LOCAL DEVELOPMENT FRAMEWORK

NORTH STAFFORDSHIRE CORE SPATIAL STRATEGY

Revised Preferred Options
"Draft Spatial Options"
APPENDICES






NEWCASTLE UNDER LYME BOROUGH COUNCIL

March 2007

CITY OF Stoke on Trent

Appendix 1

Glossary

(Note: terms in *italics* are explained elsewhere in the glossary)

Annual Monitoring Report (AMR): prepared annually by the City Council, assesses the implementation of the *Local Development Scheme* and the extent to which policies in *Local Development Documents* are being successfully implemented.

Area Action Plans (AAP): provide a planning framework for areas of change and areas of conservation.

Brownfield Land (Previously-Developed Land): Is land is that which is, or was, occupied by a permanent structure (excluding agricultural or forestry buildings), and associated fixed surface infrastructure. The definition covers the curtilage of the development and includes defence buildings and land used for mineral extraction and waste disposal where provision for restoration has not been made through development control procedures. The definition excludes land and buildings that are currently in use for agricultural or forestry purposes, and land in built-up areas which has not been developed previously (e.g. parks, recreation grounds, and allotments - even though these areas may contain certain urban features such as paths, pavilions and other buildings). Also excluded is land that was previously developed but where the remains of any structure or activity have blended into the landscape in the process of time to the extent that it can reasonably be considered as part of the natural surroundings.

Core Output Indicators: a set of indicators specified centrally against which performance against policies can be measured. They provide consistent data across local authorities which feeds into regional monitoring arrangements and allows comparisons between authorities.

Core Strategy: sets out the long-term spatial vision for Stoke on Trent, the spatial objectives and strategic policies and proposals to deliver that vision.

Derelict Land: Land so damaged by previous industrial or other development that it is incapable of beneficial use without treatment, where treatment includes any of the following: demolition, clearing of fixed structures or foundations and levelling. Also abandoned and unoccupied buildings in an advanced state of disrepair i.e. with unsound roof(s). The definition excludes land damaged by development which has been or is being restored for agriculture, forestry, woodland or other open countryside use. Also excluded is land that was previously developed but where the remains of any structure or activity have blended into the landscape in the process of time to the extent that it can reasonably be considered as part of the natural surroundings and where there is a clear reason that could outweigh the re-use of the site - such as its contribution to nature conservation - or it has subsequently been put to an amenity use and cannot be regarded as requiring redevelopment.

Development Plan Documents (DPD's): are spatial planning documents prepared by the City Council. These are subject to independent examination and there is a right for those making representations to be heard at the independent examination. DPD's are the *Core Strategy*, *Site Specific Allocations of land*, *Area Action Plans* and *Generic Development Control Policies*. They will all be shown geographically on a *Proposals Map*. The timetable for the production of each individual Development Plan Document is set out in the *Local Development Scheme.*

Generic Development Control Policies: a suite of criteria based policies which are required to ensure that all development within the area meets the spatial vision and objectives set out in the *Core Strategy*.

Greenfield Land: Land that has not previously been developed *(see entry for Brownfield Land)*. This includes land currently or last used for agriculture and forestry.

Land Management: The process of managing the use of land across a range of land use types from open space to countryside areas, to maintain its character – landscape, biodiversity, woodland cover and cultural heritage. Land management regimes may vary from 'do nothing' to complex schemes of intervention subject to site specific circumstances and the approved policy approach.

Local Development Framework (LDF): the name for the portfolio of *Local Development Documents*. It consists of *Development Plan Documents*, *Supplementary Planning Documents*, a *Statement of Community Involvement*, the *Local Development Scheme* and *Annual Monitoring Reports*. Taken together these documents provide the framework for delivering the spatial planning strategy for Stoke on Trent

Local Development Scheme (LDS): sets out the timetable for the production of each individual *Development Plan Document*.

Proposals Map: illustrates, on an Ordnance Survey based map, all the policies contained in *Development Plan Documents* together with any *saved policies*.

Saved policies: Transitional arrangements allow for existing adopted plans and policies to be saved for three years until September 2007 (and longer by direction of the Secretary of State). A list of currently saved policies is shown in the LDS and comprises: Staffordshire and Stoke-on-Trent Structure Plan 2011, Stoke-on-Trent Local Plan 1990-2001, Staffordshire and Stoke-on-Trent Minerals Local Plan 1994-2006, Staffordshire and Stoke-on-Trent Waste Local plan 1998-2011 and various items of Supplementary Planning Guidance linked to saved policies.

Sequential Test: A planning principle that seeks to identify, allocate or develop certain types or locations of land before others. For example, brownfield housing sites before greenfield sites, or town centre retail sites before out-of-centre sites.

Site Specific Allocations of land: allocations of sites for specific or mixed uses or development contained in DPDs. Policies will identify any specific requirements for individual proposals.

Spatial Planning: The process of guiding those forces which influence the character, form and function of places.

Statement of Community Involvement (SCI): sets out the standards which the City Council intend to achieve in relation to involving the community in the preparation, alteration and continuing review of all *local development documents* and in significant development control decisions, and also how the City Council intends to achieve those standards. The SCI will not be a *development plan document* but will be subject to independent examination. A consultation statement showing how the City

Council has complied with its statement of community involvement will be required for all *local development documents*.

Strategic Environmental Assessment (SEA): An assessment of the potential impacts of policies and proposals on the environment, to include proposals for the mitigation of impacts.

Supplementary Planning Documents (SPD's): will cover a wide range of issues on which the City Council wishes to issue supplementary guidance in respect of the policies and proposals in *Development Plan Documents*. They will not form part of the *development plan* or be subject to independent examination.

Sustainability Appraisal (SA): An appraisal of the impacts of policies and proposals on economic, social and environmental issues.

The Development Plan: comprises the *West Midlands Regional Spatial Strategy* (RSS) and *Local Development Documents* (LDDs) contained within the City of Stoke on Trent *Local Development Framework* (LDF).

The West Midlands Regional Spatial Strategy (RSS): prepared by the West Midlands Regional Assembly, RSS sets out the policies in relation to the development and use of land in the West Midlands. It guides the preparation of local authority development plans and local transport plans. *Local Development Documents* must be in general conformity with RSS.

Appendix 2

North Staffordshire Core Spatial Strategy: Preferred Options (1st Draft)
Analysis of Issues Arising from Consultation

1. Introduction

1.1 Government introduced Local Development Frameworks (LDFs) in autumn 2004. This is a new, untried national system of plan making designed to reconcile competing demands for change in a sustainable manner. It must address the needs of all sectors of society and be in general conformity with national and regional policy unless there is just cause for a departure to suit local circumstances.

1.2 LDFs must be produced in accordance with national legislation, guidance and emerging best practice. All development plan documents are subject to detailed scrutiny by the Planning Inspectorate to determine if they are sound in terms of plan preparation. Inspector's reports are binding on planning authorities. In this way Government exercises overall control on our freedom for manoeuvre.

1.3 The new system is now able to draw on practical experience as the first development plan documents have been subject to public examination. Locally both Stafford and Lichfield Councils' Core Strategies have been found unsound and they have been instructed to withdraw the documents and start again. Other planning authorities, including ourselves, are able to benefit from the lessons learnt by 'leaders' in the field and respond positively to the 'latest' guidance now emerging from Government.

1.4 The City Council must produce a Core Spatial Strategy. It is being jointly prepared with Newcastle Borough Council so that a common body of strategic spatial planning policies to support regeneration cover the majority of the North Staffordshire conurbation.

1.5 On 26 June 2006 the Councils published the Preferred Options of above document for consultation purposes. Seventy six individuals or organisations have responded to the invitation to comment. These cover government bodies; the development industry and thematic interest groups and individuals. Over 900 representations have been made. Officers have met with Government Office and the Planning Inspectorate to discuss the draft Core Strategy. The comments suggest that changes are required to the style, purpose and content of current draft development plan documents if they are to be fit for purpose. No one wishes to repeat the Lichfield/Stafford experience. Also we are being asked to rationalise our plan making programme in the interests of plan making efficiency.

1.6 The draft Preferred Options strategic policies are set out in Appendix 1. Many representations suggest ways in which draft policies and text can be improved and question general conformity with national and regional planning policy. We welcome positive suggestions and are working towards preparation of a revised Preferred Options document to incorporate them. We will check conformity issues and where necessary either clarify draft policy or justify departures from the national or regional norm.

2. Summary of Response

2.1 Fifty five key issues on the style; process and purpose of plan making and policy content are set out below.

Plan Making Programme

Issue 1 - The opportunity should be taken to rationalise the number and scope of plans to be produced.

Style of Presentation

Level of Detail

Issue 2 - The Preferred Options report should be a stand alone document balancing the need to clearly and succinctly set out our approach but also provide sufficient data, argument and justification to support the chosen path.

Balance between text and illustrations

Issue 3 - Where possible the document should adopt a more graphical presentational style.

Technical Jargon

Issue 4 - The document will be read by a wide audience from the professional to the layman and should be capable of being understood by all.

Purpose

Presentation of Strategic Options for Consultation

Issue 5 - The document should set out strategic spatial options; invite comment on them and welcome additional options before finalising a Preferred Option for submission purposes.

Core Strategy to Provide more Strategic Detail

Issue 6 - More detailed policy guidance is required e.g. transportation strategy to provide a supportive framework for regeneration programmes.

Regional Spatial Strategy Revision

Issue 7 - The document needs to be sufficiently flexible to accommodate likely changes emerging form the current Regional Spatial Strategy (RSS) phase 2 Revision.

