.4%	-20.5%	5.0%
Professional, scientific & technical	**5.7%**	**19.6%**	10.6%	-2.5%	-2.0%	0.1%
Administrative & support	-10.2%	-20.5%	-14.2%	-1.5%	10.3%	-6.8%
Public administration & defence	**24.9%**	**83.8%**	37.4%	3.2%	-4.0%	-3.8%
Education	-1.4%	-10.0%	-4.9%	-10.7%	-0.5%	-0.5%
Human health & social work	**10.2%**	**25.5%**	14.3%	7.6%	9.9%	6.6%
Arts, entertainment & recreation	**17.5%**	**-17.8%**	3.9%	-6.0%	12.8%	-2.5%
Other service activities	-2.0%	16.4%	3.8%	-1.8%	0.7%	-3.5%

Source: BRES, NOMIS.

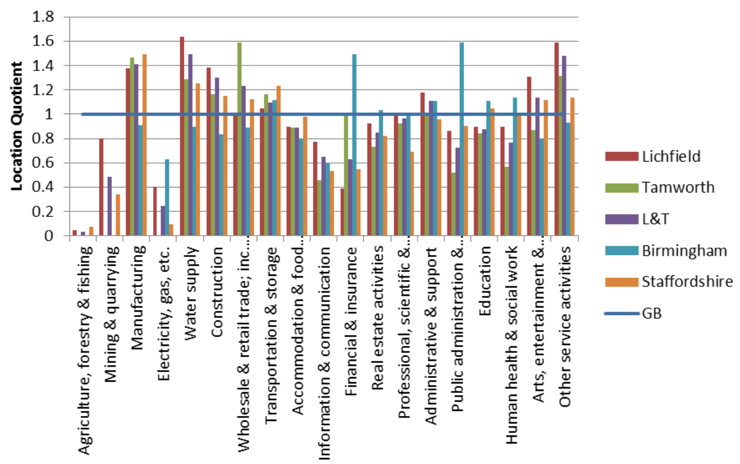
2.16 Location quotients allow comparisons to be made as to the concentration of sectoral employment between areas. They compare the proportionate employment in a sector in a location with that of a reference economy, which in this case is the economy of Great Britain. Therefore, a location quotient greater than 1 shows concentration of employment in a sector in a location.From Figure 2.15, it can be seen that for Lichfield District, the sectors exhibiting concentration of employment in 2011 were manufacturing, water supply, construction, transportation & storage, administrative & support services, arts, entertainment & recreation and other service activities (wholesale & retail saw a level of concentration almost the same as that in the country as a whole).

[4] This sector is Public Administration and Defence; Compulsory Social Security. In the case of Tamworth, whilst the proportionate change is large at nearly 84%, the actual numbers are relatively small at circa +300. However, there may also be a data quality issue as this coincides with the change from the ABI survey to the BRES in terms of looking at jobs within localities (between 2008 and 2009) and therefore, this increase should perhaps be treated with some caution.

2.17 It can also be seen that Tamworth does not have as many sectors showing signs of concentration, although it does have in common with Lichfield District concentrations in manufacturing, water supply, wholesale & retail (to a far higher degree than was seen in Lichfield), transportation & storage and other service activities (there were also nearly equal, with the country as a whole, levels of concentration within the financial & insurance and administrative & support services sectors).

2.18 It is noteworthy that Birmingham (probably due to its large urban economy) has a far higher concentration in the financial and insurance sectors than any of the other geographies.

Figure 2.15: Location Quotients 2011



Source: WECD using data from BRES, NOMIS.

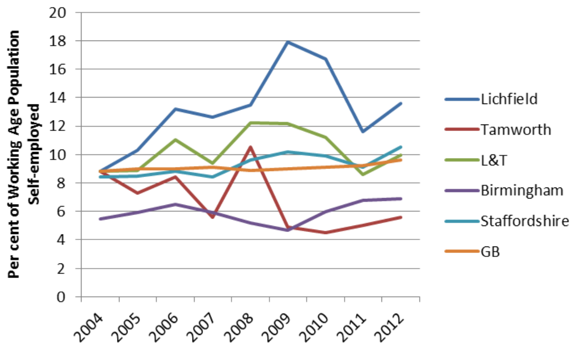
2.19 In terms of future trends, the main sectors growing in the two areas are as follows (with more detail provided in Annex 1):

- 4 of the top 10 growing sectors in Lichfield District (whilst only 1 in Tamworth) are in the manufacturing sector.
- In Lichfield District, the sub-sectors (or industries) that constitute these high growth manufacturing sectors are: clothes manufacturing, manufacture of basic precious metals, the manufacturing of measuring, testing and navigation appliances and the manufacture of transport equipment.
- In Tamworth, the highest growing manufacturing industry was the manufacture of refined petroleum products.
- Both areas saw the repair and installation of machinery and equipment in the top 10 growth industries.
- Also in both areas, the top 10 growth sectors included activities auxiliary to financial services with the highest growing industry within this being auxiliary activities to financial services except insurance and pension funding.
- Research orientated sectors were also amongst the highest growing sectors, with Tamworth seeing the architectural and engineering services and technical consultancy industry showing the highest growth and both Lichfield District and Tamworth seeing the highest growing industry in research being research and experimental development on natural sciences and engineering.
- Lichfield District and Tamworth have also seen high growth in the advertising industry.
- Both districts have also seen high growth in the repair of personal computers and household products.

Entrepreneurship

2.20 **Self-employment has been higher in Lichfield District than in any other area whilst in Tamworth, apart from a rise in 2008, has consistently remained below the national level and from 2009 onwards has been below that seen in Birmingham**. The two areas together, for the most part, remain above the national level (except for 2011).This may point towards Lichfield District having a higher rate of entrepreneurs compared to the other areas than the other has been seen in the other geographies.The spike in 2008 seen in Tamworth may be due to increased levels of unemployment resulting from the recession leading to people setting up their own businesses, although apparently not many of these survived.

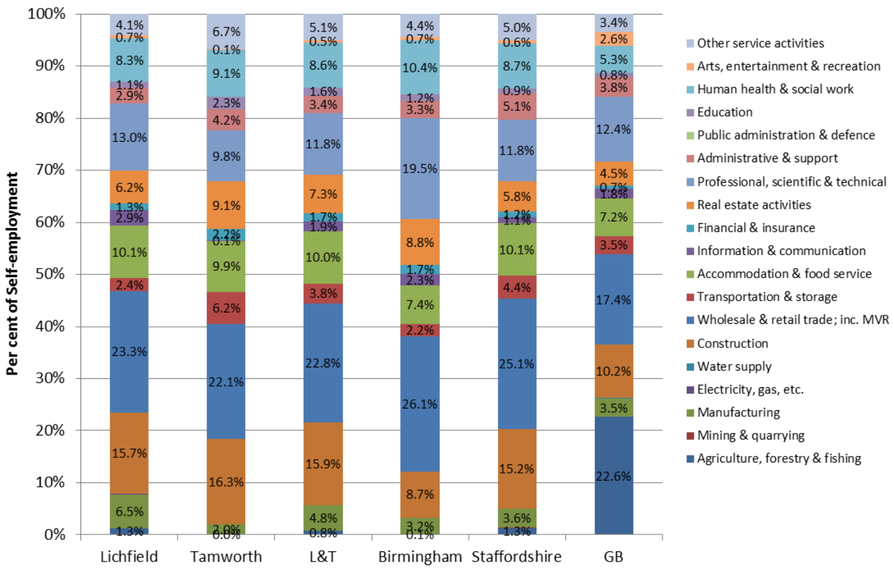
Figure 2.16: Self-employment



Source: Annual Population Survey, NOMIS

2.21 When the proportions of self-employment are examined, it can be seen that **all of Lichfield, Tamworth, Birmingham and Staffordshire have the highest relative levels of self-employment within the wholesale & retail trade (including the repair of motor vehicles). Within the country as a whole however, the largest sector of self-employment is agriculture, forestry & fishing.**Excepting public administration & defence and mining & quarrying, the lowest proportions of self-employment are in the electricity, gas, etc. and water supply sectors.The next highest proportions of self-employment are within the construction and professional, scientific & technical sectors (this is true across all the different areas).

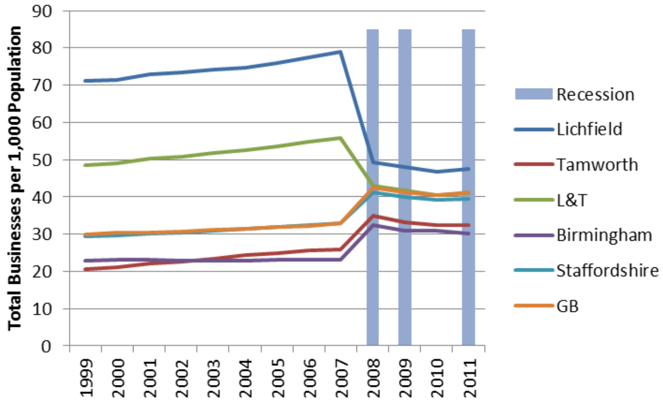
Figure 2.17: Self-employment by Sector 2011



Source: BRES, NOMIS. NOTE: due to zero or near zero proportions, some sectors' proportions do not appear on the chart, notably mining & quarrying and public administration and defence. MVR = motor vehicle repair.

2.22 From the chart below, it can be seen that pre 2007 all the localities saw a general rise in the relative number of businesses.Lichfield then saw a fall in the number of businesses (whilst the other geographies saw a rise) whereby in the following years the same general trend was apparent[5].

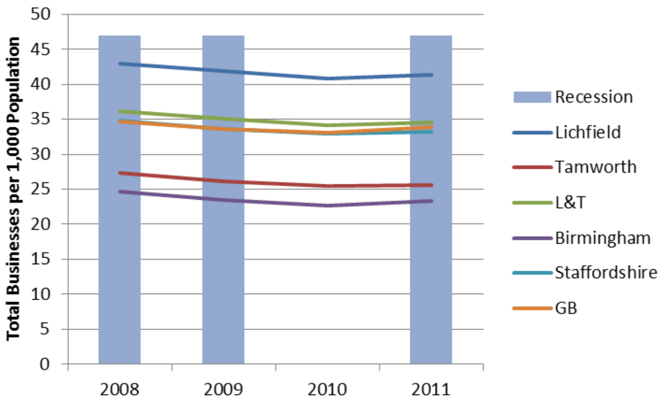
Figure 2.18: Business Trends (per 1,000 Population) 1999 - 2011



Source: based on data from Annual Business Inquiry, NOMIS and IDBR. Population data from the Census 2001 and 2011 with growth rates applied to achieve the intervening years' totals.

2.23 Overall, it can be seen that in years 2008 – 2011 Lichfield Districthas continually seen a higher relative number of businesses compared to the other geographies. All the areas appear to follow the same overall trend. The lowest relative number of businesses was seen in Birmingham, with Tamworth having a lower number of businesses than Lichfield, the County or the country. **(In 2011, there was a total of 4,165 businesses in Lichfield Districtand 1,970 in Tamworth.)**

Figure2.19: Number of Businesses per 1,000 Population 2008 - 2011



Source: Inter Departmental Business Register (IDBR). Population data from the Census 2001 and 2011 with growth rates applied to achieve the intervening years' totals.

2.24 Turning to the births of new businesses, it can be seen that in 2011, **Lichfield District saw a higher relative number of births than any of the other geographies whilst Tamworth saw a lower relative number.** A higher occurrence of business birth however is also likely to see a higher level of business death – in 2011 Lichfield Districtsaw a higher relative number of business deaths than any of the other geographies; and, Tamworth saw the lowest relative number of business deaths. This same general pattern has been seen over the whole period 2008 – 2011 (Figure 2.22).

[5] Note this situation may well be due to a structural break in the series due to different definitions, sic codes, etc. and should therefore be treated with caution.

Figure 2.20: Births of Businesses 2011

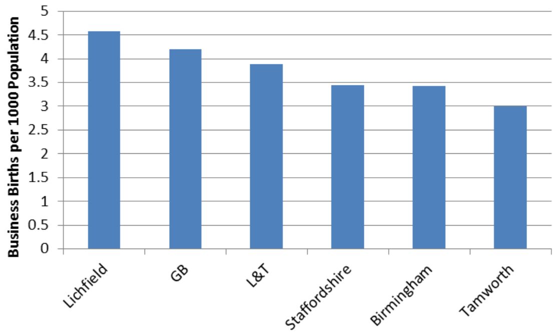
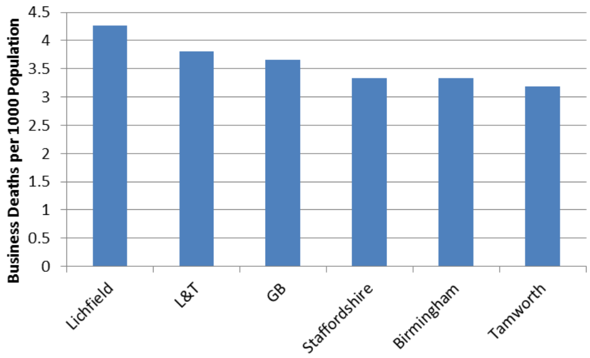
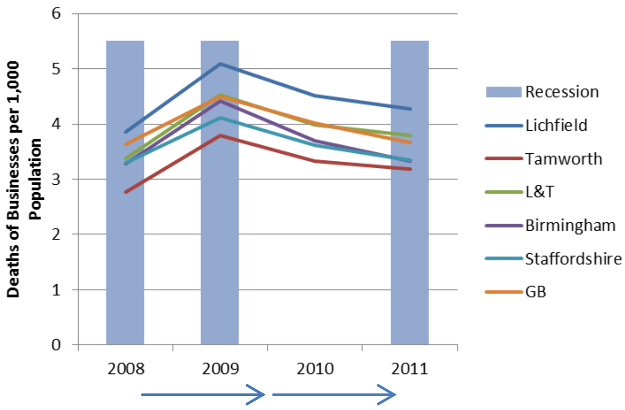


Figure 2.21: Deaths of Businesses 2011



Source: Business Demography, ONS. Population data from the Census 2001 and 2011 with growth rates applied to achieve the intervening years' totals.

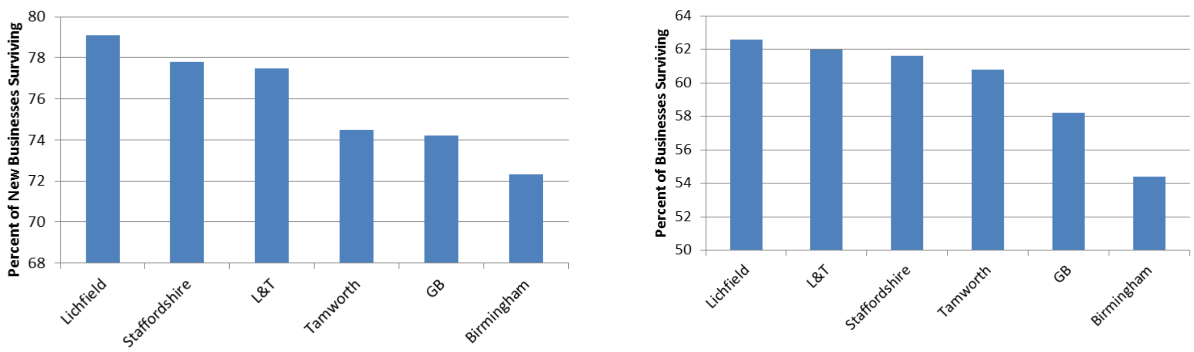
Figure 2.22: Deaths of Businesses 2008 - 2011



Source: Business Demography, ONS. Population data from the Census 2001 and 2011 with growth rates applied to achieve the intervening years' totals. NOTE: Arrows indicate recessionary periods crossing from one year to the next.

2.25 In terms of the survival of new businesses, **Lichfield Districthas the highest proportion of businesses surviving for 1 and 3 years. Tamworth is generally in the middle of survival rates, but consistently has a higher rate of survival than has been seen nationally**.

Figure 2.23: New Business Survival Rates – 1 year and 3 years



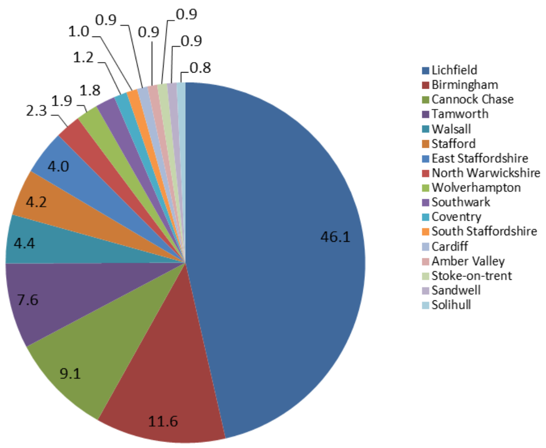
Source: Business Demography, ONS. Population data from the Census 2001 and 2011 with growth rates applied to achieve the intervening years' totals. NOTE: Charts show survival of businesses started in 2008 and **surviving for 1 and 3 years respectively**.

Commuter Flows

2.26 Lichfield Districtand Tamworth do not operate in isolation and therefore, there will be flows of goods and people into and out of the areas. Data are available regarding the flows of people in terms of commuting. From Figure 2.24 it can be seen that in 2011 the largest proportion of people (46%) who resided in Lichfield District also worked in the district, with the next largest proportion of Lichfield District residents commuting to Birmingham. It is also interesting to note that the majority of those who commute outside of Lichfield District commute to other areas in the West Midlands.

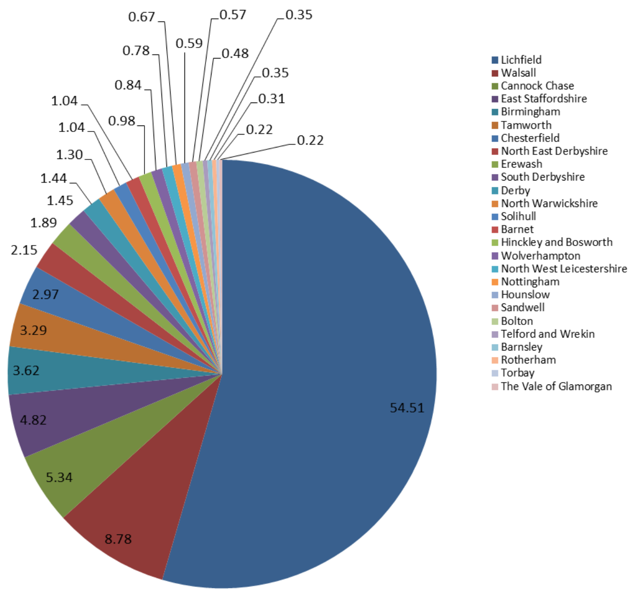
2.27 As with the case of out-commuting (and as would be expected), the majority of people who work in Lichfield District also live in Lichfield. It is interesting to note however that people commute into Lichfield District over much further distances than people who live in Lichfield District commute out.

Figure 2.24: Where do the Residents of Lichfield District Work?



Source: ONS based on Annual Population Survey. NOTE: the percentages are the percentage of total out-commuters; these are estimates based on a survey and therefore the percentages noted above have an accompanying 95% confidence interval. The data are for the year 2011.

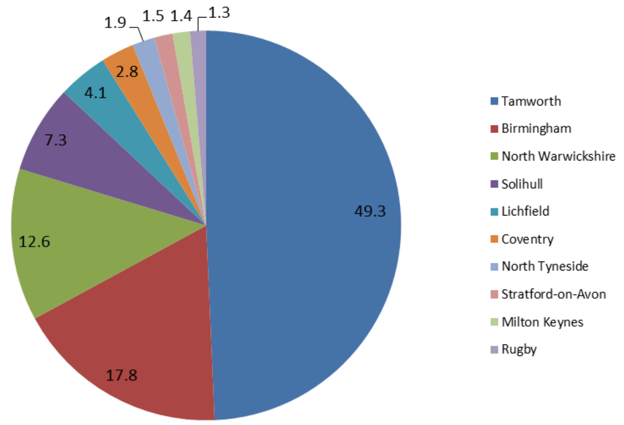
Figure 2.25: Where do People who commute to Lichfield District Live?



Source: ONS based on Annual Population Survey. NOTE: the percentages are the percentage of total in-commuters (therefore, whilst the percentage of those who live and work in Lichfield District are different, the actual number is the same as that for out-commuters); these are estimates based on a survey and therefore the percentages noted above have an accompanying 95% confidence interval. The data are for the year 2011.

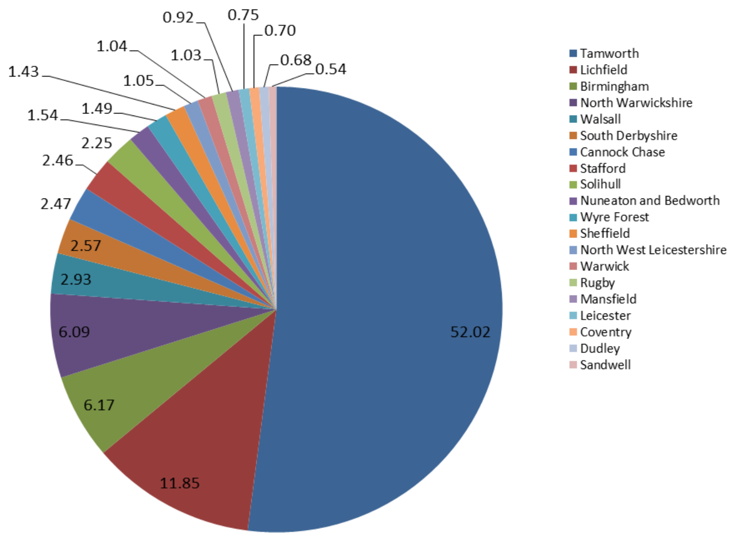
2.28 As in the case of Lichfield, **residents of Tamworth are more likely to also work in Tamworth with the next most common commuter destination being Birmingham**. The greater proportion of commuters to Birmingham, compared to Lichfield, may reflect the nature of the labour supply in Tamworth and demand in Birmingham. Again, as is the case in Lichfield, the majority of those who work in Tamworth also live there. Lichfield District is the second most common area of residence for those who work in Tamworth with Birmingham being the third most common.

Figure 2.26: Where do the Residents of Tamworth Work?



Source: ONS based on Annual Population Survey. NOTE: the percentages are the percentage of total out-commuters; these are estimates based on a survey and therefore the percentages noted above have an accompanying 95% confidence interval. The data are for the year 2011.

Figure 2.27: Where do People who commute to Tamworth Live?



Source: ONS based on Annual Population Survey. NOTE: the percentages are the percentage of total in-commuters (therefore, whilst the percentage of those who live and work in Lichfield District are different, the actual number is the same as that for out-commuters); these are estimates based on a survey and therefore the percentages noted above have an accompanying 95% confidence interval. The data are for the year 2011.

2.29 Overall, it appears as though both areas have people commuting into them from further afield than the residents generally commute out, with this being especially true of Lichfield. Whilst Tamworth attracts people predominantly from around the West Midlands, Lichfield District attracts people from much further afield (which could be a reflection of the type of industries in the two areas).

2.30 According to the 2001 Census**, a higher proportion of people in Lichfield District worked from home (18%) than did in Tamworth (14%).** However, a higher proportion of people in Tamworth travelled less than 5 km to work (55%) than did in Lichfield District (34%), with a commensurate lower number of people working further away (31% versus 49% in the case of people living in Lichfield).

Connectivity

2.31 The two areas are very well connected. For example:

1 Lichfield District is well connected to the major road network being close to the M6 Toll Road, the M42 and the M6. Running through the district there is also the A51, A38, A515, A5 and A453.There are two main railway stations in Lichfield: Lichfield City Station and Lichfield Trent Valley, with the train journey to Birmingham City Centre being just over 30 minutes and to London, 2 and one quarter hours.

2 Tamworth is close to the M42, the M6 Toll Road and the A5.By road, Birmingham City Centre can be reached in 22 minutes, Stafford in 38 minutes and Telford in 41 minutes.There is one main railway station in Tamworth(and a smaller station in Wilnecote). The journey to London by train is just over two hours.

2.32 The A38 and A5 corridors are similarly important routes for the whole area, attracting investment and providing access to supply chains, such as the stretch of the A38 route between Fradley (Lichfield) and Burton upon Trent. These assets, in combination, make the locale one of the key drivers of growth in the West Midlands. Burton, Tamworth and north Birmingham / north Solihull also form a transport corridor, based upon the Birmingham / Leeds rail line.

Quality of Life

2.33 A measure of the total quality of life and levels of deprivation in different localities is provided by the Index of Multiple Deprivation (IMD). This uses a number of variables (incomes, employment, health and disability, education, skills and training barriers to housing and services, crime and disorder, the environment) to develop an overall score, which then allows areas to be ranked. A higher score leads to a lower rank and the lower the rank, the more deprived an area is measured as being – therefore a rank of 1 is the most deprived area and a rank of 320 would be much less deprived (in the 2010 IMD, the highest rank was 326).

2.34 From Figure 2.28, it can be seen that in general the ranks of Lichfield, Tamworth and Birmingham have not changed between 2007 and 2010, and they relative position in terms of the quartile in which they sit has not changed (with Lichfield District being measured as less deprived than Tamworth and both being less deprived than Birmingham)[6].

Figure 2.28: IMD 2007 and 2010

	Quartile		Rank	
	2007	**2010**	**2007**	**2010**
Lichfield	3rd	3rd	260	237
Tamworth	2nd	2nd	147	140
Birmingham	1st	1st	14	13

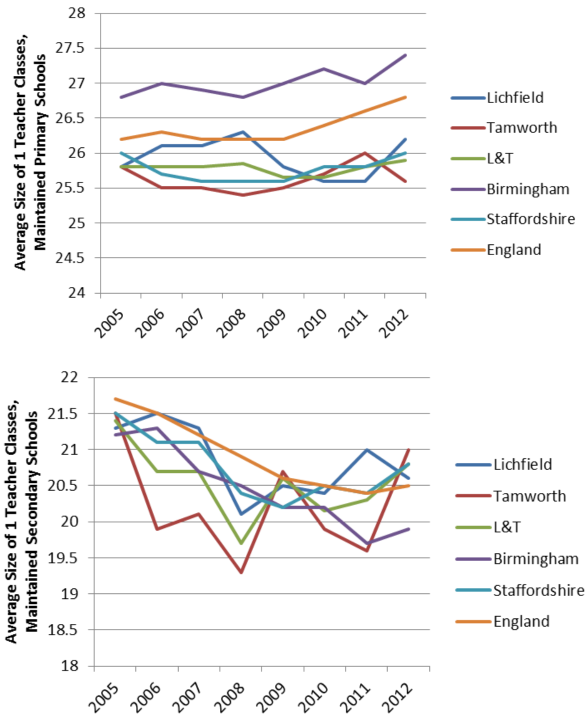
Source: Index of Multiple Deprivation 2007 and 2010.

2.35 A (comparatively small) part of the relative position of Lichfield District in the IMD rankings will be due to the educational performance of pupils in the area and the quality of education. From the Figures below it can be seen that Lichfield District has generally seen smaller primary school

[6] In the case of Burntwood however, there are two LSOAs that have moved to a lower quartile over the same period: B6 and B10. This means that they have become more deprived in the intervening years between 2007 and 2010.

classes. The picture is a little more complicated in terms of secondary schools, but all the geographies have seen lower class sizes than has been nationally, with Tamworth often having the smallest classes.