Locally Distinctive Policies

Issue 8 - Policies need to be made more locally distinctive; avoid duplication of national and regional policy and address perceived policy gaps identified by government including housing density; site provision for gypsies and travellers; on-site renewables and open space provision.

Content

Key issues arising for the various sections of the draft document are set out below

Spatial Portrait – Where we are now?

Issue 9 – This should be strengthened and brought to the front of the document.

Vision, Strategic Aims and Spatial Principles

Issue 10 – The vision should be more aspirational and convey a more specific and distinctive image of what a better quality of urban and rural living means for the plan area.

Issue 11 – More explicit strategic aims are required for the rural area and the role of sports and recreation needs to be clarified.

Policy CP1 – Sustainable Development

Issue 12 – The policy should be made more locally distinctive and incorporate standards against which to measure sustainability progress.

Policy CP2 – Infrastructure Provision

Issue 13 – Developer requirements must be compliant with national guidance and regulation and be fit for purpose.

Issue 14 – The growing demand for developer contributions for example for affordable housing can undermine scheme viability and constrain delivery of North Staffordshire regeneration.

Policy CP3 - Treatment of Previously Developed Land and Property

Issue 15 – This approach to the management of brownfield sites pending treatment has attracted the criticisms: Firstly, that it is unreasonable and unnecessary and would constrain sustainable regeneration. Secondly, that greater clarity is required into the circumstances in which this approach would be operated.

Policy CP4 – Regeneration of the Urban Area

Issue 16 – Area based priorities for regeneration could constrain sustainable regeneration elsewhere and should be expanded to include centres and other strategic regeneration initiatives

Issue 17 - Development and delivery of regeneration policies and programmes must be effective and sensitive to the considerations of existing communities.

Policy CP5 – Vitality and Viability of Centres

Issue 18 – Appropriate development should be encouraged in all centres having regard to their scale and function and such development is more than just retail and offices.

Issue 19 – What should be the relationship between the traditional City Centre at Hanley, the Etruria Road Corridor; Festival Park and Etruria Valley?

Issue 20 – The complementary roles and needs of the principal centres should be provided in greater detail. The justification for the position of centres in the retail hierarchy should be clarified. Representations have been received on behalf of retail developers suggesting that Stoke should be downgraded in status and Burslem upgraded in status.

Policy CP6 – Rural Housing

Issue 21 – Sustainable rural housing development which respects the rural character of the plan area should accommodate all local affordable and housing market needs to reasonable standards.

Policy CP7 – Rural Economy

Issue 22 – All sustainable rural economic development should be promoted including tourism to support the rural way of life and more skilled rural communities but without prejudice to delivery of the urban regeneration agenda.

Policy CP8 – Countryside Protection

Issue 23 – Stronger links should be provided to the landscape character appraisal of North Staffordshire.

Policy CP9 Green Belt

Issue 24 – Local policy should not duplicate national policy.

Policy CP10 – Housing Land Supply

Issue 25 – Housing targets need to be revised to reflect RSS Phase 2 revision.

Policy CP11 – Housing Distribution

Issue 26 – Housing need should be determined by the market and no limit should be placed on housing development within the urban area. Such limits could constrain regeneration of conurbation brownfield (previously developed) sites.

Policy CP12 – Phasing of Housing Development

Issue 27 – The phasing is too restrictive and development should be approved unless it can be demonstrated that it prejudices delivery of RSS.

Policy CP13 – New Residential Development Requirements

Issue 28 – The Core Strategy should set out density policies.

Issue 29 – The Core Strategy should include a policy on gypsy and travellers provision.

Policy CP14 – Affordable Housing

Issue 30 – Greater clarity must be provided regarding the circumstances when this policy would come into effect and the scope and level of provision must be fully justified having regard to demonstrable local needs. In any event the policy must be compliant with national policies and regulations.

Issue 31 - What provision is made for special needs housing?

Policy CP15 – Economic Opportunities

Issue 32 – Economic development offering a wider choice and quality of job opportunities is vital for effective regeneration. All sustainable employment development schemes should be encouraged. Accessibility; environmental condition; tourism and heritage potential and the quality of life on offer in North Staffordshire will all be material to economic prosperity.

Policy CP16 – Meeting Employment Needs

Issue 33 – More employment land should be provided and allowance made for windfall sites i.e. sites which may come forward in the future but which cannot be reasonably predicted at this time.

Issue 34 – Further technical evidence should be provided to justify the proposed scale and scope of employment provision.

Policy CP17 – Strategic Employment Sites

Issue 35 – Concerns have been raised regarding the identification of Trentham Lakes as a Regional Investment Site and conversely the failure to identify Etruria Valley as such a proposal.

Policy CP18 – Economic Development Portfolio

Issue 36 – More detail should be provided on spatial economic planning policy to support all aspects of economic regeneration. Complementary sustainable office development should be permitted outside centres and no prohibition placed on warehousing development if no realistic alternative is available.

Policy CP19 – The Sequential Approach – Strategic and District Centre

Issue 37 – This is an unnecessary duplication of national planning policy and impact assessment is not required for in centre development.

Issue 38 – Large scale development should be located in large centres rather than small centres.

Policy CP20 – The Sequential Approach: Edge of centre and Out of centre Developments

Issue 39 – Which town centre uses would this policy apply to and indicate what consideration would be given to site suitability; availability and viability considerations?

Policy CP21 – Leisure, Culture and Tourism

Issue 40 – This approach is generally welcomed although it is not the role of spatial planning to interfere with the reasonable operations of the market. It is suggested that the Core Strategy should also incorporate a strategic sport and recreation policy supported by a robust assessment of need.

Policy CP22 – Environmental Quality

Issue 41 – It should be made clearer acknowledged that some environmental assets are irreplaceable and cannot be compensated for in cash or kind.

Policy CP23 – Green Space Network

Issue 42 – Clarification is required to explain the purpose of greenspace and the role of woodland; the availability of greenspace in terms of assessment of need and the policy include a commitment to protect and enhance green infrastructure.

Policy CP24 – Built Environment

Issue 43 – To date too much built development in North Staffordshire has been of mediocre quality. Securing higher quality design is critical for sustainable regeneration and aspirations should be explained and illustrated in the text. The relevance of considerations set out in policy will depend on the context and circumstances.

Issue 44 - Flagship regeneration development projects should exhibit high quality, creative and innovative design to provide practical examples of the step change in the quality of the built environment design.

Issue 45 - Landscape character appraisal should underpin design and landscape development should make a positive contribution to environmental quality.

Issue 46 - The supporting text should include reference to the need to produce design and access statements to assist evaluation of planning applications and the role of urban character assessments to help inform preparation of better designs

Issue 47 - Policy CP 24 should be revised to address design alone and a separate policy provided for the conservation of the historic built environment.

CP25 Transport and Accessibility

Issue 48 – A more detailed transportation strategy to support sustained regeneration should be set out in the Core Strategy.

Issue 49 – In addition to many suggestions for textual improvements, more emphasis should be placed on the development and enhancement of a sustainable transport system, particularly where they are supported by proposed development.

CP26 – Minerals

Issue 50 – Avoid the sterilization of valuable minerals by built development and pay due regard to modern mining technologies.

CP27 – Waste

Issue 51 - More explicit policy direction is required.

Implementation, Monitoring and Review

Issue 52 - Clear arrangements need to be set out in the Core Strategy to outline implementation responsibilities, monitoring arrangements and the process of plan review.

Issue 53 – There is a need for a comprehensive approach to development or proposals and delivery.

Issue 54 - Incorporate qualitative and quantitative indicators and indicate baseline positions.

Sustainability Appraisal

Issue 55 – The robustness of the sustainability appraisal requires to be reviewed.

Summary of Preferred Options Policies(1st Draft)

Where appropriate these policies indicate the scale and location of development anticipated in the period to 2021. They also form the basis for identifying sites for development and detailed policies for determining planning applications that will be included in other LDF documents.

Sustainable development

CP1 Moving towards increased sustainability
Requires all developments to have regard to the principles of sustainable development in terms of the potential impact of development on local communities and the environment

CP2 Infrastructure Provision
Provides commitment to securing infrastructure needs as necessary as a result of any development.

CP3 Treatment of Previously Developed Land and Property
Ensures that landowners are held to account for proper management of land and property within their control.

Urban renaissance

CP4 Regeneration of the Urban Area
Promotes development within the urban area and the Inner Urban Core and gives specific emphasis to Areas of Major Intervention, General Renewal Areas and other areas of housing intervention

Hierarchy of centres

CP5 Vitality and Viability of Centres
A settlement hierarchy is proposed based on the role and function of each to identify those where most development should take place and others where development ought to be limited:
Sub regional centre – Stoke on Trent City Centre; Other strategic centre – Newcastle under Lyme town centre; Larger district centres – Longton, Tunstall and Stoke upon Trent; Smaller district centres – Kidsgrove and Burslem; Other significant centres – Chesterton, Wolstanton, Silverdale, Fenton and Meir.

Rural renaissance

CP6 Rural Housing
Seeks the provision of affordable homes in rural villages where there are identified local needs.

CP7 Rural Economy
Promotes those employment opportunities and activities which help to diversify and sustain rural needs and are accessible to public transport.

CP8 Countryside Protection
Ensures all development respects the countryside

CP9 Green Belt
Safeguards the existing Green Belt and in only exceptional circumstances will land be released for development

Sustainable Communities

CP10 Housing Land Supply
Identifies sufficient land to accommodate completion of 19,600 homes and if a level of demolition above 9,500 dwellings is achieved then more land will made available to ensure replacement on a 1 to 1 basis.