Figure 2.29: Average Class Size

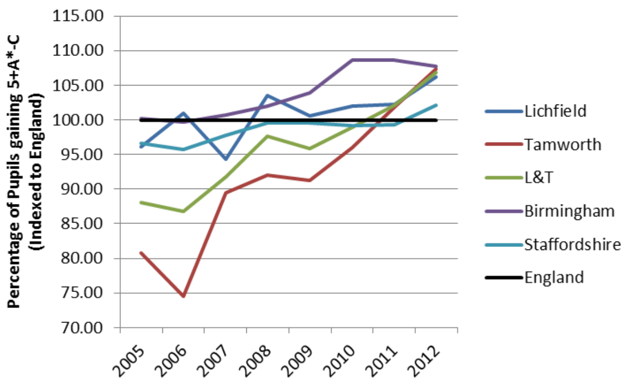


Source: Department for Education (DfE).

2.36 Since 2005, the proportion of pupils obtaining 5 or more GCSE passes at grades A* to C has been increasing from around 50% to around 80% in 2012 across all the geographies.Lichfield District and Birmingham have seen the highest rises. This can be more easily seen if the different localities' figures are indexed to the English proportion for each year.

2.37 It can be seen that over the period 2005 – 2011, Tamworth has seen a lower proportion of its pupils gaining 5+ passes at GSCE grades A* - C than any of the other geographies. **In 2011 however, Tamworth saw this proportion increase above that for England as a whole and become on a par with Lichfield.**

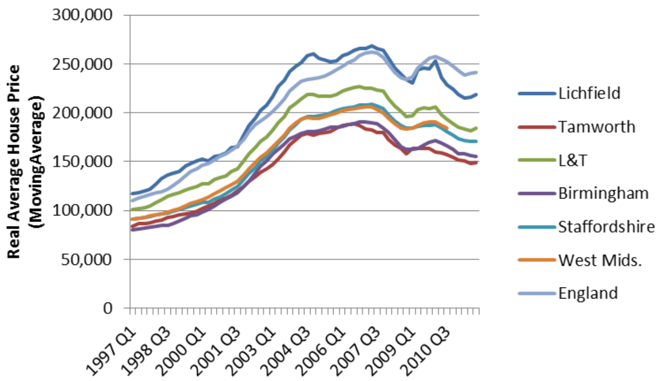
Figure 2.30: Proportion of Pupils Passing GCSE, Indexed to England



Source: DfE.

2.38 As can be seen from the chart above, Lichfield District has seen consistently higher average house prices over the period 1997 – early 2012. Tamworth has seen much lower prices over the years than have been seen in Lichfield District and have also been lower than those seen in England as a whole. Lichfield's average house prices have also been higher than those for the County as a whole (which has also been below the English average over the years). Over the whole time period, **real terms average house prices have been 44.8% higher in Lichfield District than in Tamworth.**

Figure 2.31: Real Average House Prices 1997 Q1 – 2012 Q3



Source: DCLG Live Tables, adjusted for general inflation using the CPI all items Index, prices are in 2012 Q3 £s. NOTE: there are no data for the West Midlands region from 2011 Q3; smoothing uses the annual moving average.

Attractions

2.39 Both places offer a wide range of attractions ranging and shopping experience. Lichfield, as a cathedral city and Tamworth, with venues such as the Snow Dome, Drayton Manor theme park, the ten pin bowling centre and Tamworth Castle, complement each other and make a significant leisure and tourist contribution to the whole region.

2.40 Notable for its three-spired medieval cathedral, Lichfield Cityis in itself is a majestic piece of historic architecture with all its detail and historical significance. The centre of the city retains an unspoilt charm with over 230 listed buildings in its historic streets, fine Georgian architecture and old cultural traditions. Examples of places of interest in Lichfield District include:

- Drayton Manor Theme Park – Theme Park
- Erasmus Darwin House - Grandfather of Charles Darwin
- Lichfield Cathedral - Stunning Lichfield Cathedral
- Lichfield Heritage Centre - 2000 years of Lichfield's history. Varied and interesting exhibitions.
- Samuel Johnson Birthplace Museum - England's greatest man of letters and famous wit.
- National Memorial Arboretum - 150 acres of plots and gardens

2.41 Lichfield City contains a relatively large city centre; there is a mix of older Victorian Style buildings set on one side with more traditional buildings on the other side of the city centre.The city contains all the different types of retail shops with a wide range of independent retailers but alsofamiliar high street names.

2.42 Tamworth, which takes its name from the River Tame, is home to Tamworth Castle and Moat House. The SnowDome, the UK's first full-sized real-snow indoor ski slope, is located in the town, and only a short distance away is Drayton Manor Theme Park.High street shops dominate retailing. Examples of tourist attractions include:

- Tamworth Castle and the Castle Grounds
- St Editha's Church

- The Almhouses
- Tamworth Assembly Rooms
- The Moat House

2.43 Lichfield City's retail experience is quite unique; it offers a wide range of independent shops, from high street chains to original boutiques. Three Spires Shopping Centre also offers high street favourites such as Debenhams, M&S Food, WHSmith and there is plenty more to choose from. Tamworth town centre shops are within walking distance from the railway station and bus stops; overlooking the Castle Grounds, Ankerside Shopping centre has more than 60 shops. Furthermore, major retail parks for the two areas include Ventura, Cardinal Point and Jolly Sailor Retail Parks.

Business Space

2.44 In terms of business space, Lichfield District and Tamworth (and Burton upon Trent) contain a number of large warehousing sites such as Fradley Industrial Estate in Lichfield and, together with North Warwickshire and Birmingham, form part of what the property market refers to as the 'Golden Triangle' of logistics development formed by the M1, M6 and M42.

2.45 Several major businesses are based in the area including Voyage Holdings Limited, a care facility for people with complex disabilities; Midlands Co-Operative Society; Radis Limited (a provider of community care services), Norgren Limited (producer of motion and fluid control technologies); Palletways Group Limited; Invotec Group Limited (a producer of complex printed circuit boards); Newell Rubbermaid UK Services Limited (a marketer of consumer and commercial products); and Cuadrilla, an energy/natural resources international company. Among the major employers, the Defence Medical Education and Training Agency (DMETA) is also based in Whittington Barracks near Lichfield (this has strengthened the ties between the agency and Queen Elizabeth Hospital).

2.46 However, it is worth noting that, the 2012 Employment Review for Lichfield District Council[7] has stated that although the provision of new office accommodation in the short – medium term will be key in attracting inward investment to Lichfield, there are few readily available office sites in the District, with the one exception being land to the west of Lichfield South. Assessment of retail and office provision within Lichfield and Burntwood has also identified the current lack of suitable accommodation and both centres were assessed as being of below average quality. The report also states that although there is an oversupply of warehouse land (distribution) within the District of over 24ha (in all tested scenarios except one based on past trends), there is a shortfall of circa 6.5ha under all scenarios of suitable land for factories (manufacturing).

2.47 In Tamworth, the 2012 Employment Review[8] states that there are issues with the existing stock of employment areas in particular an oversupply of small units, although market evidence suggests there is still sufficient demand at the majority of the employment areas. In terms of quality, this varies, however, across the Borough with some areas suffering from issues such as a poor quality environment and inadequate security measures whereas other areas offer an excellent surrounding environment with sufficient contemporary security measures. These variations in quality occur at various scales both between employment areas and within employment areas with marked differences in quality at this scale.

[7] Employment Land Review for Lichfield District Council, February 2012, GVA.
[8] 2012 Employment Land Review for Tamworth Borough Council, prepared by the Council, January 2012.

• Business Perceptions of the Place

3.1 A telephone survey was conducted with 40 businesses in the two areas. In addition to the survey, nine interviews were conducted face-to-face. This section presents feedback from these consultations.

General

3.2 The majority of companies surveyed have been running for approximately between 10-15 years and in the last 3 years

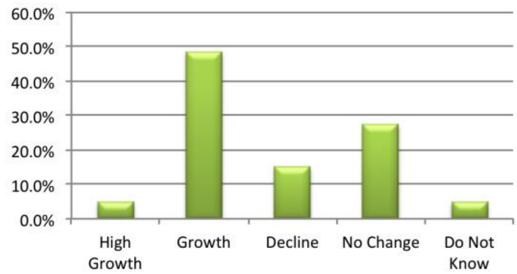
6.13 53% had experienced business growth - 5% of which had experienced high growth

6.14 30% did not see any change

6.15 15% experienced decline

6.16 The interviews also found that some firms had suffered somewhat following the recession with two firms restructuring and several others experiencing what they described as 'flat' growth.

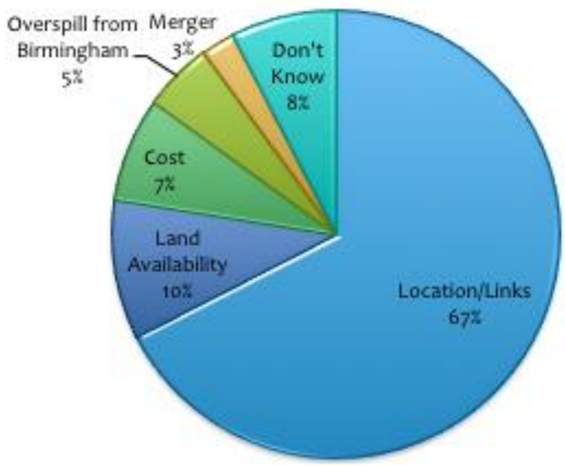
Figure 3.1: Business performance in last 3 years



Why the current location

3.3 When asked why they had initially moved to Tamworth/Lichfield, the most common response was the location and transport of the area. Over two thirds of the respondents said the reason was because it was a good central location with transport links to elsewhere (for some this gave them good access to potential markets).

Figure 3.2: Why located in this area



3.4 Some of the quotes are presented below:

"It was the right move for us and well located for transport for staff and good transport links to towns of trading."

"We had a business in Leicester and we closed that and joined it with the base we had in Tamworth due to the location to Birmingham and other areas."

"It's a good area for distribution and individual outlets. Good transport links."

hellmann
Worldwide Logistics

Global Logistics Firm Invests in Lichfield Headquarters

Hellmann is a family-owned global logistics business founded in Osnabrueck (Germany) with a €2.6bn annual turnover (2011). The company's UK head office is in Lichfield (see picture), where it has been based since 1999. The firm has a presence in 157 countries worldwide with more than 19,300 people working in 43 branches. Hellmann's principle services include road freight, airfreight, sea freight, sea-air, contract logistics, and customs brokerage as well as e-commerce. The company works across a diverse range of operational sectors from agriculture, automotive, fashion, healthcare, marine solutions, to perishable logistics and renewable logistics.

The company's UK headquarters is in Lichfield at Fradley Park. The site is anticipated to play a key role in their future business plan. "*Yes [the location is very important] we have no plans to move at all. We have been investing in an upgrade*" commented the corporate compliance director. Hellmans have recently invested in new access control, site cameras, more energy efficient LED lighting and is considering a new warehouse to handle growing business requirements. "*We are expanding what we do here – mainly as it's so central*" he claimed.

"*Much of our business is by road to and from EU – proximity to the road network is important - the M6/M42/M1 are all within easy reach and the A50 dissects the area too*. ***Its [connectivity] very important in fact the main reason we came here. The [A38] dual carriage provides easy access to the motorway it's easier and quicker [than our previous location]. Most of our staff are local to here or Tamworth. We like the area, accessibility is good and we do quite a bit of business with local companies – we do movements for firms locally and in the midlands generally***."

THINKING AHEAD - MOVING FORWARD

3.5 The face-to-face interviews confirmed that **many firms chose to be located in the area due local connections** – local entrepreneurs included individuals starting a loan and mortgage group, a care service provider and a theme park. In addition to home grown businesses many of the managers and owners consulted lived locally.

"[The] organisations' company was owned by two local people". (Firm operating in the care sector with an office in Lichfield).

3.6 A couple of firms commented on local workforce skills (we got an impression of staff loyalty from several of the firms consulted).

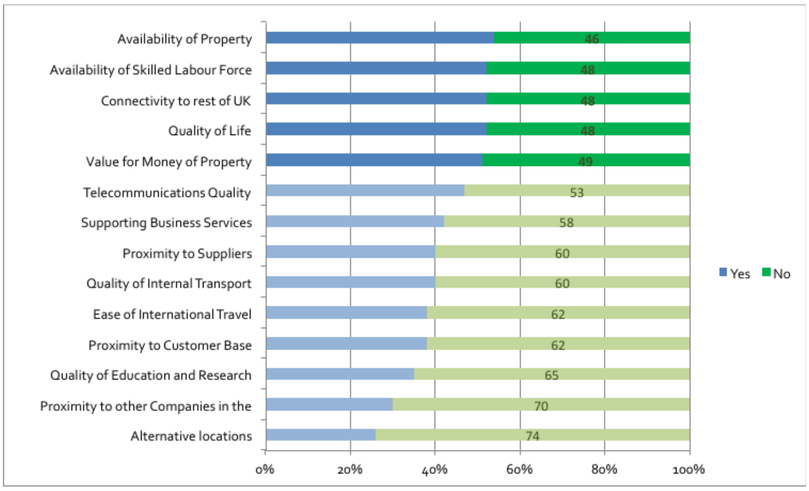
"*The people <u>are</u> the business and they are in Tamworth".* (Tamworth Financial Services Company)

"Links with UK are good we supply the whole of the UK. There's diverse skilled labour in area and we have good relations with local training facilities so we can get people on apprentices and trained up and we can easily find on-going training for all levels in Tamworth". (Fibre Glass Manufacturer, Tamworth).

Specific Considerations Before Moving to the Locality

3.7 The top five considerations before moving to Tamworth/Lichfield were availability of property (54%), connectivity to rest of UK (52%), availability of skilled work force (52%), quality of life (52%) and value for money of property (51%). These findings perhaps provide a guide in terms of the emphasis of marketing messages. The in-depth interviews focused a lot on the connectivity.

Figure 3.2: Considerations before moving to Tamworth/Lichfield



3.8 Quotes included the following:

"Much of our business is by road to and from EU – proximity to the road network is important - the M6/M42/M1 are all within easy reach and the A50 dissects the area too. Its [connectivity] very important in fact the main reason we came here. The dual carriage provides easy access to the motorway it's easier and quicker [than our previous location]. Most of our staff are local to here or Tamworth. Most of the delivery agents are here, pallet firms supply us on this estate and we do make use of local suppliers. We like the area, accessibility is good and we do quite a bit of business with local companies – we do movements for firms locally and in the midlands generally." (Global Logistics Firm, Lichfield).

"The transport routes again are great we are very central and can attract a wide range of people for all parts of our business. We recruit locally and have had great success" (Leisure Firm, Tamworth).

*"Some of our reps come down from Scotland by train (into Tamworth). Flying is fine we have two airports – Birmingham is only half an hour and East Midlands Airport a bit further" (*Fibre Glass Manufacturer, Tamworth).

3.9 **The interviews also reiterated the quality of life and strong leisure offer.**

"It's a lovely city [Lichfield] a totally different urban environment to big urban sprawl. It's an attractive proposition for individuals on the northern Birmingham fringe". (Owner manager Lichfield).

"It's [Lichfield's] a very beautiful city. It's has history and a culture of entertainment and festivals virtually non-stop. It's the cultural and historic back drop I like. There's a good mainline and local rail to Birmingham and very close to the M42 and M6". (Owner manager, Lichfield).

"The job opportunity came up and we chose to live in Lichfield. The quality of life, the schools, the socio demographic all attracted us – it's a pleasant town and a good place to have a business". (Owner Manager, Leisure Firm Tamworth).

"[Lichfield] is a lovely city – quite historic and some nice areas and got cathedral and the shops are reasonable and there are restaurants and the theatre's good for a small city". (Director of Care Firm, Lichfield).

"Tamworth really punches above it weight in relation to leisure – we have Drayton Manor, the Snowdome, the cinema, the bowling centre, and the castle. Also you can get anything in Tamworth if we need anything making, fixing and buying we tend to be able to source it – we have got some great business attributes." (Owner *Manager, Leisure Firm Tamworth).*

"Tamworth scores well in terms of the Ventura shopping park area – people travel from Lichfield, Sutton Coldfield and even Solihull" (Local Business Owner, Lichfield).

3.10 The bottom five considerations were alternative locations (26%), proximity to other companies within sector (30%), quality of education and research (35%), proximity to customer/client base (38%) and ease of international travel (38%). For some, the location of customers was not a major consideration – many business e.g. finance operations do their business on line and their Tamworth and Lichfield operations were very much back office hubs/HQs.

"[Proximity to customers] is not significant. The physical base is not important to us we service the care sector across the UK" (Care Sector Operator, Lichfield).

"Proximity to other companies in our sector is not important – we compete with each other!" (Global Logistics Operator, Tamworth).

Future Plans

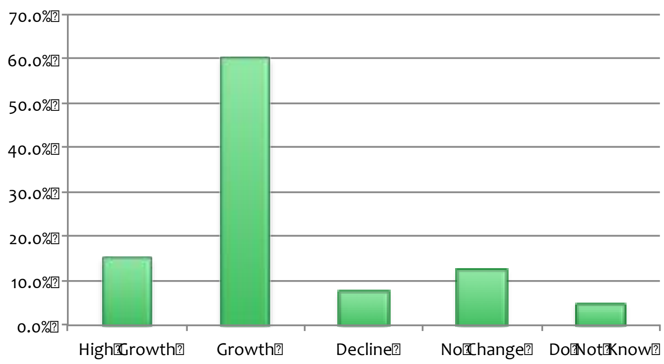
3.11 **Three quarters of companies are expecting to see a growth in business performance in the next 3 years whilst 15% of these are expecting high growth in business performance**. 8% are expecting to have a decline in business performance and 13% are expecting no change. The in-depth interviews confirmed this picture with firms generally more optimistic about their future prospects following some more challenging years, as the following quotes indicate:

"We are projecting growth following considerable investment and investing in marketing etc." (Financial Services Firm, Tamworth).

"Now [we are experiencing] much more rapid growth…we have employed 30 new staff this year" (Global Logistics Company, Lichfield).

"We have got several factories that we have bought all in Tamworth so there is plenty of scope for expansion" (Fibre Glass Manufacturer, Tamworth).

Figure 3.3: Expectations of business performance in next 3 years



Lichfield-based accountancy firm keeps expanding

Inspired Accountants is an accountancy practice with a head office near Beacon Park in the centre of Lichfield. The firm provides a comprehensive range of tailored accountancy and advisory services covering statutory accounts and audits, corporate tax planning, remuneration planning, VAT, payroll, HMRC investigations, business mentoring, business planning, company formations, company secretarial, business start-ups, tax investigation, self-assessment, personal tax as well as book-keeping.

Managing Director Paul Bulzacchelli

Founded in 1968, the company has its routes firmly established in Lichfield and recently opened a second office in Leicester. Inspired Accountants has grown significantly in terms of turnover and staff members following its rebrand in 2011. The business has ambitious expansion plans and recently hired four new staff members. Their next phase of growth includes opening a third office in the East Midlands.

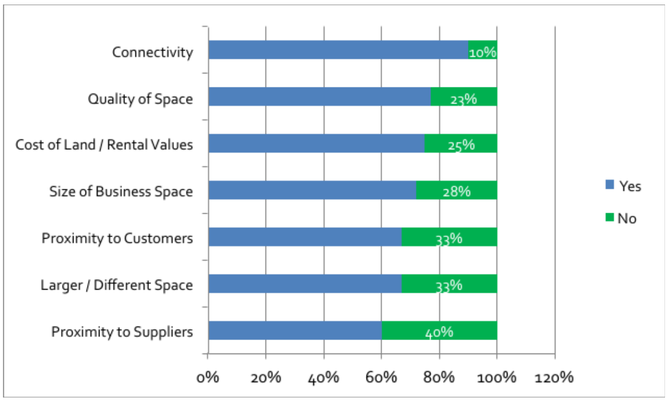
"As a growing business, Lichfield offers us the perfect location for our head office as it allows us to effectively manage the operations of our second office due to its central location and excellent infrastructure. Lichfield also has a great business community and the Midlands in general is an excellent place to do business", says Paul Bulzacchelli, MD Inspired Accountants.

Source: Interview and Lichfield Live (10/06/13)

3.12 In terms of future considerations for expansion, the most important consideration was **connectivity**;with 90% of the respondents said they would consider it before expanding. Proximity to suppliers would be given the least consideration. **67% said they would consider to get a larger/different space, 77% said they would look at the quality of the space, 72% said they would look at the size of the business space, 74% would look at the cost of land/rental values and 67% would consider proximity to customers.**<u>This suggests there is certainly a market for property advice.</u>

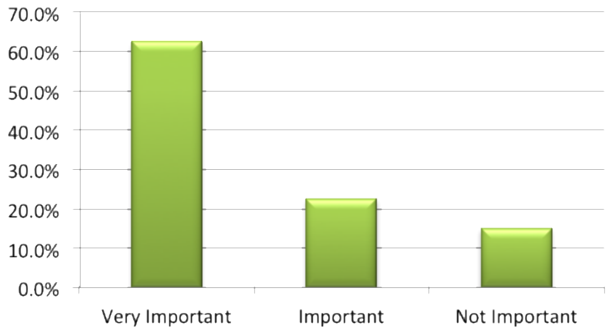
3.13 The in-depth discussions revealed evidence of some firms locked into leases or owning their land. That said, we got the impression from the interviews, the quality and diversity of provision of premises needs to improve or there may be a risk of losing some companies. Some firms would be happy to look along the A38/M42 belt (from Burton to Walsall in particular) for new locations when considering expansion. <u>Perhaps some proactive measures are required to retain these more footloose operations.</u>

Figure 3.4: Business considerations for expansion within next 3 years



3.14 Over **80% of survey respondents said Tamworth or Lichfield was important or very important to their company's future business plan or strategy.**

Figure 3.5: Importance of Tamworth/Lichfield to the company's future business plan/strategy



3.15 The company in-depth interviews confirmed this picture with a number of firms investing in the area:

"*Yes [it very important] we have no plans to move at all. We have been investing in upgrade – new access control, cameras, possibly a new warehouse, more energy efficient LED lighting which has cut our energy bills by half*". (Global Logistics Firm, Lichfield)

"*We are expanding what we do here – mainly as it's so central. We offer air, road, and contract logistics, and have some very big clients. Of the six units around the UK this by far the biggest. The head office was in Bradford – this is now the head office we made this the HQ. We moved all our central functions here*". (Global Logistics Firm, Lichfield)

Tamworth-based precision machining firm Brown & Holmes anticipated unprecedented levels of growth

Brown and Holmes was established in 1939 and has built a reputation for delivering superior quality precision machining solutions to a wide range of customers within the aerospace, automotive, defence, pump and valve and energy industries. The company's capabilities include design, manufacture, assembly, testing and inspection, tooling support, installation and after sales support.

In 2003 the business was taken over by its current directors Kevin Ward and Carl Baker. Both had worked for Brown and Holmes since leaving school, rising from shop floor apprentices to top-level management. Since then, Brown and Holmes have grown considerably with sales hitting £5m earlier this year. The number of employees has grown from 35 to 51 and the company was recently appointed as the UK and Ireland's sole supplier by Spanish clamping solutions specialist Freskman Arnold. In June 2013 Brown and Holmes gained the prestigious environmental management accreditation ISO 14001. Within the next couple of years growth of 30-40% is anticipated claims Kevin Ward, joint director at the company. *"Our location is very important for our business plan because it is very central to the UK and very close to the motorway network".*

Precision engineering at Brown & Holmes Ltd.

The firm has committed itself to investing in training up new employees, most of whom are local. Since 2011, Brown and Holmes has worked closely with South Staffordshire College in Tamworth to develop a large apprentice program. The company claims to be *"very satisfied with the skills base the apprentices bring with them".* The programme aims to bring back basic hand and craft skills and is geared towards modern shop floor requirements.

Source: Brown and Holmes website, Tamworth Herald (21/06/13), Midlands Business News (12/06/13), interview.

3.16 Over 90% of respondents are planning to remain in Tamworth/Lichfield (an excellent foundation on which to develop a business place strategy). Again there was evidence of firms investing in the area.

"We are yes [remaining locally] and have already invested in leasing a building and fitting it out – we are investing in the area and hope to hire more people – we've got a building within less than 50% capacity so allowed for fair bit of growth. We would be happy to expand if need arises". (Tamworth Financial Services Company)

"Absolutely [our] latest investment includes a 150 bedroom hotel which opened in August 2011 – to support the leisure, corporate and conference market" (Leisure Park Operator, Tamworth)

Figure 3.6: Companies planning to remain in Tamworth/Lichfield

Business Support and Advice – Current and Desired

3.17 90% of the respondent companies have accessed support in relation to location/relocation decisions. However, over two thirds of the survey respondents didn't know or did not think the services provided by the local councils helped to support business and its activities.

"Not as positive as they should be. I think they are too quick to criticise and don't show enough support."

"Few issues with environmental problems with companies working together in different aspects of geography of roads. Struggle with change of volume of traffic over the years in the immediate area."

"There an opportunity to improve working relations [between Tamworth and Lichfield] at a commercial level to provide a joint offer for business and distil joint priorities".

3.18 The interviewees revealed a high level of self-containment amongst larger firms ("*we are quite a self-contained company", "We keep to ourselves and don't interfere").* **These firms had very little contact with the council or other business support organisations. Smaller practices/firms seemed much better connected to chambers and local groups.**

*"We have good relations with local businesses that help us with brick cutting, metal fabrication, stainless steel, wood working etc.".(*Fibre Glass Manufacturer, Tamworth)

"Partners are heavily involved with the chamber…we attend many of their events and are networked locally with Sutton Coldfield and Solihull chambers for instance and Meet Staffordshire". (Leisure Firm Tamworth)

"I am very active in the business community. It's a very business friendly district council and active chambers (Lichfield and Tamworth). The council have heavily promoted a town team it's been an enormous success – we are looking at creating a BID and to see if it will fund a town centre manager. (Owner Manager, Lichfield)

3.19 The in-depth interviews also revealed **some constraints on growth. Quite a few respondents mentioned parking.**

"The challenge is in city centre, the parking cost and limited parking – it was the main driver to our move to outskirts of Lichfield" (Care Sector Operator, Lichfield)

"We have a lovely office but a shortage of parking and facilities around [the business park] are rubbish – we were looking where staff could go and eat – there's nothing within walking distance. We want our staff to feel safe and the [business] park is not that attractive" (Financial Service Firm, Tamworth)

"If we grow we will have problems with parking and will have to find somewhere else. The access roads all have yellow lines – if you can't park in area where do you go. There don't seem to be many options for buses and public transport connections [to the business park]. The council should talk to bus operators". (Financial Service Firm, Tamworth)

"Lichfield is running a pilot oyster card scheme which is a step forward in my view – previous car parking charges were horrendous. Small firms and retailers need to know that customers can get to people – high parking charges do not encourage them to come to the high street". (Owner Manager, Lichfield)

3.20 Other issues were also raised **around rail and road connections.**

"Tamworth is a bit ragged round the edges and as its got the big retail parks… the town is looking a bit tired. Retail parks have decimated high street (especially Tamworth). Train access to both Lichfield stations is poor and there's a very small area for parking and is not convenient– I go from Sutton then go via new street". (Owner Manager, Lichfield).