CP11 Housing Distribution
Requires that the majority of new homes should be built within the urban areas of Stoke and Newcastle – a minimum of 7,200 homes in the Inner Urban Core; a maximum of 11,450 homes outside the Inner urban core and 950 homes in Newcastle's rural area.

CP12 Phasing of Housing Developments
Requires housing to be released in four phases: April 2001 - March 2006; April 2006 - March 2011; April 2011 - March 2011 - March 2016; April 2016 - March 2021

Policies cont.

CP13 New Residential Development Requirements
Only allows residential developments that assist in helping regeneration and housing market renewal; help to widen the housing mix; do not harm the environment and are built on previously develop land

CP14 Housing Affordability
Ensures all developments involving housing above specified thresholds will be required to contribute to affordable housing need at a rate equivalent to 25%

Economic Prosperity

CP15 Economic Opportunities
Seeks to transform the North Staffordshire's economy through diversification and modernisation of centres; harnessing knowledge assets; ensuring productivity and competitiveness and building on the sub region's excellent location, people and productive assets.

CP16 Meeting Employment Needs
Provides for 190 hectares of employment land to be developed by 2021 including at least 90 Hectares in Stoke and 45 Hectares in Newcastle and 56 hectares at Chatterley Valley

CP17 Strategic Employment Sites
Provides two Regional Investment Sites at Chatterley Valley and Trentham Lakes

CP18 Economic Development Portfolio
Allocates those employment sites in the urban areas which are accessible to residents of the Regeneration Zone, particularly within city and town centres where commercial offices will be encouraged, support for the education sectors at Keele and Staffordshire Universities especially links between Universities, other educational and training institutions and the University Hospital

Vitality and viability of centres

CP19 The Sequential Approach - Strategic and District Centres
Ensures that retail, office and leisure developments in centres are assessed having regard to their scale and the hierarchy of centres as defined in CP5.

CP20 The Sequential Approach: Edge-of-Centre and Out-of-Centre Developments
Ensures that edge of centre and out of centre developments are related in scale and character to the appropriate host centre as defined in CP5.

CP21 Leisure, Culture and Tourism
Sets out criteria for supporting the development of leisure, cultural and tourism facilities in a sustainable manner

Environmental quality

CP22 Environmental assets
Ensures protection, enhancement and management of the natural environment, landscape and biodiversity

CP23 Green Space Network
Provides a commitment to improving biodiversity, landscape and recreational value and seeks to ensure development is compatible with this approach.

Built environment

CP24 Design Quality
Sets out criteria to ensure all developments demonstrate a high quality of design in terms of layout, form and contribution to the character of the area

Transport & accessibility

CP25 Reduce the need to travel and improve travel choice

Ensures development is located where it will help reduce the need to travel, minimise the use of the car and improve access by public transport, cycling and walking, and that it contributes towards transport improvements.

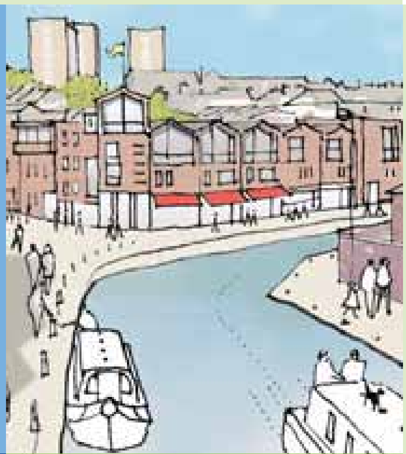
Minerals & Waste

CP26 Mineral Resources (Stoke only)

Protects identified mineral reserves from development

CP27 Waste Management (Stoke only)

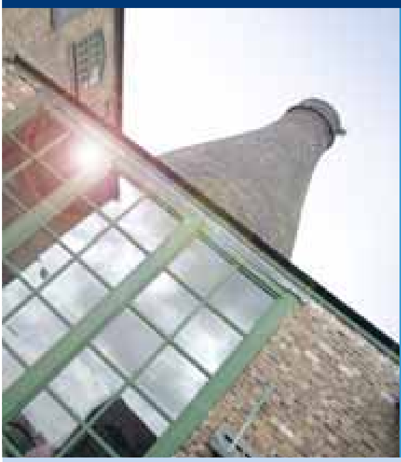
Provides commitment to ensure an integrated approach to waste management, promoting waste reduction, re-use and recycling, and to provide sites for waste management facilities



RENEW North Staffordshire Scheme Update

November 2005

Summary



Chairman's Foreword

Since we began work in 2003 our programme has developed a powerful momentum. We have exceeded our key targets. We have added to our extensive evidence base. We have generated confidence in ourselves, our partners and our communities. Ambitions have been raised and defined into a vision of a better tomorrow.

Local people are hungry for improvement. They have shown they are prepared to work with people who offer hope for them and their children. As many as one in three people have "had their say" on the future of the neighbourhood and local plans have been supported by between 70% and 80% of people.

We have worked hard with our partners – the councils and the regeneration agencies in particular – to agree joint policies and align investment priorities.

Together we have agreed a clear vision for economic development, for the city centre and for using North Staffordshire's unique heritage and strengths as the building blocks of a better future.

The result is for every £1m housing market renewal grant a further £6m of complementary funding will be delivered from other public and private sources, making a total investment over 2006-08 of £492m.

The communities and businesses of North Staffordshire are now ready for change and improvements that will transform the housing market and the economy. What we need now is the funding and commitment to get on with the job.

Peter Bounds
Chair, RENEW North Staffordshire

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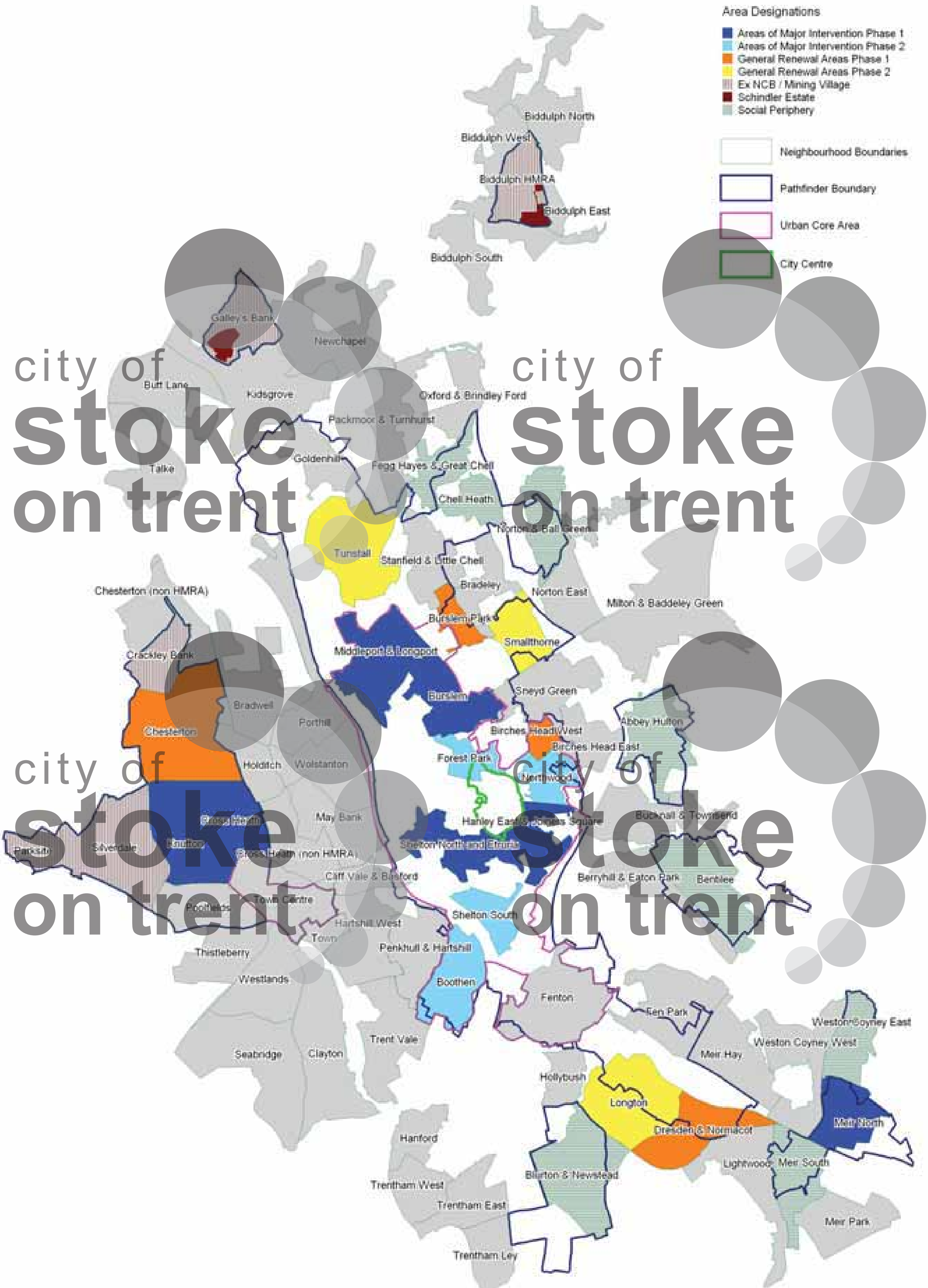
Intervention Areas




Meir masterplan

Introduction

This scheme update builds on our 2004 prospectus which was supported by all partners and was praised by the Audit Commission as having the strongest strategy of all housing market renewal pathfinders. Since then we have done a great deal of further work and research, but we believe it remains the correct strategy.

Since 2004 the national context has changed. House prices have increased and there has been a greater focus on community support, the protection of heritage and what happens to land after clearance. In North Staffordshire there are concerns about poor ground and property conditions caused by the city's industrial heritage. We have addressed all these issues in our scheme update and learned from the experience of our first two years.

Our analysis shows that despite local and national changes the factors that cause housing market failure are still as strong as ever and will only be solved by transformational change delivered by the strong partnership we have between local agencies and central government.

The North Staffordshire Housing Market

We have continued the extensive research that was done for the 2004 prospectus to show what is causing failure in the North Staffordshire housing market.

Population loss

The North Staffordshire conurbation lost population at a rate of 1,000 a year from 1999 to 2003. This relatively small loss masks a much faster population loss from central areas of Stoke-on-Trent to the edges of the city, to Newcastle and to other surrounding towns. Stoke-on-Trent lost 1,450 residents a year from 1999 to 2003 and the population of the old six towns has halved in 50 years.

The outflow from central areas would be much greater without the significant inflow of students and international migrants. The minority ethnic population is also helping to bolster central neighbourhoods, although many would be prepared to move out to more suburban areas to live in larger semi-detached properties.

Empty homes

Almost 7,000 homes, or 4.3% of the total, are empty across the conurbation and of these 65% have been unoccupied for more than six months. However, the proportion of empty homes is higher and getting worse in central areas. Here it rose from 7.7% in 2001 to 9.4% in 2005. This position will get dramatically worse unless action is taken. We estimate that if new build and clearance were to continue at past rates there would be a surplus of housing across the conurbation of 20,000 homes by 2021. More than one in 10 homes would therefore be empty, inevitably concentrated in the least popular neighbourhoods.

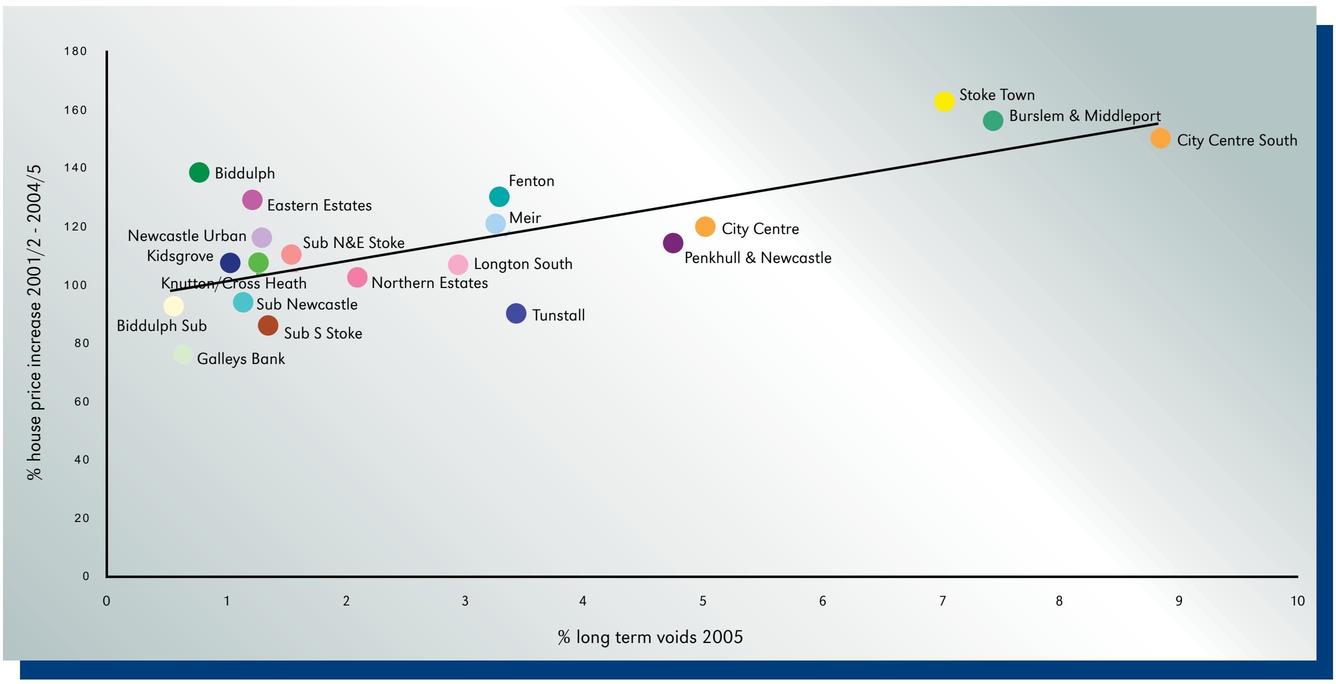
However, we estimate that if our strategies for the economy and housing market renewal are successful, then the conurbation will stop losing population by 2011 and increase it slightly by 2021. This will bring the number of empty homes down to almost the normal level by 2021.

House prices

House prices in the pathfinder declined relative to the rest of the West Midlands from 1996 to 2002. They then rose from this low position by 88% from 2003 to 2005 to reach an average £61,000, which is around the same relative position as the mid 1990s. Prices remain low compared to the West Midlands. Half of all sales in the pathfinder area are below £60,000, compared to just 5% across the region.

The recent pathfinder price increases appear to be driven by the long national house price boom, making it very likely that prices will fall quickly in any slowdown. Surveys of estate agents show that purchases by investors has driven recent house price rises, but that recently the volume of sales has declined. We estimate that without action house prices in the pathfinder area would fall to £58,000 by 2010 and drop further to £50,000 by 2020.

House price increases alone do not mean the housing market has recovered. In fact the highest percentage increases in price have been in the areas with increasing numbers of empty homes, as shown below.



Relationship of empty homes and percentage price rises

New build

Around 700 new homes a year are being built and planning permission exists for a further 8,800 properties. New homes are meeting local aspirations. 16% of conurbation residents would prefer a new home for their next move and 22% would not have moved into the conurbation if new housing had not been available. However, the new build housing on the edges of the conurbation is draining population from central areas and increasing the over-supply of housing. 24% of new-build buyers have come from terraced housing in the pathfinder area.

New flats in Newcastle town centre

Private rented market

Some neighbourhoods have been particularly affected by the UK-wide expansion of the private rented and buy-to-let market. Regular surveys of local estate agents have shown that Burslem, Middleport, Shelton and Tunstall are popular because of the relatively low prices. The private rented market in Galleys Bank and Biddulph is slightly different and is expected to grow because of the difficulty obtaining mortgages for non-traditional house types. We estimate the number of private rented properties in central areas has risen by more than 1,000, taking the proportion from 19% in 2001 to 23% in 2005.

Social rented housing

Demand for social housing has recovered over the past three to five years. This is due to continuing job losses, the recent sharp increase in the costs of private housing and the loss of homes to the right to buy. However, many of the large social housing estates have ageing populations and problems including stigma, poor urban design and deprivation. We expect these issues will lead again to low demand over the next 10 to 20 years.

Measuring neighbourhood sustainability

Our extensive research means we can define what make a successful neighbourhood. We will measure progress against 14 indicators and we will judge a neighbourhood to be sustainable if it meets minimum levels for nine of these. We will measure these indicators regularly so we can tell whether the housing market in a neighbourhood is getting better or worse. Across the pathfinder 43 neighbourhoods meet our target now but 36 do not. We aim to get all neighbourhoods to reach the target by the end of the programme.

Our strategy

It is crystal clear that the North Staffordshire housing market will not be revitalised through the RENEW programme on its own. A sustainable housing market requires a successful economy. It also requires infrastructure that supports the modern needs of communities and business. Since the 2004 prospectus RENEW and its partners have put huge effort into making sure that policies for job creation, planning, transport, education and the environment are complementary. We now have a series of proposals that are supported by all partners and where any risk of the programme being undermined is minimised.

Our priorities are now clearly focused on the problems and opportunities in central areas of Stoke-on-Trent, while maintaining a balanced programme. These neighbourhoods have the most empty houses and the lowest prices, but they also offer the most scope to provide modern housing for workers in the new economy of professional and knowledge-based jobs.