"Rail is useful but you could do more lot more with it it's a dump! Parking is poor, the machines are poor – it's a portacabin for station and you are forced to stand outside. Terrific links though and you can get to London cheaply but parking is a hassle and there's nowhere nearby to walk from". (Local Owner Manager, Lichfield).

"Some of Lichfield's outer roads are not very wide – access from north seems to be awkward however and I don't think it that well signposted. Local firms (Lichfield) talk about silly local governance issues – signage, access to buildings. In Lichfield they are doing road works which is affecting businesses – they know it needs to done but feel the council has not advertised far enough in advance".(Owner Manager, Lichfield).

3.21 There were **some suggestions to improve dialogue with (larger) businesses generally.**

"They (the council) could reduce the rates we pay £319,000 per year yet it's a private road and we have to have own bins emptied. We have moderate appetite for local networking – interaction between large companies would be good. A proactive response from the police on industrial crime would be good…..we are affected by security issues – commercial crime". (Global Logistics Operator, Lichfield).

"The one area where we need a renewed dialogue is with the Environment Agency [on flooding and flood defences] and Local Authority would be party to those discussions and could be an enabler. I have a direct link to the chief exec if I need it through our work on the flood plain and he gives me immediate access to the senior officers responsible for leisure" (Owner Manager, Leisure Firm Tamworth).

"The element that's missing in leisure and tourism is an improvement in non-commercial tourism offering by that I mean there's an opportunity to develop the public space that links the castle, Ventura and this leisure complex. Better public realm would enhance the connectivity between these key assets and that would help our business greatly". (Owner Manager, Leisure Firm Tamworth).

"There's hardly any developable land and only one industrial area really around Eastern Avenue. There are a number of empty sites – but little developable land for housing or industry and we are surrounded by green belt". (Owner Manager, Lichfield).

3.22 There were a **number of suggestions to promote local business / business growth.**

"Business makers (those who start a business) form the vast majority of the business population so we need to encourage more to start up a firm through incubators. As Lichfield appears more of a service centre you could push further into services – e.g. design CAD, IT, there is already a large programming company. If gives that impression then we could have a little silicon valley with clean design in Lichfield and engineering etc in Tamworth and links between the two". (Local Owner Manager, Lichfield).

"The nearest Regus is in Cannock. There are not many serviced affordable offices. This could be an attractive proposition in Lichfield. Small firms need small cheap practical units". (Local Owner Manager, Lichfield).

"I will have to move as I can't take any one on and there's no space left. Looking around some of the SQ ft2 pricing is 'way off kilter'. Most agents say its X per sq. ft2 – Lichfield is more lively and it's difficult to get a let if deal with agents especially if you are just setting up. Many properties are lying empty as agents are holding out for a high rent. The Local Authority could work with agents to get a better deal for local businesses. You could offer 3 month sweetener". (Owner Manager, Lichfield)

"Without clear leadership in all these areas Tamworth and Lichfield are at best side-shows to Birmingham; perhaps with a good location and logistics expertise that is not being exploited fully by all the large-scale internet-based/home-delivery businesses in the UK." (Managing Director, Tamworth)

3.23 Finally several respondents mentioned concern about empty retail units in both Tamworth and Lichfield town centres though recognised this was a national issue.

• The Market Position of Tamworth Borough and Lichfield District

- Lichfield District and Tamworth have resisted the recession fairly well, both in terms of economic activity and employment rates, which is testament to the strength of the local economies and resilience of local businesses. Lichfield District in particular has shown higher levels of economic activity and employment rates over the period 2004-2012 compared to other areas. The following table summarises Strengths, Weaknesses, Opportunities and Threats (i.e. a SWOT analysis), emerging from the review of spatial and socio-economic indicators.

SWOT Analysis on Tamworth & Lichfield

Strengths	Weaknesses
❖ The area as a whole is growing in terms of population relatively slowly (but is growing) which may relieve pressure on house prices in parts of the area. ❖ Economic activity rate is higher compared Birmingham and at times has been higher than Staffordshire (the same is true of the employment rate). ❖ Relatively high presence of higher occupational classifications. ❖ The area saw a relatively higher rate of self-employment occur during the recessionary period. ❖ There was a relatively lower rate of reduction in full-time employment over the recessionary period (2008 – 2011) compared with Birmingham and Staffordshire ❖ The survival rate of new businesses is relatively high. ❖ The overall quality of life and performance of the area is higher than other locations in the West Midlands. ❖ On average, house prices have been cheaper than nationally. ❖ On average business space is relatively cheaper.	❖ As a whole, the area is relatively under-represented in the proportion of people with degrees or higher qualifications. ❖ There is a relatively high representation of people with no qualifications. This is particularly the case in Tamworth – however, businesses there do not rely on a highly skilled workforce. ❖ There has been a relatively high level of growth in the public sectors. ❖ There is a relatively high rate of business deaths.
Opportunities	**Threats**
• Relatively high economic activity and employment rates could provide a basis for steady economic growth in the future. • Relatively high presence of higher occupational classifications could also provide a foundation for stable economic growth in the future. • The relatively high proportion of employment in manufacturing may allow the area to harness opportunities arising from changes in manufacturing occurring in the wider West Midlands. • The higher rate of self-employment may enable greater business growth in the future. • The area is relatively more entrepreneurial compared to Birmingham, Staffordshire or the Country in terms of the number of businesses present and the creation of businesses. • There is a relatively low average class size which could prove attractive. • Relatively cheaper house prices may make the area	• There has been a general decline in the presence of high occupational classifications. • The proportion of people with degrees or higher has declined whilst those with relatively lower levels of qualifications has increased. • Over the course of the recessionary period the area has seen a relatively high reduction in overall employment. • The relatively high level of growth in employment in the public sectors may leave the area vulnerable to changes in national fiscal policy in the future. • Some villages outside of Lichfield District have no / very little access to public transport i.e. no way of getting to hospitals / schools / shops without private transport. • Growing trend of employment land going to other uses; primarily for residential / retail; since 2004, Lichfield District has lost just over 21

attractive. • There are a number of attractions and activities in the area.	hectares of employment land.

- In addition the consultations have shown that:
  - For businesses/investors into Tamworth and Lichfield the central location and transport links were principle drivers – but many local firms are home grown started by local entrepreneurs. The quality and availability of the workforce in Tamworth was cited by a few firms (and the dynamic nature of local firms) as well as the entrepreneurship and resilience of the Lichfield economy. Four fifths of companies in the survey said Tamworth or Lichfield was important or very important to their company's future business plan or strategy and over 90% of respondents are planning to remain in Tamworth/Lichfield. The in-depth interviews revealed many firms investing in the area. This is an excellent base to build upon. Despite some difficult years for some firms many consulted were optimistic about their growth prospects for the next three years.
  - Connectivity and the cost and quality of premises are the principle business expansion considerations for the next three years. Strong connectivity and quality of life stand out as the decisive location factors for firms consulted. In terms of business support the findings reveal a mixed picture with evidence of some larger firms working in isolation and much better connected smaller enterprises. There is certainly scope for dialogue. Many firms would be receptive to this. It would provide them with a mechanism to discuss some of the constraints on growth they have raised including parking; rail infrastructure; the cost, quality and diversity of business premises; a connected public sector offer backed up with a high quality environment. More proactive measures may helpto retain the more footloose operations, promote new home-grown businesses and local expansion and, where feasible, encourage inward investment.
- Overall there are a number of areas where the two areas **stand out and these can be the focus of the business place strategy.** They are summarised below.

Competitiveness, Sectors and Growth

EVIDENCE: The two areas suggest complementarity and balance of sectors, not recession proof (nowhere is..), but highly resistant to economic shocks, and strong evidence of (recent) growth.Of the companies surveyed, 53% have experienced business growth in the last three years, although some had been through painful restructuring in order to make them more competitive. 5% described their past three year growth trajectory as 'high growth', and more significantly 15% described their future three year trajectory as 'high growth'.

> "*...projecting growth following considerable investment in marketing...*" (Financial Services)
>
> "*experiencing much more rapid growth...we have employed 30 new staff this year*" (Global Logistics Provider)
>
> "*several factories that we have bought...so there is plenty of scope for expansion*" (Manufacturer)

Lichfield's occupation profile is more professional whilst Tamworth's is more manufacturing and retail. Both districts (especially Tamworth) have important retail and hospitality sectors in terms of size (employment), manufacturing (concentration), and both have seen an increase in service sector occupations, and in the public sector. Logistics is an important sector.

Growing sectors in Lichfield and Tamworth include manufacturing, repair and installation of machinery, and also financial services support activities. Interestingly, both districts have seen growth in architectural and engineering/ technical services, and research related to natural sciences and engineering. Companies like Norgren, Zytek, Cuadrilla stand out as success stories.

PROPOSED ACTION: As the UK Government looks to rebalance the economy and with some overseas manufacturing returning to the UK (Birmingham/West Midlands area), this provides Tamworth and Lichfield with an opportunity to position itself favourably, though this maybe more in the (higher end) support activities to (advanced) manufacturing and engineering.

Future proofing with promotion of growth in new and advanced technologies - excellent examples of high tech/high value added advanced engineering, and advanced medical technology (DMC) with strong links into UK and international knowledge based institution.

PROPOSED MARKETING MESSAGE*:*

Come and join the 75% of local businesses that say they are expecting to see growth (or the 15% looking at high growth) in business performance in the next three years.

Homegrown fledging company develops state-of-art system for renewables energy sector

A new state-of-the-art system being developed in Tamworth has been dubbed one of the biggest breakthroughs in the control of electricity distribution for decades. Smart Innovations Grid has achieved a global first with a telemetry system (see picture) which allows domestic and commercial users to monitor and re-use micro power generation from alternative energy sources such as wind, solar and hydro.

Smart Power: Mark Woolridge (Smart Innovations Grid)

No bigger than a normal industrial fuse, the 'SIGg' has taken three years to develop and bring to the market and is already proving popular, with early adopters including Newcastle United Football Club, Ramada Hotels and a national pub chain. Mark Woolridge, creator of the ground-breaking technology, said: "*I was at a seminar three years ago discussing the introduction of smart metering and issues around future power supply, when I had the 'eureka' moment*". "*It was more a case of harnessing the capabilities of the technology into a system that would deliver an end benefit for the user*" he claimed. SIGg works by providing intelligence at both the sub stations that supply electricity and the end user. The company says that despite popular opinion, power generated by alternative energy sources cannot be forced back into the national grid so it sits at the sub-station and can cause a bottle neck. The SIGg system uses latest telemetry to monitor and manage the micro power generated so that it is stored and re-used within the property. This will significantly reduce energy usage, cut costs and provide an effective solution to electricity distribution. It also provides real time data collection on all utilities which can be accessed anywhere in the world.

The company has been in Tamworth for two and half years and is very happy with the location which the directors feel is very central. The three co-founders live close by so it was an obvious choice "*we are all locals so the area was simply convenient*" [for us]. Mark said sales are already on course to hit over £1million this year, with early projections suggesting a turnover of £7 million by 2015 with the creation of 15 new direct jobs and a further 30 further down the UK supply chain.

Source: Interview and Tamworth Herald (26/04/2013)

Enterprise and Innovation

EVIDENCE: The evidence suggests both areas display a degree of enterprise and self-employment, although this is a particular strength in Lichfield. The data suggests that retail and professional/scientific and technical sectors are particularly strong in this area. This is further substantiated by the fact that Tamworth and Lichfield have a higher rate of three year business survival compared to the rest of GB (62% versus 58%) and this is well above Birmingham.

The business and industrial resourcefulness of the area has also been highlighted, and both districts are ideally placed to benefit from access to the large market around the Birmingham conurbation and wider West Midlands, whilst benefiting from relatively affordable office space, and good transport infrastructure. Successful local businesses have located to the area for these reasons.

> *"…you can get anything in Tamworth, if we need anything making, fixing, buying, we tend to be able to source it – we have got some great business attributes"*

This makes the area an excellent springboard from a location perspective to grow further, and provides evidence for positioning Tamworth and Lichfield right at the heart of the Greater Birmingham 'enterprise belt'. It is interesting to note that this entrepreneurial activity has developed despite evidence from some local businesses that the business support climate has not been exceptional.

PROPOSED ACTION: To capitalise further on perceptions of local business support – 90% or businesses surveyed ad accessed some form of support in relation to location or re-location decisions, but many businesses cited experience of provision as poor or '*disjointed*'. Despite this, enterprise has thrived, but more could be done to support growth. Also the property/space offer needs to be reviewed.

PROPOSED MARKETING MESSAGES:

A strong culture of industrial and business resourcefulness (and resilience). A beacon of enterprise and hotbed of entrepreneurial activity at the heart of UK Central's 'Enterprise Belt'.

***A launchpad to access a huge potential market on the doorstep and beyond** – Birmingham and the surrounding area is home to 75,000 businesses and almost 1200 international companies.*

Skills for the Future

EVIDENCE: In terms of skills base, education at higher levels remains an area of concern. Although Lichfield and Tamworth saw an increase in the proportion of people qualified to NVQ level 4+, the increase was lower than that seen nationally. Given that the availability of skills has been identified by UKTI as an important consideration for inward investors, this should be given a priority for local economic development agencies. Whilst the lack of a major university in the immediate area perhaps partly explains this, building links with regional providers and beyond will be important in order to up-skill the local workforce, and build soft capital infrastructure.

Evidence from commuter flows shows that although almost half of people live and work locally (this is also substantiated by business interviews), there is high degree of mobility of workers to other areas in Birmingham (from Tamworth) and the rest of the West Midlands (Lichfield).There is a strong local market 'pull' in both areas, with Tamworth mainly attracting people from the West Midlands, and Lichfield attracting people from further afield.