Our refined strategy will deliver these aims:

- balance housing supply and demand
- provide a quality housing stock
- retain and attract population
- transform the urban form and the local environment
- promote social cohesion and meet housing needs
- achieve sustainable neighbourhoods

Visualisation of a new neighbourhood alongside the Caldon Canal in City Centre South

Community involvement

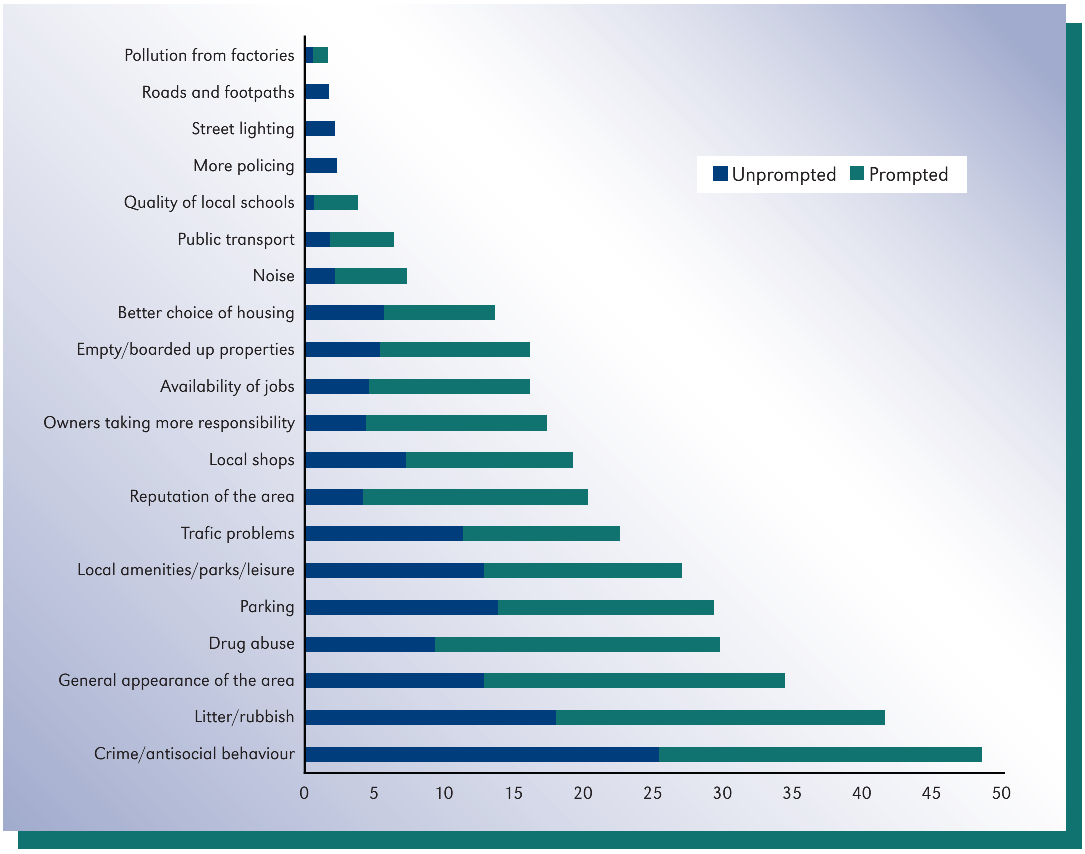
Masterplanning

We have put huge effort into working with the community to develop our plans. Steering groups of residents have been set up in each neighbourhood to oversee the work of community architects in working with residents to create a local masterplan. A wide variety of techniques have been used to hear all views including those of groups whose voice is often not heard, such as older people, minority ethnic communities and young people.

Residents enthusiastically play their part

In planning how to improve neighbourhoods we have taken account of comprehensive surveys of residents both inside and outside the pathfinder area. These have shown that major improvements must be made to the pathfinder area before it will be seen as an attractive and desirable place to live.

Neighbourhood masterplans show how all these factors that affect people's housing choices will be improved. Dozens of meetings have taken place in each neighbourhood and local people have turned out in their hundreds to have their say. Masterplans have been supported by 70-80% of people.



Top 20 neighbourhood aspects requiring improvement (2005 survey of pathfinder residents, prompted and unprompted responses)

The impact of this intensive work at neighbourhood level is spreading beyond the local boundaries. Independent research shows more than half of all people in the pathfinder area are aware of the programme and an opinion poll for the local newspaper showed 80% support for some demolition in Stoke-on-Trent.

The programme has been phased to allow building of replacement homes before significant numbers of homes are demolished.

We are also the first pathfinder to appoint community members to our board.

Financial support

A menu of options has been put together following consultation with communities and focus groups. These include interest-free loans to help move house or to renovate their home, shared ownership, part-rent part-purchase deals on new homes, home swaps and support for tenants of social and private landlords.

RENEW funds a "residents' friend" in each area of major intervention. They work for the Citizens Advice Bureau and help guide residents through the financial and social support on offer from a variety of sources.

Residents' friends

Keele University Medical School

Economic Development

The Integrated Economic Development Strategy (IEDS) was jointly commissioned by the North Staffordshire Regeneration Zone, RENEW and the local authorities. It aims to shift the balance of the economy from declining manufacturing industries to knowledge-based businesses by using existing strengths such as the universities, central location and distinctive town centres. A key goal is to develop the city centre for new business, office, education, leisure and retail uses. The IEDS target is to create 8,000 new jobs by 2016 and 18,000 by 2021. We aim to increase wage levels to the West Midlands average over 10-15 years and to the British average in the longer term.

Delivery of the IEDS is being led by Advantage West Midlands through the North Staffordshire Regeneration Zone. AWM is expected to invest £100m from 2005 to 2008 in schemes including the city centre business district, the University Quarter and training programmes.

However, new jobs and higher wage levels will not be enough on their own to revitalise the housing market in the pathfinder area because workers in new jobs are likely simply to commute from outside. It is therefore essential to improve the environment, transport and amenities in the city centre and surrounding neighbourhoods to attract both business and new housing. These central area neighbourhoods will provide an attractive alternative to the suburbs and market towns for young professionals and their families.

Heritage and urban design

RENEW and its partners are doing a study of the important heritage features of North Staffordshire. This has first concentrated on central areas and it is being extended to the rest of the conurbation. Our preferred option for housing of architectural, historic or design merit will be to keep it.

We are working with Urban Vision North Staffordshire, the architecture and urban design centre, English Heritage and the Commission for Architecture and the Built Environment to raise design standards. Design quality will be raised by ensuring that all sites are developed using a masterplan or a design brief. In some cases we may use an architectural competition and we may sponsor a development of new or refurbished housing to high environmental standards.

The use of masterplans for all sites means land will not be cleared until a future use has been decided.

When deciding the future of housing RENEW will take account of a wide range of information and views. The views of owners, residents and the community will be gathered through one-to-one interviews in the home and through neighbourhood masterplanning.

Wedgwood Institute, Burslem

Building on filled land and in former mining areas has led to piecemeal demolition in the past. It has also caused a lack of confidence in some neighbourhoods because of difficulties in getting a mortgage or insurance and because of the high cost of renovation. We have mapped where houses were built on top of pottery waste and where this is leading to subsidence.

Former pottery factory converted into flats, City Centre South

Transforming North Staffordshire

A unique geography

The North Staffordshire conurbation's geographical make-up is a major barrier to creating a competitive economy and housing market. Neighbourhoods and business have historically been dispersed between the six towns of Stoke-on-Trent, Newcastle and outlying centres like Kidsgrove, Biddulph and Meir. In recent decades new housing estates and business parks have been scattered further on former factory and mining sites mostly on the edges of the conurbation. The six towns have declined as their industries have shut and the social housing estates built to serve the mines have now lost their purpose.

This highly-dispersed geography and a transport system based on congested, single-carriageway, Victorian roads has made it difficult to connect people with new jobs. The result is a vast supply of derelict land, an under-developed city centre, town centres that have lost their purpose and weak neighbourhoods.

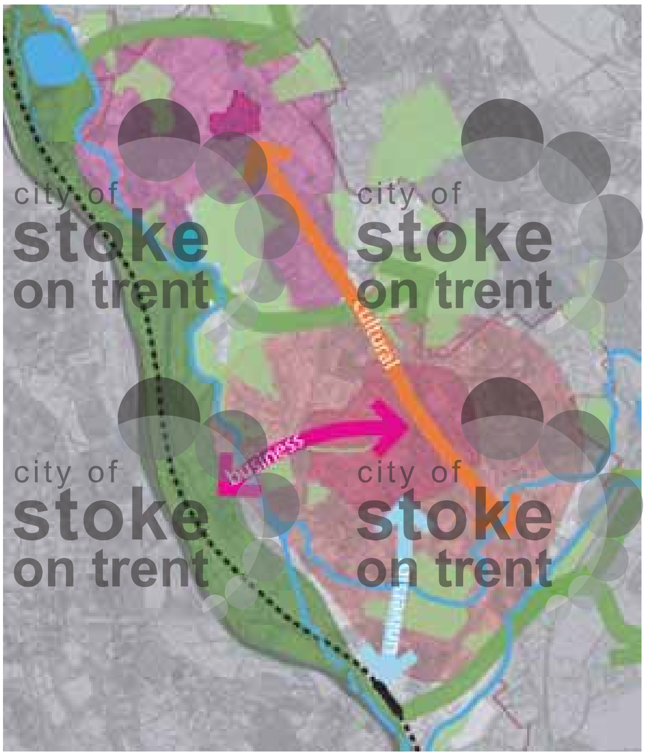
The urban core vision

RENEW, the North Staffordshire Regeneration Zone, English Partnerships and the councils jointly commissioned a major study of the "urban core" of North Staffordshire. The study area covers the city centre, surrounding neighbourhoods (Hanley, Northwood, Cobridge, Shelton, Etruria, Burslem and Middleport) and vacant land at Etruria Valley. The aim of this study is to show how central areas of Stoke-on-Trent can be developed for new housing, business and leisure in a way that will benefit the whole conurbation.

This will create a strong city centre that serves a population of a million people in North Staffordshire and beyond.

A clear vision has been defined for the urban core that includes:

- A dynamic city centre made up of well designed districts for retail, culture, entertainment, business and homes
- The best of urban living – using the unique North Staffordshire landscape of urban hilltop views, surrounding countryside and Victorian heritage
- Distinctive towns that complement each other and the city centre
- Creation of "the greenest city region in Britain" by making best use of the parks, open space, canals and rivers



Green Space
Green Corridor
Water Features
Urban Core Neighbourhoods
City Centre
Railway Line

The urban core study suggests cultural, business and education corridors

A vibrant and dynamic city centre, as visualised in the city centre masterplan

Urban core areas of major intervention

We have kept the two phase one "areas of major intervention" of City Centre South and Middleport. Neighbourhood masterplanning has begun in both areas following the broad proposals put forward in the urban core study.