As well as the availability of a skilled workforce being an important consideration for businesses moving to Tamworth and Lichfield, staff loyalty was also conveyed by businesses as an important local attribute and something, which can provide a competitive advantage. This may be one reason why over 80% of businesses surveyed stated that the local area is important to the company's future strategy, and more importantly, over 90% of respondents plan to remain in Tamworth and Lichfield. These findings provide evidence of strong 'stickiness' to the area, and thus an excellent basis on which to develop stronger investor development/ after-care plans to help businesses grow and expand further.

PROPOSED ACTION Good progress is being made on developing local skills, (though overall skills base compared to rest of UK needs to improve to attract high quality inward investment). However, although the current level of skills seems to be meeting sector demands – in particular around manufacturing and retailing, higher level of skills also need to be developed, in particular around progression routes from vocational to academic levels.

PROPOSED MARKETING MESSAGE:

Exceptionally high degree of investor 'stickiness' and strong sense of belonging and loyalty of people.

Mobile workforce, who is prepared to travel into and beyond the immediate local area with associated knowledge and skills transfer.

Location and Space

EVIDENCE: An improving transport and logistics infrastructure in the UK is on the increase in terms of positive perceptions from potential overseas investors.[9]

"...proximity to the road network is important – the M6/M42/M1 are all within easy reach and the A50 dissects the area too. Connectivity is very important, in fact the main reason we came here...."

Both Lichfield and Tamworth have a high degree of connectivity both in terms of road (A5, M6/M6Toll and M42), rail (north south and west coast – Tamworth is a high and low level station and acts as an important arterial cross country interchange) and international airport infrastructure (Birmingham International - passenger/East Midlands - freight).

Birmingham and other parts of the West Midlands such as Stoke and Staffordshire are easily accessible and London is just over an hour away, making it commutable! HS2 would provide further substantial connectivity benefits in due course, though this will not be for a considerable time, and in the meantime is likely to polarise local business and resident opinion depending on potential impact.

Although physical connectivity is an important asset for the two districts, other factors such as ease/convenience of travel, and importantly the cost of travel need to be considered.For example, although, majority of existing employment locations are within towns and mainly accessible by public transport:

- Public transport being used for work trips in a very low proportion of employees in terms of overall mode of transport[10].
- Some villages outside of Lichfield have no / very little access to public transport i.e. no way of getting to hospitals / schools / shops without private transport.

The area has some fantastic assets supporting high tech businesses such as Fradley Park (Norgren etc). Having the right business space is important to the majority of businesses surveyed when considering expanding the business in the next three years (77% quality of space; 75% cost of land/rental values; 72% size of business space). The availability of property was considered the top consideration before moving to Tamworth and Lichfield (54% of businesses surveyed). However, current constraints include:

"there's hardly any developable land...for housing or industry and we are surrounded by green belt..."

a. Availability of land for development; and,

[9] Ernst & Young's European Investment Monitor, 2013.
[10] Lichfield ELR- p.14.

b. Provision of affordable flexible soft landing (hot-desking with easy in/easy out[11]) space needed to support entrepreneurial activity. "..*there are not many serviced affordable offices*…" and "..*small firms need small practical units..*"

Although pricing locally maybe an issue**compared to other parts of the UK, such as the Home Counties, the area may be relatively attractive**. Business migration evidence from a recent LEP review[12] suggested that "*a comparatively higher proportion of business stock moved out of Hertfordshire (4.4 per cent), Buckinghamshire Thames Valley (4.3 per cent) and Thames Valley Berkshire (3.7 per cent) LEP areas between 2009 and 2011…This is perhaps a consequence of these areas…facing some of the challenges of increased business activity including increased costs, competition for workers, lack of suitable expansion premises*".

PROPOSED ACTION: Issues to consider for the future:

- Property offer – quality and diversity of offer needs to improve. The foregoing issues support the importance of having quality and diversity of provision, and availability of information. Using digital media and working more closely with property consultants would support promotional efforts in this area.An opportunity for Tamworth & Lichfield to pro-actively target this geographical area?
- Provision of affordable flexible soft landing – and an opportunity to capitalise on Enterprise belt's 'Argonaut entrepreneurs[13]
- Additional technology Science Park/Zone? Refurbishment of existing one?

PROPOSED MARKETING MESSAGES:

The area is a testament to global logistics' investor (Hellman's Case study) vote of confidence in current and future locational benefits

Benefits of both 'town centre' and 'out of town' location in terms of cost base, yet on the doorstep in terms of market accessibility

Inexpensive Business Property

Quality of Life …Destination…Mercian Magic

Quality of life, diversity and cultural/language aspects has been rated as one of the leading factors for the UK by UKTI in their studies on investor perceptions and what they are potentially looking for in a new location.[14]

Tamworth and Lichfield have strengths in this area with relatively small primary school classes compared to other areas (Birmingham and England), and although this is not true for secondary schools, educational performance has arguably outpaced that of England generally in terms of percentage of pupils gaining five or more GCSE passes at A* to C. Smaller class sizes in primary school are perceived with better care, attention and by association performance in most parents' minds. This could be an important influencing factor for entrepreneurs locally or considering moving into the area, who are thinking of having / or have a family of primary school age.

"*The job opportunity came up and we chose to live in Lichfield. The quality of life, the schools, the socio-demographic all attracted us. It is a pleasant town and a good place to have a business*" Owner Manager

[11] This could present an inward investment opportunity in itself if existing property suppliers cannot provide.
[12] Review of LEP area economies (quoting Trends Business Research business migration research survey).
[13] Anna Lee Saxenian, The New Argonauts.
[14] Ernst and Young's European Investment Monitor 2013

Although there has been a marked differential in house prices between Tamworth and Lichfield (45% higher in Lichfield over period), which is interesting for areas so close to each other, together, both districts service the housing market gamut in terms of more upmarket properties (Lichfield has seen higher prices compared to region) and more affordable housing (Tamworth lower prices). This caters for those looking to get on the property ladder, and potentially those more affluent business people looking to move from more southern (London) locations and looking for great value.

> *"…an attractive proposition for individuals on the northern Birmingham fringe* and *a history and culture of entertainment and festivals virtually non-stop"*

From a heritage and cultural perspective, both locations have something exciting to offer, albeit of different and again complementary nature. **Taken separately each area could be outclassed by other areas but positioned together, the two districts provide a somewhat unique sense of place for the potential visitor. Trade, industry and culture are part of the historical fabric. Lichfield – cultural, architectural and somewhat 'gentrified', Tamworth – industrial heritage, workhorse and somewhat 'edgy'.**

Lichfield's three spired medieval cathedral provides the grounding of the small Cathedral city as an ecclesiastical and cultural centre Mercian England and thus of historical significance, whereas Tamworth was once the economic capital of Mercian England, an important Saxon stronghold centred on Tamworth castle, site of the Snow Dome, and let it not be forgotten erstwhile home to the three wheeled Robin Reliant![15] (Automotive/ engineering heritage from RR to Zytek…) Drayton Manor Theme Park and the National Memorial Arboretum provide contrasting examples of the diversity of visitor attractions.

PROPOSED MARKETING MESSAGES*:*

Mercian Magic *provided though diverse and complementary choice of cultural depth, excellent visitor attractions and quirky industrial heritage*

High quality of life, strong education credentials for those with a (young) family

Affordable housing *for those looking to access the property ladder, …**good supply of upmarket property*** *for those looking for value for money*

Unrivalled retail choice and experience

Nature…parks …shopping…family activities *Lichfield's outstanding natural beauty… Tamworth's economic and historical past … an important Saxon stronghold centred on Tamworth castle, site of the Snow Dome, and let it not be forgotten erstwhile home to the three wheeled Robin Reliant! (Automotive/ engineering heritage from RR to Zytek…) Drayton Manor Theme Park and the National Memorial Arboretum*

The UK's first real indoor venue, attracts visitors from across the UK

SnowDome opened its doors in Tamworth as the UK's first real snow indoor venue in 1994 and remains a leading choice for skiers and snowboarders in the region and beyond. Year round snow provides the perfect Alpine surface to learn and enjoy these sports in a fun environment. The premises consist of a 170 metre main slope and two separate 30 metre and 25 metre teaching slopes. SnowDome offers top class tuition for skiing and snowboarding, hire of equipment, various activities, group packages, business events and over the years has expanded its offer to include a gym and pool facilities (it runs the pool on behalf of the council) and a selection of bars and restaurants.

Snowdome is located just off the A5 Tamworth. The main reason for choosing Tamworth was its central location and excellent road network. The owners are very happy with the location and if they had more

[15] Perhaps showcasing new Electric Vehicle/Sensor technologies with a Robin Reliant ('Vorsprung durch Robin'), or mapping where all the Robin Reliants in the world are currently could be an interesting way to get people 'Talking about Tamworth' again. Might be a hard sell, but need to find something different to talk about….

space would open even more attractions on site. Currently the facilities employ over 200 employees many of whom live in Tamworth and it attracts local residents and visitors from all over the county (especially for snow sport and skiing). "*Tamworth really punches above its weight in relation to leisure with us Drayton Manor Parl, The Cinema/Bowling Complex and the Castle* [all in close proximity]" commented the general manager Martin Smith.

4. Towards a Business Place Strategy for Tamworth & Lichfield

- It is quite difficult to find areas in the UK similar to Tamworth and Lichfield District i.e. quite different localities with different economic and historical profiles, yet close to each other and on the edge of a major conurbation like Birmingham, and thus looking to draw comparisons from other places is problematic. From the situation analysis, **Tamworth and Lichfield District are quite different from each other, but together they are quite unique and this 'complementarity' is potentially one of the areas' unique strengths.**Winchester and Basingstoke to some extent are potentially of some similarity (size, history – strong Saxon theme etc.), in that one is a Cathedral city and both are close to a major motorway etc. There are some Cathedral cities like Lancaster, but this is much larger and has a major university on the doorstep.
- However, three elements of place marketing good practice which can be seen in other locations and from which Tamworth and Lichfield District can learn are discussed below

• Collaboration - Stronger Together

- A good example of economic development and inward investment agencies working together to promote a location and attract inward investment can be seen in the Scandinavian cities of Copenhagen and Malmo. Both city regions work closely together to attract life science and biomedical companies through the joint initiative of Medicon Valley alliance – a network of firms, universities, hospitals and public authorities [16].
- Spanning eastern Denmark and south-western Sweden, Medicon Valley is home to one of Europe's strongest life science clusters. According to the website there are more than 100 biotech companies with own R&D, major R&D based pharmaceutical companies, more than 200 medtech companies, more than 50 relevant service providers, CRO´s and CMO´s and a dozen experienced life science VC´s - all varying in size and specialization. The catalyst for this collaboration was the construction of a new bridge linking Sweden and Denmark in 2000, leading to the connecting up and development of the Øresund Science Region. Medicon Valley is now one of the leading biomedical clusters in Europe, accounting for 60% of all Scandinavian life science exports.[17]

  "*The absence of a formal, central authority can be a strength, not a weakness. In a decentralised situation like this, the network assumed a broker role, with all decisions negotiated between interested parties. The result is that everyone's voice is heard and every opinion acknowledged. Invest time to build trust. What could have been an unwieldy decision making process worked well thanks to the trust that built up between the network members and the network's leaders. This process took time and required the leaders to have a visible presence in the region and to be clearly committed to its success.*

  Cooperation, not competition, is the key to success. The goals these networks have achieved are a direct result of their collaborative approach and belief in the value of teamwork."

[16] www.mediconvalley.com
[17] http://www.homesandcommunities.co.uk/medicon-valley-alliance-denmarkswede

5.5 The UK Governments new approach to local economic development[18], combined with the challenge of resource and funding constraints, mean that working in isolation from local and regional partners is not an option. Working together Tamworth and Lichfield District can promote the local area.

• Digital Marketing

5.6 Using smart digital marketing techniques has become increasingly important in helping locations to differentiate themselves as part of a place marketing strategy. Along with knowing your target audience, channel partners and intermediaries who can help promote the message, providing interesting and relevant marketing collateral to potential investors is an important part of the sales process. **By using a digital platform to market key messages to todays' 'digital natives', this will help Tamworth and Lichfield increase marketing reach.**

5.7 Examples of good practice include Invest in Gloucestershire (good, clean and practical design with all key elements), Invest Milton Keynes (different, clear call to arms/get in touch), Make It-Stoke-on-Trent & Staffordshire, Marketing/Business Birmingham (news, events), Marketing Derby (smart, 'cool' design) and IDA Ireland (great all round, good use of infographics)[19].

5.8 Twitter, YouTube, Linked are currently the primary business vehicles for promoting locations on-line, and engaging with business and potential investors. Examples of good practice include IntoSomerset, which links it online marketing to offline marketing activities[20].

5.9 In a recent (May 2013) study of forty investment promotion agencies by Breeze Strategy the top agencies for using social media were: Business Birmingham (1), Into Somerset (2), Marketing Derby (3) Hull Bondholders (4), Invest in Cornwall (5). MakeIt Stoke & Staffordshire (21).[21]**No study has yet looked at the outcomes derived from these activities, and developing meaningful metrics for this element of marketing will be important to assess outcomes.**

5.10 Some locations do their own marketing in house, whilst others outsource to marketing and digital agencies.

• The Voice of Many - Getting Business and Entrepreneurs to Promote/Sell the Locality

5.11 Working pro-actively with intermediaries (solicitors, accounts, property firms, consultants etc.) and locally based businesses and entrepreneurs has become an important part of marketing a location. Hull has a programme with its 'Bondholders', to promote Hull and East Yorkshire.