In City Centre South the trailblazer area will be at "City Waterside", alongside the Caldon Canal, where a masterplan has been agreed and building will begin soon. In Middleport regeneration is being planned alongside building of new housing in Burslem.

Phase two areas of major intervention in the urban core will be City Centre East (Northwood), beginning in 2007; South Shelton, beginning in 2007; and City Centre North West (Cobridge), beginning in 2008. RENEW has already begun helping to build understanding and engagement among the community in Northwood which is particularly affected by ground condition problems.

A visualisation of City Waterside, alongside the Caldon Canal, City Centre South

Other neighbourhoods

Meir and Knutton Cross Heath

These are social housing estates on the edges of the conurbation that were made phase one areas of major intervention. There is clear evidence that they will not become more popular without significant change. Masterplans for these areas were supported by 80% of residents in Meir and 70% in Knutton Cross Heath.

Stoke

Work will begin on the proposed area of major intervention around Stoke town centre in 2009. This will allow the area to benefit from completion of the A500 roadworks and the University Quarter proposals.

General renewal areas

These are neighbourhoods next to the areas of major intervention where generally major change is not necessary but where housing improvements are needed to stop them becoming unpopular in the future. RENEW investment will concentrate on environmental improvements and helping owners to renovate their homes using loans. Chesterton will join the phase one GRAs of Normacot, Birches Head and Burslem Park and the phase two areas of Tunstall, Smallthorne and Longton.

Peripheral estates

These are large social housing estates on the edges of the Stoke-on-Trent. Council homes in these areas are being improved with £70m investment to meet the decent homes standard. Stoke-on-Trent City Council and its registered social landlord partners have worked with the community in these areas to develop masterplans that show how the estates could be improved. RENEW's investment will complement this with environmental improvements and introducing a greater choice of housing to buy or rent.

Former National Coal Board estates

RENEW remains committed to a project at Coalville estate. In Galleys Bank and Biddulph East RENEW will support neighbourhood planning with the community and explore how to generate private sector investment.

Newcastle town centre

Improvement work has been funded by RENEW in Newcastle town centre, but the private housing market here is clearly buoyant. The borough council will now plan improvements in this area, using private investment and other public funding.

Roofs being replaced on older houses

Complementary policies

RENEW and its partners have agreed joint policies to support the housing market renewal programme. These include:

Planning: RENEW has worked closely with Stoke-on-Trent City Council and Newcastle Borough Council to manage the building of new housing where planning permission already exists so it revitalises the whole neighbourhood.

Building of housing and businesses in future will be decided under the new Local Development Framework (LDF) being jointly prepared by Stoke-on-Trent and Newcastle councils. The councils and RENEW have coordinated community consultation and planning for the LDF so that RENEW's proposals from local masterplans are taken forward into the statutory planning process.

Transport: The North Staffordshire Integrated Transport Strategy proposes reducing the need to travel by locating jobs in central locations where they can be easily reached from the places people live. Neighbourhoods built at higher densities close to transport corridors will also make public transport more viable.

Work underway to create a central business district


Gateway features and new housing, City Centre South

Education: The proposal by Staffordshire University, Stoke-on-Trent College and Stoke-on-Trent Sixth Form College to develop a University Quarter clearly has the potential to regenerate housing markets in the City Centre South and South Shelton areas of major intervention. RENEW is developing masterplans for these areas that will complement the University Quarter proposals. Keele University and the University Hospital of North Staffordshire together help support a growing medical technologies business cluster.

Stoke-on-Trent City Council is investing over £300m in schools through refurbishments and the Building Schools for the Future programme. Some of these, along with new children's centres, are included in local masterplans.

Community safety: RENEW has worked with community safety partnerships to reduce crime and the fear of crime. Safer streets can be created partly through better urban design and this is a priority for local masterplans.

We have tried to improve community cohesion and we have participated with the councils to draw up policies that will help minority ethnic groups and older people.

Stoke-on-Trent City Council and Staffordshire County Council are both replacing their street lighting. This will complement neighbourhood improvements by making the streets lighter and safer.

Green space: An audit of 1,000 green space sites has taken place and consultation has shown that 81% of people would pay more to live close to quality green space. Making best use of the wealth of parks, open space, woodland, rivers, canals and greenways is therefore important to increasing housing demand and is being built into neighbourhood masterplans. Improvements to key sites are well underway through the Greening for Growth programme. British Waterways is a key partner in this process.

Social housing: The Housing Corporation is expected to invest around £20m to help provide general needs housing and specialist housing for older people in all the intervention areas.

Culture and leisure: RENEW will support the conditions for further expansion of creative and cultural industries by encouraging renovation of heritage buildings such as factories and bottle kilns.

Caldon Canal, Hanley Park, in the middle of City Centre South

Health: New health facilities are being provided through the NHS Local Improvement Finance Trust (LIFT) programme. A new health centre is planned in Knutton Cross Heath as part of the masterplan and facilities are also planned in Meir and City Centre South.

Neighbourhood management: Local agencies have been developing new methods of working together more effectively. The neighbourhood management pathfinder in Knutton Cross Heath has provided a model to learn from.

Investment programme

This scheme update bids for the full £70m available for 2006-08.

PROPOSED 2006-2008 RENEW PROGRAMME

Urban Core	£43.00m	64.7%
Meir Major Area of Intervention	£4.45m	6.7%
Knutton / Cross Heath	£6.60m	10.0%
General Renewal Areas	£3.00m	4.5%
Stoke Peripheral Estates including Coalville	£8.25m	12.4%
Newcastle Town Centre	£0.10m	0.1%
Chesterton	£1.00m	1.5%
Galleys Bank/Biddulph East	£0.10m	0.1%
Management costs	£3.50m	5.0%

RENEW has been rigorous in examining plans for value for money, how well they support our strategy and how much extra investment they will bring. In addition all plans have had to assess alternative funding options and to measure risks to delivery. Housing market renewal funding has been concentrated in the areas where it will make the greatest impact to the housing market and the economy.

EXPENDITURE AND INCOME PROPOSALS 2006 - 2008

Expenditure	2006-08, £m	Income	2006-08, £m
Acquisitions	42.9	Housing market renewal	70.0
Land costs	51.6	Local housing authority	47.2
Demolition	13.4	English Partnerships	31.3
Relocation	6.5	Housing Corporation	14.4
Refurbishments/improvements	61.6	Private finance	207.8
New build for private sale, rent and social housing	166.1	Low cost home ownership	14.6
		Other sales	20.4
Infrastructure	7.0	Land receipts	4.5
Complementary programmes	136.0	Loan repayments	2.5
Delivery	7.0	Other programmes	79.4
Total	**492.1**	**Total**	**492.1**

Complementary investment of over £422m has been secured from public and private sources over the two year period.

An outline business plan for 2008-10 has also been prepared that will require £110m housing market renewal funding. This will generate a further £523 investment from public and private sources, making a total programme of over £1.1 billion for the four years 2006-10.

Outcomes

We have revised our estimates from those in the 2004 prospectus. Our revised figures show refurbishments and improvements separately. Refurbishments are works such as new kitchens, bathrooms and central heating to meet the decent homes standard for social housing. Improvements are other works such as new windows, roofs or gutters. The number of proposed demolitions has been reduced and the number of new homes has increased because of our assessment of the housing market.

Over the programme lifetime we expect to complete 13,000 refurbishments, 50,000 improvements, 15,000 new homes and 12,800 demolitions.

We expect around £800m housing market renewal funding over the 20 year lifetime of the programme, matched by at least £515m public investment and at least £2 billion private investment – making a total lifetime programme of over £3 billion.

RENEW has developed policies for value for money, efficiency, for managing risk and for managing its land and assets such as the loans we will make. We have also set up systems to evaluate projects before, during and after delivery.

Communities minister David Miliband meets neighbourhood worker Lee Carroll (left) and Phil Dawson, of Stoke-on-Trent City Council's Neighbourhood Renewal Team

Delivery

RENEW has changed the way it works to ensure that our ambitious programme can be delivered effectively.

We have adopted a new constitution and expanded membership of the board to include more business and two community members.

RENEW has moved away from a system of inviting bids from its partners to a commissioning approach. Because it is absolutely essential that job creation and housing market renewal support each other we and our partners have created a ground-breaking joint commissioning sub-board. This will ensure that investment by RENEW, the North Staffordshire Regeneration Zone (NSRZ), Advantage West Midlands, English Partnerships, the Housing Corporation and the councils is complementary. RENEW and the NSRZ are considering alignment of processes to improve this coordination further.

To provide the necessary skills to deliver our programme we have set up four provider panels. These cover registered social landlords, developers, professional services and contractors. Existence of the panels will streamline the development process because members have already been through a selection process. They will also ensure standards are high and that local people benefit from the jobs created.

RENEW has also set up a development team to oversee the process of delivery.

Children's photo competition, part of area masterplanning

Conclusion

We have revised the programme to take account of the changing housing market and people's views locally and nationally on what needs to be done. The result is a clear programme of joint investment that will deliver value for money and transformational change.

Communities and partners are united behind this joint vision of a better future. We are determined to continue working together to build the vision a reality.

We know it is a huge challenge that will require significant and sustained investment to turn around a failing area. However, RENEW and its partners have both the necessary will and capability to deliver.

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Halcrow Group Limited

North Staffordshire Integrated Transport Study
Executive Summary
June 2005

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Contents Amendment Record

This report has been issued and amended as follows:

Issue	Revision	Description	Date	Signed
1	0	Original Draft	03-03-05	DRT
2	0	Rewritten version, reduced to 10 pages	10-03-05	DRT
3	0	Amended to incorporate Steering Group Comments	24-03-05	DRT
4	0	Final	30-06-05	DRT/SH

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Executive Summary

Introduction

Halcrow was appointed in December 2003 by Stoke-on-Trent City Council, Staffordshire County Council, Advantage West Midlands and the Highways Agency to undertake the North Staffordshire Integrated Transport Study.

The study has been overseen by a Steering Group that includes the above, together with representatives from environmental organisations, the local bus operator, the Government Office for the West Midlands, Renew North Staffordshire, the North Staffordshire Regeneration Zone initiative, Newcastle-under-Lyme Borough Council, North Staffordshire Chamber of Commerce and Industry and Staffordshire University.

The Aims

The study's overall aim is to:

'undertake a comprehensive overview of transport and travel in North Staffordshire which considers all travel modes, all land use considerations, linkages with other regeneration strategies and which considers short, medium and longer term solutions'

As such, it concentrates on identifying and resolving existing and future transport problems within the North Staffordshire conurbation.

The Methodology

In reaching its conclusions the study has involved detailed examination of current and future travel patterns, together with a detailed consideration of existing and future levels of traffic congestion, traffic noise, air pollution, road accidents and accessibility. In the base year this information has be observed through surveys while in the case of future years it has been necessary to predict conditions through use of a multi-model transport model.

The Current Problems and Issues

In recent times North Staffordshire has suffered from a general decline in its traditional industries, with these often being replaced by less accessible, low income employment opportunities.

These changes, combined with a declining public transport system have led to increased dependency on the car, bringing with it problems of traffic congestion, road accidents, traffic noise and worsening air pollution.

In parallel, a significant proportion of the population still do not own a car, either because they are too young or too old, or because they can not afford to. They therefore still have to rely each day on public transport to travel to work, school, the shops and other services.

In many areas of the city those without access to a car make up the majority of residents, rather than just a few.

While bus travel to Hanley or Newcastle, during the working week, is generally easy, travel to other local locations, or at other times of the day or at weekends, is often difficult. For many, this means that they have to arrange to share with others, use taxis or simply not attempt to travel.

This lack of mobility impacts significantly on the quality of life of many residents, restricting their opportunities to gain employment, to exercise choice in terms of schooling or to buy food and basic household goods at competitive prices.

Lack of public transport accessibility also means that many existing and potential businesses, particularly those in outlying areas, have great difficulty in attracting staff from many parts of the conurbation. In addition, those businesses that need to sell their goods to local people often find that their markets are restricted through the limitations of the public transport network.

All of these factors have contributed to the gradual decline of the conurbation, making it a less attractive place to live and work and deterring new employers from setting up businesses.

Our aim in developing a future transport strategy for the conurbation has been to address these wider quality of life issues, as well as the traditionally recognised problems of congestion, road safety, noise and pollution.

How Will This Situation Change in the Future?

Over the next 20 years or so it is expected that the number of people living within the North Staffordshire conurbation will remain similar to today. However, the number of individual households and the number of jobs will increase by around 10 percent. This, coupled with increases in car ownership and incomes is predicted to lead to an increase in car travel of around 16 percent within the urban area.

The consequence of this increase, even after allowing for committed infrastructure improvements such as the A500 Stoke Pathfinder Project, will be that in the peak hour car travel speeds reduce by around 12 percent (from above 19 mph to approximately 17 mph) and bus travel speeds also reduce by 12 percent (from above 12.5 mph to around 11 mph).

Changes in road safety and environmental conditions are more complex. In terms of road accidents and local air pollution, improvements in vehicle design will outweigh the impact of increased traffic activity. However, traffic noise and emissions of greenhouse gases will worsen.

Reductions in bus speeds (because of increased congestion) will also mean that the current accessibility problems faced by those who do not have access to a car will increase.

Increasing congestion, coupled with a further general shift towards car ownership, will also mean that bus usage will decline, thereby reducing the overall viability of the bus service, probably leading to a further lowering of standards.

All of these factors, if they are not addressed, will further reduce the quality of life within the conurbation and will undermine many of the benefits that might otherwise be secured through the regeneration initiatives that are currently being pioneered.

What Might the Solutions Be?

There are a wide range of things that could be done to address these problems, ranging from the construction of new ring roads and bypasses through to the creation of a new Light Rail network linking together all of the major centres within the conurbation. All have been examined and the following conclusions have been drawn:

Improving Public Transport

Public transport initiatives, such as increased bus or rail services, bus priority and Park and Ride all have potential, to varying degrees, to increase accessibility and travel choice. However, they have only a limited success in increasing overall ridership, particularly when it comes to persuading car users to use buses, light rail, trains or Park and Ride instead. Consequently, such schemes, when introduced in isolation, do little to reduce congestion, improve road safety or reduce environmental problems. Also, without a significant increase in rider ship, they would be very difficult to fund.

Notwithstanding this, without significant improvements in public transport, particularly buses, it will not be possible to improve the quality of life for many residents, both today and in the future. Public transport improvements must therefore be a key part of any future strategy. They will however need to be paid for.

Promoting Walking and Cycling and Reducing Car Dependency

Encouraging walking and cycling, together with introducing measures that reduce car dependency, form the backbone of the current transport strategy and will continue to be important in the future. However, like public transport improvements, their effectiveness when introduced in isolation is limited and any traffic reductions that do result tend to be thinly spread across the road network. Nonetheless, if introduced as part of a wider package, their impact can increase significantly and they are therefore likely to be key to the strategy's success.

New Highways

Increasing road capacity, whether through small scale measures or grandiose schemes, will reduce congestion to varying degrees, with small schemes having localised affects and larger schemes having much wider decongestion benefits. Also, if introduced in parallel with traffic management measures, it might be possible to channel these benefits into specific areas, thereby maximising road safety and local environmental improvements.

On the negative side, such schemes are expensive to construct and generally have impacts on the local environment. They also make car usage more attractive, while making little difference to accessibility by other modes. Consequently, a strategy based on wide scale highway improvements is likely to further undermine the viability of public transport.

In summary, while road building can be used to reduce overall levels of congestion and to take traffic away from sensitive areas, it will not resolve poor public transport accessibility. Furthermore, Central Government is generally reluctant to fund major highway schemes. Road building should therefore not figure largely within any future transport strategy.

Measures that Increase the Cost of Car Travel

Increasing the cost of car travel has particular advantages in that it offers opportunities to alter the balance between the attractiveness of car and public transport, without the need to increase overall levels of congestion. Such measures could additionally be used to raise revenue so as to finance public transport improvements.

Of all the possible ideas examined, it has been concluded that only congestion charging is likely to be effective in North Staffordshire for the following reasons:

- increasing parking charges, either public or private, simply targets a small part of the car user population; and
- any traffic reductions that might be achieved tend not to be location specific.

By contrast, congestion charging targets all road users and the charge specifically relates to use of a particular series of streets, rather than simply to a parking space at the end of a journey. It can therefore be used to influence the behaviour of all road users, rather than a selective few, and its use can be tailored to ensure that traffic reduction occur in locations where they are most needed.

Congestion charging is nonetheless likely to be unpopular, particularly if it were to be introduced in the short to medium term, without any other improvements being made. If it is to be part of the strategy it should therefore be viewed as a longer term aim, rather than an immediate solution. If such a scheme were to be promoted as a longer term aim, to be introduced after all the other strategy improvements are in place, it is likely that it will be much more acceptable, particularly if similar schemes then exist in all of the towns and cities which surround the North Staffordshire conurbation.

Changing Land Use Policy

Changing land use patterns, so as to ensure that people live closer to where they work, go to school, buy their food, etc. was found to have considerable advantages, particularly if all new housing and employment developments could be located within the inner urban area.

If such a policy were adopted today it could, over time, reduce car travel and increase bus usage, as many more trips would be concentrated in areas with good bus services. The net result would be reduced congestion, improved road safety, reduced noise and air pollution and improved public transport viability.

It was further concluded that such a policy could form part of the overall transport strategy, through adopting a developer contribution system, where developers would be required to contribute considerably higher payments, on a pro rata basis, for developments that are located in inaccessible locations.

The Choice that has to be Made

In moving forward there are some key issues that need to be addressed. These are:

- it needs to be accepted that it will be very difficult to improve the quality of many resident's lives without investing heavily in public transport;

however,

- it also needs to be accepted that simply improving public transport, in isolation, is not a viable way forward because, although it may be acceptable to subsidise improved bus services in the short to medium term, it is not a sustainable solution for the longer term.

This leaves two ways forward:

- either we accept that improving public transport is not achievable and instead, reduce congestion, improve road safety and selectively reduce traffic noise and local air pollution through road building. (This implies an acceptance that the population as a whole will have to buy or find access to a car if it wants to fully participate in society); or
- we bite the bullet now and adopt a strategy that accepts the longer term need to introduce congestion charging, with the acceptable parts being implemented during the early years and the more difficult issues being addressed towards the end, by which time it is highly likely that the current resistance to congestion charging will have been overcome.