"*The Bondholder Scheme is a 180-strong powerful network of businesses, who work together to raise the profile of Hull & East Yorkshire.*

With the ultimate goal of helping the city to create jobs and wealth, we want to demonstrate what Hull & East Yorkshire can offer not only the UK, but also the rest of the world, in order to:

- *Support new investment.*
- *Attract people to make the investments a success.*
- *Create a thriving environment for business to prosper.*

The Hull & East Yorkshire Bondholder Scheme includes large corporates such as Reckitt Benckiser, BP and Smith & Nephew, alongside small entrepreneurial businesses that make up our business fabric such as Force 7, Chameleon Business Interiors and Language is Everything."[22]

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[18] http://www.bis.gov.uk/assets/BISCore/corporate/docs/N/12-1213-no-stone-unturned-in-pursuit-of-growth.pdf
[19] See separate Powerpoint slides for examples
[20] ibid
[21] Breeze Strategy, Social Media Index, May 2013
[22] http://www.hull.co.uk/bondholders

5.12 There are others. Gloucester has its 'GL Ambassadors' (standing up for business in Gloucester) and Nottingham has its 'Invest in Nottingham Club'. Some of these are further supported at LEP level (Gloucester) through an MOU with local business membership group.Invest in Derby has an Invest in Derby 'Red Carpet' programme with intermediaries[23].

[23] http://investinderby.co.uk/index.php/how-we-can-help/partnerships/

Conclusions andRecommendations

6.1 Although the areas of Tamworth and Lichfield are somewhat different, the two main urban centres, Tamworth and Lichfield, are only 7 miles apart and have strong business, economic, social, cultural and physical linkages.In an age of resource constraints, it makes sense to have a joint marketing approach to market the two areas as a whole but with specific references to their distinctiveness. The area itself and the 'sectors' are just too small, and taken separately, would be challenging to market effectively. There would be an enormous risk of duplication, and potentially damaging competition for both areas, the West Midlands and the UK. The last thing that a potential (in particular foreign) inward investor wants to see is a plethora of conflicting marketing messages and an army of advisors.

6.2 Taken together, however, the Tamworth and Lichfield area has some unique attributes, a complementary offering in terms of sectors and strengths, some key messages around enterprise, growth and connectivity etc., that it can spread more widely, and a thus have a stronger reach into opportunities in neighbouring markets and beyond.

6.3 In terms of economic partnerships, there is not necessarily a need to 'side' with anyone specific area more than another. The inward investment agencies of Business Birmingham and Make- it Stoke-on-Trent & Staffordshire are well resourced, as is UKTI West Midlands. Tamworth and Lichfield can utilise these agencies as key resources or channel partners, provide these agencies with great value by helping them articulate the local offer and assets. This could be in the form of sector templates, and a digital platform to provide relevant and up-to-date content for partners and potential investors, and using social media to syndicate business and investment news.

6.4 Furthermore, a number of recommendations arise from the work undertaken to date and the report findings in order to build an approach for the way forward. These are presented below.

Recommendation 1: Raise Profile with Local Inward Investment Partners

6.5 Using evidence and material presented in the report, Tamworth and Lichfield can approach key local partners to better promote the area, assets and business success stories. There may be a degree of 'co-opetition' in these relationships, as some of the partners will have different spatial remits - national, regional, or sub-regional – and thus different objectives. Understanding how Tamworth and Lichfield can work better with the likes of the following organisations will be critical.

- The Local Enterprise Partnership that both local authorities are part of, i.e. GBSLEP but also the Stoke-on-Trent and Staffordshire LEP.
- Inward investment agencies, i.e. Marketing Birmingham, Make-It Stoke-on-Trent & Staffordshire.
- Trade development organisations such as UK Trade & Investment West Midlands.

6.6 A good start is to know exactly what you have in your own territory and be able to document it in a dynamic way (e.g. sector profiles are a useful way to do this). Good market intelligence and strong relationships with key local business accounts (companies) facilitates this, as does having some success stories to highlight/ bring to life. Some of the data obtained in the research is a good basis to develop both off and on-line collateral.

6.7 It is important for Tamworth and Lichfield to have a good knowledge of the potential fit of future inward investment projects. To gain traction with inward investment partners, this will include having a (more) detailed and coordinated handleon:

Business space – office, retail, warehousing, industrial (in particular more diverse and flexible provision is needed to support entrepreneurial activity);

- People availability by sector/ skills;
- Supply chain provision and potential gaps;
- R&D infrastructure; and,
- Sectors that either represent a USP for the area or are an aspiration. Those where Tamworth and Lichfield have a story include (high value/advanced) manufacturing/engineering, business, professional and financial service; logistics, medical technologies, retail and hospitality/ tourism. It is worth noting that **retail, tourism and hospitality** will not feature heavily on the partners' inward investment agenda (perhaps MakeIt Stoke more than Marketing Birmingham).

6.8 Potential areas for further discussion with inward investment agencies would include:

- Frameworks for collaboration – and clarity around the representation of both areas' interests e.g. Who is marketing what? Who is monitoring enquiries, take up, space demand and supply?
- Sharing data/ market intelligence.
- Co-ordinating and promoting relevant business events including delivering bespoke seminars to invited audiences.
- Business development and lead generation campaigns.
- Coordinating close working relationship with commercial agents on the promotion of property and sites.

6.9 Examples of where greater collaboration could take place are as follows[24]:

6 One of Make-It Stoke-on-Trent & Staffordshire's growing areas of interest is in medical technologies. However, the new Defence Medical Services asset does not appear to be directly advertised – and this is a strong area that could complement their offer.

7 Marketing Birmingham would welcome help from the two local authorities to better engage with companies like Zytek, a local advanced manufacturing company but also other engineering/manufacturing/automotive related companies/corporates[25].

8 In business and professional services, Make It Stoke states that they do not have a great offer. However, this could be an area of (relative) local strength in Lichfield, if issues around office availability and quality are monitored.

9 Logistics – this is a sector that could be marketed in common with both Birmingham and Stoke/Staffordshire.

10 Tourism – is an area/sector that Lichfield and Tamworth could market on their own, given the assets located in the area. However, collaboration with GBSLEP and Marketing Birmingham (given their remit to lead in this area on behalf of GBSLEP) would ensure greater reach (and potential results).

Recommendation 2: Develop on and offline marketing collateral/materials

6.10 The following key marketing messages draw upon the discussion in section 4 of the report and can be used as a basis to develop on and offline marketing collateral. They can be supported by quotes from local businesses, and (graphic) evidence from the research.

Competitiveness, Sectors and Growth

[24] Make It Stoke inward investment strategy paper 2012-15
[25] Feedback from discussion with Marketing Birmingham.

Complementarity and balance of sectors, not recession proof (nowhere is....), but highly resistant to economic shocks, and strong evidence of (recent) growth

Come and join the 75% of local businesses that say they are expecting to see growth (or the 15% looking at high growth) in business performance in the next three years

Futureproofing – growth in new and advanced technologies - excellent examples of high tech/high value added advanced engineering, and advanced medical technology (DMC) with strong links into UK and international knowledge based institutions

Enterprise and Innovation

A launchpad to access a huge potential market on the doorstep and beyond – Birmingham and the surrounding area is home to 75,000 businesses and almost 1200 international companies

A strong culture of industrial and business resourcefulness and resilience

A beacon of enterprise and hotbed of entrepreneurial activity at the heart of UK Central's 'Enterprise Belt'

Track record as an exciting place to start a business and to grow - both for entrepreneurs and the self-employed (arguably better than UK and better than Birmingham!)

Connectivity

High degree of connectivity through inter-modal transport and logistics infrastructure with the major markets of London and Birmingham, the wider West Midlands, and internationally

As a UK exemplar in this area, T&L are testament to global logistics' investor such as Hellman's vote of confidence in current and future locational benefits

Benefits of 'out of town' location in terms of cost base, yet on the doorstep in terms of market accessibility

Quality of Life, Culture and Heritage...and Retail Experience

High quality of life, strong education credentials for those with a (young) family

Affordable housing for those looking to access the property ladder, but also good supply of upmarket property for those looking for value for money

'Mercian Magic' provided though diverse and complementary choice of cultural depth, unique retail experience, excellent visitor attractions and quirky industrial heritage

6.11 For a business focused branding approach, a marketing strapline could be used such as:

'A launchpad to markets and lasting success'

'The heart of UK Central's Enterprise Belt'

'Forging Resilience, Thriving Enterprise'

6.12 All this could come together into a booklet/short document a more generic 8-10 page document covering important aspects relevant to Tamworth and Lichfield[26]. The structure would be as follows:

6 Cover (logo and strapline)

7 Why Tamworth and Lichfield – using the above messages and themes

[26] Use IDA Ireland collateral as a reference document.

8 Tamworth and Lichfield is one of the UK's best places to do business – some key facts from the research provided in this report

9 Quality of Life etc – a few facts and illustrated with evidence/ chart(s) from research

10 World leaders choose Tamworth and Lichfield – examples of companies present – high growth, innovative, global players etc, and some quotes from companies

11 Impact of business and investment

This could be developed further by a local design and branding company.

6.14 Depending on available resources, an additional marketing material would be of creating sector specific templates that would better articulate the strengths of the local sectors. These could be used by Tamworth and Lichfield and partners to market to potential inward investors. Although Tamworth and Lichfield does not have the size to have sector critical mass, most of the UK inward investment agencies think and market along sector lines. It is wroth noting, however, that most exclude tourism/leisure and retail. Key sectors to focus on initially would include:

Advanced Engineering/High Value Manufacturing

Business, Professional and Financial Services

Logistics

Tourism, Leisure, Retail

Advanced Technologies

The templates would be used as:

- o Marketing collateral – printed (soft copy pdf) or on the web
- o Information dissemination to potential investors, intermediaries and multipliers
- o Capability statements when promoting sectors, or specific companies regionally, nationally or overseas

6.16 The structure of the one or two page template for each key sector would build on existing information available, and would be roughly as follows:

- **Who**

  - o Introductory paragraph to the sector – e.g. history and basis for development, future direction
  - o Who are the major players and what are their activities – case study paragraph on three or four players, plus company logos
  - o List of key companies and links to website
  - o Key institutions and/or associations, relevant networks

- **What**

  - o What are the specific business activities carried out, sub-sectors, areas of business expertise, support functions
  - o Any specific local expertise or competencies in niche areas, or other advantages that can be articulated
  - o Case study on one or two firms and key activities to illustrate the above

- **Why**

  - o Key fact(s) about Tamworth and Lichfield
  - o Why choose Tamworth and Lichfield

- What are the reasons for choosing (to work with) Tamworth and Lichfield – and which are relevant to the sector e.g. skills and intellectual capital base, numbers of companies, size of sector, reputation etc.

- **Where**
  - Where in Tamworth and Lichfield – which areas/ region / locality
  - Relevant to sector e.g. Lichfield for services, Tamworth for manufacturing

It is recommended that sector templates be developed as marketing collateral for each key sector. Content development can be facilitated by the BEP and willing local companies from the sector, together with the inward investment agencies and other channel partners e.g. Make-It-Stoke and Marketing Birmingham.

Recommendation 3: Engage Channels/ Routes to Market with Value Proposition

6.18 Whilst some regions have dedicated and separate ambassador and intermediary programmes, it probably only makes sense for Tamworth and Lichfield to have a separate ambassador/ champions type programme given the uniqueness of the areas and offer. Paragraphs 5.11 and 5.12 make reference to a number of schemes such as those run in Hull (Bondholders), Nottingham and Gloucester (Ambassadors).

6.19 Tamworth and Lichfield already has its BEP, and this could provide the basis to develop these ideas further with the aim of promoting the area further afield through the local business community. The key to getting the businesses on side is to provide some clearly articulated value proposition, i.e. help us do x, in return get y… This would provide a platform for a more meaningful dialogue with local businesses and entrepreneurs. Examples might include[27]:

Tamworth and Lichfield 'Champion'	
Value Proposition	**Brokering**
6 Fast track to local economic partnership and regional growth opportunities 7 Business networking and business opportunities 8 Direct line to local government – voice can be heard 9 Mutual support and knowledge exchange from diverse business base 10 Signpost to relevant business support activities (trade, investment, growth, enterprise, innovation, finance) 11 Supporting inward investment opportunities 12 Providing and disseminating market intelligence, opportunities 13 Early and unique access to information about Tamworth and Lichfield, and current/ planned developments	6 Maximise PR for Tamworth and Lichfield 7 Champion/ cheerleader for Tamworth and Lichfield 8 Sell Tamworth and Lichfield location and assets as part of company 'sell where appropriate – can draw on messages and evidence etc. 9 Identifying inward investment opportunities and leads 10 Providing market intelligence – on opportunities, competitors 11 Leverage contacts and connections 12 Spread the word within their own organisation and supply chain (CSR agenda) 13 Share knowledge, skills and resources, contacts

6.20 Rather than through a separate programme, local intermediaries can be addressed in a complementary way through exploring (existing) programmes with Make It (where Tamworth and Lichfield offer could complement/ strengthen the Make It offer), or Business Birmingham (perhaps more direct competition here), and how they can be made relevant/ secure outreach to the local area.

Recommendation 4: Improve Visibility and Reach with Digital and Social Media

[27] See Invest in Nottingham Club documents for illustration of how this might look.

A fresh looking and differentiated website (not a local council directory of services etc. one) that promotes Tamworth and Lichfield capabilities, and appeals to the target audience and has all the relevant information that potential investors might require. Given that Tamworth and Lichfield also has a strong retail, leisure sector it might include these elements as well as other sectors, which would give a slightly more 'destination management' feel, as well as appealing to potential business and inward investors.

This does not need to be complicated, but should include the following basic key elements:

- Strapline branding
- Who you are and what you do (value add)
- Information on local economy, sectors and key assets supported by a key marketing message e.g.***a launchpad to access a huge potential market on the doorstep and beyond***
- Quality of life, history and heritage
- Property database (optional extra, useful but will increase cost and need updating regularly)
- Business support services provided – include a section on commercialising of new technologies, links to knowledge base etc.
- Events/news/success stories, initiatives (downloadable pdfs etc.)
- Social Media (links)
- Ambassadors/ Champions
- Intermediaries
- Who to contact and how – make this really easy i.e.provide a name (personal touch) and a phone number/email (not an automated form to fill in!).

6.23 The website should link to various social media:

Twitter – develop a Tamworth and Lichfield presence to promote news, events, and informative research and connect with partners.

Linked In – develop a Tamworth and Lichfield presence, which is focused on business and investment issues.

YouTube Video – (optional) using any existing footage, and interviews with some of the businesses identified in the research. 3-5 mins is probably enough, and this could be put together by a local college/ HEI to minimise cost.

Estimated Costs/Resources Required for Implementation

The summary table below estimates the time needed to develop the content.The costs represent external costs of printing/designing etc. These could vary depending on level of detail, time to get the information, any further infographics needed, number of copies etc. Furthermore,it needs to considered that websites can cost anything from £1,000-£50,000 depending on a variety of functions that could be included.[28]Use of external resources would be used to develop specialist marketing material, and possibly some content.

It is proposed that a dedicated resource (individual or team) will need to be identified to take forward the implementation of the recommendations presented in this section. A dedicated resource and, as shown in the table below, a relatively modest pot of money to produce a wide range of marketing collateral, would assist the two local authorities to raise the profile of the two areas.

It is also proposed that the two local authorities (in collaboration with Marketing Birmingham and Make-It Stoke-on-Trent & Staffordshire) agree a set of performance indicators in order to monitor progress and measure success of their coordinated approach to place marketing.

Estimates of Resourcing Business Place Marketing Activities

Marketing Element	Time (days)	Estimated Cost (£)
Business Champions	10 days to develop offer, consult businesses, set up, promote, 0.5 to 1 day per week thereafter	£3,000- £5,000 (including launch event, collateral)
Website, incl. logo, strap lines, colours, etc.	10 days content refinement/ development (external option)	£3,000
Social Media – Twitter and Linked In	2 days to develop/set up 0.5 per week on-going	£500
You Tube Video (optional)	(external)	£1,000
Sector Templates	10-15 days to write up (external option)	£3,000 - £4,500
Key Market Place Messages	5 days to develop and write up (external option)	£1,500
TOTAL	40 days, 1 day pw on-going	£12,000 - £15,500

[28] http://www.netchimp.co.uk/webdesign/web-designs/how-much-should-a-new-website-cost/

ANNEXES

KEY SECTORS

Top 10 Sectors (2011) by Proportion							
Lichfield	%		%	Tamworth	%		%
47 : Retail trade, except of motor vehicles and motorcycles	10.61%	471 : Retail sale in non-specialised stores	6.90%	**47 : Retail trade, except of motor vehicles and motorcycles**	15.08%	471 : Retail sale in non-specialised stores	8.18%
		472 : Retail sale of food, beverages and tobacco in specialised stores	0.63%			472 : Retail sale of food, beverages and tobacco in specialised stores	0.59%
		473 : Retail sale of automotive fuel in specialised stores	0.08%			473 : Retail sale of automotive fuel in specialised stores	0.07%
		474 : Retail sale of information and communication equipment in specialised stores	0.18%			474 : Retail sale of information and communication equipment in specialised stores	0.28%
		475 : Retail sale of other household equipment in specialised stores	0.37%			475 : Retail sale of other household equipment in specialised stores	0.79%
		476 : Retail sale of cultural and recreation goods in specialised stores	0.45%			476 : Retail sale of cultural and recreation goods in specialised stores	0.94%
		477 : Retail sale of other goods in specialised stores	1.72%			477 : Retail sale of other goods in specialised stores	3.99%
		478 : Retail sale via stalls and markets	0.02%			478 : Retail sale via stalls and markets	0.00%
		479 : Retail trade not in stores, stalls or markets	0.25%			479 : Retail trade not in stores, stalls or markets	0.21%
85 : Education	8.12%	851 : Pre-primary education	0.19%	**85 : Education**	7.65%	851 : Pre-primary education	0.03%
		852 : Primary education	4.28%			852 : Primary education	4.18%
		853 : Secondary education	2.43%			853 : Secondary education	2.54%
		854 : Higher education	0.19%			854 : Higher education	0.00%
		855 : Other education	1.03%			855 : Other education	0.89%
		856 : Educational support activities	0.00%			856 : Educational support activities	0.01%
56 : Food and beverage service activities	5.68%	561 : Restaurants and mobile food service activities	2.98%	**46 : Wholesale trade, except of motor vehicles and motorcycles**	7.36%	461 : Wholesale on a fee or contract basis	0.07%
		562 : Event catering and other food service activities	0.34%			462 : Wholesale of agricultural raw materials and live animals	0.00%

		563 : Beverage serving activities	2.37%			463 : Wholesale of food, beverages and tobacco	1.71%
86 : Human health activities	5.63 %	861 : Hospital activities	3.72%			464 : Wholesale of household goods	1.03%
		862 : Medical and dental practice activities	1.30%			465 : Wholesale of information and communication equipment	0.35%
		869 : Other human health activities	0.62%			466 : Wholesale of other machinery, equipment and supplies	1.49%
81 : Services to buildings and landscape activities	4.70 %	811 : Combined facilities support activities	0.17%			467 : Other specialised wholesale	2.11%
		812 : Cleaning activities	4.09%			469 : Non-specialised wholesale trade	0.60%
		813 : Landscape service activities	0.43%	**56 : Food and beverage service activities**	5.55%	561 : Restaurants and mobile food service activities	3.15%
84 : Public administration and defence; compulsory social security	4.30 %	841 : Administration of the State and the economic and social policy of the community	2.45%			562 : Event catering and other food service activities	0.44%
		842 : Provision of services to the community as a whole	1.63%			563 : Beverage serving activities	1.96%
		843 : Compulsory social security activities	0.22%	**43 : Specialised construction activities**	3.96%	431 : Demolition and site preparation	0.01%
43 : Specialised construction activities	3.88 %	431 : Demolition and site preparation	0.06%			432 : Electrical, plumbing and other construction installation activities	1.84%
		432 : Electrical, plumbing and other construction installation activities	2.47%			433 : Building completion and finishing	1.42%
		433 : Building completion and finishing	0.86%			439 : Other specialised construction activities n.e.c.	0.69%
		439 : Other specialised construction activities n.e.c.	0.49%	**78 : Employment activities**	3.78%	781 : Activities of employment placement agencies	0.10%
87 : Residential care activities	3.06 %	871 : Residential nursing care activities	1.08%			782 : Temporary employment agency activities	3.68%
		872 : Residential care activities for learning disabilities, mental health and	0.00%			783 : Other human resources provision	0.00%

		substance abuse					
		873 : Residential care activities for the elderly and disabled	1.07%	**45 : Wholesale and retail trade and repair of motor vehicles and motorcycles**	3.17%	451 : Sale of motor vehicles	0.79%
		879 : Other residential care activities	0.91%			452 : Maintenance and repair of motor vehicles	1.64%
46 : Wholesale trade, except of motor vehicles and motorcycles	2.98 %	461 : Wholesale on a fee or contract basis	0.12%			453 : Sale of motor vehicle parts and accessories	0.71%
		462 : Wholesale of agricultural raw materials and live animals	0.08%			454 : Sale, maintenance and repair of motorcycles and related parts and accessories	0.03%
		463 : Wholesale of food, beverages and tobacco	0.09%	**88 : Social work activities without accommodation**	2.97%	881 : Social work activities without accommodation for the elderly and disabled	0.96%
		464 : Wholesale of household goods	0.54%			889 : Other social work activities without accommodation	2.01%
		465 : Wholesale of information and communication equipment	0.11%	**25 : Manufacture of fabricated metal products, except machinery and equipment**	2.83%	251 : Manufacture of structural metal products	0.33%
		466 : Wholesale of other machinery, equipment and supplies	0.33%			252 : Manufacture of tanks, reservoirs and containers of metal	0.10%
		467 : Other specialised wholesale	1.39%			253 : Manufacture of steam generators, except central heating hot water boilers	0.00%
		469 : Non-specialised wholesale trade	0.32%			254 : Manufacture of weapons and ammunition	0.00%
88 : Social work activities without accommodation	2.88 %	881 : Social work activities without accommodation for the elderly and disabled	0.65%			255 : Forging, pressing, stamping and roll-forming of metal; powder metallurgy	0.03%
		889 : Other social work activities without accommodation	2.23%			256 : Treatment and coating of metals; machining	0.98%
						257 : Manufacture of cutlery, tools and general hardware	0.60%
						259 : Manufacture of other fabricated metal products	0.78%
				84 : Public	2.60%	841 : Administration	1.75%

	administration and defence; compulsory social security	of the State and the economic and social policy of the community	
		842 : Provision of services to the community as a whole	0.59%
		843 : Compulsory social security activities	0.25%

Source: BRES, NOMIS. NOTE: Sectors in green type are those present in the top 10 sectors by employment in both Lichfield and Tamworth. These sectors (those in green type) are in order of proportion of total employment starting with the largest. The proportions highlighted in green are the largest sub-sector (3 digit SIC) amongst those that constitute the 2-digit sector.

Top 10 Sectors; Growth 2008 – 2011							
Lichfield	**% Change**		**% Change**	**Tamworth**	**% Change**		**% Change**
14 : Manufacture of wearing apparel	100.00%	141 : Manufacture of wearing apparel, except fur apparel	100.00%	**19 : Manufacture of coke and refined petroleum products**	671.43%	191 : Manufacture of coke oven products	NA
		142 : Manufacture of articles of fur	NA			192 : Manufacture of refined petroleum products	671.43%
		143 : Manufacture of knitted and crocheted apparel	NA	**33 : Repair and installation of machinery and equipment**	400.00%	331 : Repair of fabricated metal products, machinery and equipment	290.00%
24 : Manufacture of basic metals	1300.00%	241 : Manufacture of basic iron and steel and of ferro-alloys	NA			332 : Installation of industrial machinery and equipment	NA
		242 : Manufacture of tubes, pipes, hollow profiles and related fittings, of steel	NA	**37 : Sewerage**	750.00%	370 : Sewerage	750.00%
		243 : Manufacture of other products of first processing of steel	NA	**53 : Postal and courier activities**	204.78%	531 : Postal activities under universal service obligation	-0.57%
		244 : Manufacture of basic precious and other non-ferrous metals	400.00%			532 : Other postal and courier activities	1303.03%
		245 : Casting of metals	33.33%	**66 : Activities auxiliary to financial services and insurance activities**	102.03%	661 : Activities auxiliary to financial services, except insurance and pension funding	112.31%

26 : Manufacture of computer, electronic and optical products	379.07%	261 : Manufacture of electronic components and boards	-11.11%			662 : Activities auxiliary to insurance and pension funding	28.57%
		262 : Manufacture of computers and peripheral equipment	120.00%			663 : Fund management activities	NA
		263 : Manufacture of communication equipment	-36.36%	**71 : Architectural and engineering activities; technical testing and analysis**	71.84%	711 : Architectural and engineering activities and related technical consultancy	78.04%
		264 : Manufacture of consumer electronics	-100.00%			712 : Technical testing and analysis	36.54%
		265 : Manufacture of instruments and appliances for measuring, testing and navigation; watches and clocks	958.82%	**72 : Scientific research and development**	500.00%	721 : Research and experimental development on natural sciences and engineering	500.00%
		266 : Manufacture of irradiation, electromedical and electrotherapeutic equipment	NA			722 : Research and experimental development on social sciences and humanities	NA
		267 : Manufacture of optical instruments and photographic equipment	NA	**73 : Advertising and market research**	108.43%	731 : Advertising	110.98%
		268 : Manufacture of magnetic and optical media	NA			732 : Market research and public opinion polling	-100.00%
30 : Manufacture of other transport equipment	1260.00%	301 : Building of ships and boats	50.00%	**84 : Public administration and defence; compulsory social security**	83.81%	841 : Administration of the State and the economic and social policy of the community	113.96%
		302 : Manufacture of railway locomotives and rolling stock	NA			842 : Provision of services to the community as a whole	-0.62%
		303 : Manufacture of air and	NA			843 : Compulsory social security activities	NA

		spacecraft and related machinery					
		304 : Manufacture of military fighting vehicles	NA	**95 : Repair of computers and personal and household goods**	294.44%	951 : Repair of computers and communication equipment	246.15%
		309 : Manufacture of transport equipment n.e.c.	266.67%			952 : Repair of personal and household goods	339.29%
33 : Repair and installation of machinery and equipment	103.73%	331 : Repair of fabricated metal products, machinery and equipment	75.37%				
		332 : Installation of industrial machinery and equipment	NA				
38 : Waste collection, treatment and disposal activities; materials recovery	115.00%	381 : Waste collection	123.89%				
		382 : Waste treatment and disposal	-94.44%				
		383 : Materials recovery	203.33%				
63 : Information service activities	451.72%	631 : Data processing, hosting and related activities; web portals	652.63%				
		639 : Other information service activities	70.00%				
66 : Activities auxiliary to financial services and insurance activities	186.07%	661 : Activities auxiliary to financial services, except insurance and pension funding	186.21%				
		662 : Activities auxiliary to insurance and pension funding	185.71%				
		663 : Fund management activities	NA				
72 : Scientific research and development	268.75%	721 : Research and experimental development on natural sciences	268.75%				

		and engineering	
		722 : Research and experimental development on social sciences and humanities	NA
73 : Advertising and market research	100.00%	731 : Advertising	116.47%
		732 : Market research and public opinion polling	0.00%
95 : Repair of computers and personal and household goods	2580.00%	951 : Repair of computers and communication equipment	6000.00%
		952 : Repair of personal and household goods	2300.00%

Source: BRES, NOMIS. NOTE: Sectors in green type are those present in the top 10 sectors by growth in employment in both Lichfield and Tamworth. The proportions highlighted in green are the sub-sector (3 digit SIC) that showed the largest growth amongst those that constitute the 2-digit sector.