It could be argued that the first approach is all quick wins, with funding being provided through the Local Transport Plan, although such a 'roads based' strategy is inconsistent with Government policy and it would be highly unlikely that they would provide the required funding. Additionally, such an approach would not address many of the underlying issues in the North Staffordshire area, where access to goods and services for people who do not have access to a car (who would stand to gain little from new road construction) is a particular problem. It could therefore, in its own right, further widen the gap between communities, which is inconsistent with one of the Governments 'shared priorities' for transport, "Delivering Accessibility", which aims to significantly improve accessibility and reduce inequality.

The second option will be painful. While many parts of the strategy could be funded through the Local Transport Plan there will still be a need in the short to medium term to secure significant public transport subsidies. Nonetheless, such an approach is much more in line with the shared objectives of Central and Local Government and will assist in improving the quality of life for all. Funding is therefore ultimately more likely to be forthcoming.

It is our view that there is no real choice. The second option has to be pursued and the issue of short to medium term funding needs to be met head-on and discussed with all parties.

It is against this background that we set out our Preferred Transport Strategy.

The Preferred Transport Strategy

Our Preferred Transport Strategy for the North Staffordshire Conurbation is set out in pictorial form in Figure 1 and consists of the following:

Improvements to Urban Bus Services

- Establishment of a Quality Partnership or Quality Contract – seeking to secure a step change in the image and penetration of bus services.

- Improvements in service coverage – introduction of orbital services and new services to outlying employment areas.

- Improvements to the frequency of services – bringing all services up to at least a minimum standard, providing buses throughout the working day, in the early morning, mid and late evening and at weekends.

- Improvements in the quality of vehicles, staffing and maintenance – particularly targeting the brand image and staff training.

- Introduction through ticketing and off bus ticket purchase.

Improvements to Urban Bus Infrastructure

- Creation of traffic free bus corridors between:

  a) Longton – Fenton - Hanley

  b) Fenton – Stoke – Newcastle

  c) Stoke - Stoke Station – Hanley

  d) Newcastle - Festival Park – Hanley

  e) Hanley - Bucknall – Bentilee

  f) Hanley – Burslem – Tunstall

  g) Hanley – Smallthorne – Sneyd Green

  based on use of "bus and access only" restrictions, changing the appearance of each restricted street through road narrowing, use of surfacing materials and the creation of an overall identity, particularly at boarding and alighting points and at all major intersections with the general traffic network.

- Introduction of bus priority and boarding /alighting improvements in the wider area.

- Improvement of public transport interchanges, particularly at Hanley and Newcastle.

Improvements to the Rural Bus Network

- Improvement of services to rural Market Towns, including service provision in the early morning, evening and at weekends.

- Introduction of rural Demand Responsive Transport, based around either conventional bus or shared taxis and co-ordinated from a central call centre.

Introduction of a Park and Ride System

- Initially with sites at Etruria, Sideway / Trentham Lakes and Bucknall.

- Each site linked by direct bus services to Hanley City Centre, Newcastle and Stoke town centres, the new General Hospital, Stoke Station and Festival Park.

- Construction of a new link road into the Etruria Valley site from the Wolstanton Retail Park / A500(T) grade separated junction.

- Subsequently, with the Etruria Valley site being supplemented by a new site at Chatterley Valley, with the Etruria Valley link road being used by Park and Ride services travelling between Chatterley Valley, Etruria Valley, Festival Park and Hanley.

- The system being designed to serve a dual function. In addition to its Park and Ride role, it should provide a high quality public transport network linking the new development sites at Sideway / Trentham Lakes, Festival Park, Etruria Valley and Chatterley Valley with Haney, Newcastle, Stoke and Stoke Station.

Introduction of Walking, Cycling and Traffic Reduction / Education Plans

- The Walking Plan - Active promotion of walking, development and signing of "walking routes" and "walking" networks, improvement of interchanges, improvements within and around new developments, improvement in street conditions and improvements in safety and security.

- The Cycling Plan - Continued development of the cycle network, a programme of junction treatments, increases in the introduction of cycle parking, cycle training, promotion and improvements at the workplace.

- School and Workplace Travel Plans – Continued development of current initiatives, with all schools having a travel plan in place by 2010 and work based travel plans being introduced at all large employment locations.

- Personal Journey Planning – A direct technique in which information is provided to individuals or households so as to help them change their travel behaviour. It is proposed that each household should be counselled over a five year period, with the initiative then being repeated so as to ensure that impacts are maintained.

Highway Improvements

- The strategy envisages that there will be no significant road building over the next 15 to 20 years, other than those highways schemes that are already committed.

- The strategy also includes a general presumption that new road building will only be considered where:
  - the primary reason for need relates to environmental improvement, public transport enhancement, regeneration or road safety; and
  - it has been proven beyond any reasonable doubt that the improvement will neither increase overall road capacity or increase car based accessibility above the levels that exist today.

Charging Schemes

- Between now and 2016 on-street and off-street public car parking charges should be increased in real terms on an annual basis so as to persuade car users to use the improved public transport and Park and Ride facilities and to generate revenues to support better bus services.

- A congestion charging scheme should be introduced towards the end of the strategy period, with on-street and off-street parking charges being reduced to present levels (in real terms).

- For illustrative purposes it has been assumed that the congestion charging scheme will be a 'cordon' based scheme (i.e. vehicles will be charged each time they enter or leave the area covered, as happens in London) and that it would cover about a third of the urban conurbation, including Hanley City Centre, together with Newcastle and Stoke town centres. It is likely that wherever the boundary of the area is drawn that the areas lying immediately outside will have to cope with an increase in traffic displaced from the central area, which wishes to avoid the charge. For such areas, the introduction of 20mph 'calmed areas' will need to be considered once the location of the cordon was finalised and this impact can be precisely quantified.

- It is additionally envisaged that both the A50(T) and the A500(T) will lie outside the charged area.

Changes in Land Use Policy

- The existing Local Plan site designations should be re-examined and the overall sustainability of those sites that lie in inaccessible areas should be reviewed in the context of the Local Development Framework.

- A conurbation wide developer contribution package should be introduced, whereby the developer contributes an agreed sum towards the costs associated with implementing the strategy.

- This developer contribution scheme should be based on the number of housing units or square metres of employment space being constructed and the location of the site in respect of its accessibility. Sites located in locations inaccessible by public transport should contribute considerably higher payments on a pro rata basis.

The Preferred Strategy's Performance

In 20 years time with the Preferred Strategy in place, overall travel conditions will be significantly improved relative to the do nothing situation. It is expected that car travel speeds will return more or less to today's levels and bus travel speeds will be some 10 percent faster than they are today.

These improvements can be achieved because a significant number of car users are expected to transfer to Park and Ride, public transport, walking or cycling modes. Overall, instead of car travel being some 16 percent higher than it is today, it will be only some 2 percent higher.

In terms of bus usage, the number of passengers on buses will be some 170 percent higher than today. In addition the new Park and Ride services will be well used, with some 2,500 passengers using the service in the peak hour.

Overall levels of congestion, personal injury accidents, traffic related noise problems, local air quality and green house gas emissions will all improve relative to the do nothing situation and in many cases conditions are likely to be better than today. In particular personal injury accidents will be 22 percent less than today (compared with a reduction of only 8 percent in the do-nothing situation) and green house gas emissions will be some 3 percent lower than today (compared with an increase of 5 percent in the do nothing situation).

Impacts on Regeneration

Through reducing public transport travel times, increasing service coverage and improving the system's overall image it will be much easier for residents to access a wide variety of employment opportunities and services than it is now. This will provide much greater choice, particularly for those living on low incomes and will thereby substantially improve quality of life and ensure that society as a whole is much more inclusive.

In future, around 95 percent of the conurbation's population will have good access to jobs, compared with only some 65 percent today and 70 percent will have good access to a wide choice of schools, compared with only some 35 percent today. It will also mean that new employers moving into the area will have much better access to their potential workforces than they do now. Existing employers will also benefit in the same way.

Improved public transport accessibility (both during the day and in the evening) will also mean that it will be easier for those on low incomes to gain access to adult based further education centres, thereby leading to a general increase in the conurbation's skill base.

At a wider level, both existing and new employers are often dependent on the local community to sell their finished products. The preferred strategy will make it much easier to travel around generally by public transport. In the case of Hanley and Newcastle, 20 percent more people will be able to easily access these two centres by bus than can today. Similarly, for the other centres such as Tunstall, Burslem, Stoke and Longton the increases, when compared with today, vary from 25 to 90 percent.

Finally, it is not just public transport accessibility that is improved. With the strategy in place driving conditions within the conurbation will be generally similar to today, rather than significantly worse than today, as would be the case if nothing were done. This is important for potential new employers, as gaining access to raw materials and onward markets is currently one of the conurbation's major attractions.

Costs, Revenues and Economic Performance (2002 prices)

The overall cost of implementing and operating the Preferred Strategy amounts to a one off implementation cost of around £115 million and (ultimately) a recurring annual operating cost of around £45 million, just under £20 million of which is needed to operate the congestion charging scheme.

However, the congestion charging scheme itself is expected to generate revenues of up to £70 million per annum, leaving an annual surplus, after paying the necessary subsidy for public transport operations, of up to £25 Million.

During the period prior to the introduction of congestion charging there will be a need to provide an annual subsidy, even after allowing for revenues generated through increased bus and Park and Ride usage and higher parking charges.

This subsidy will vary between £3.5 million and £14 million per annum. If this cost is taken into account the overall cost of implementing and operating the strategy, up to the time immediately after congestion charging has been implemented, amounts to some £240 million.

In economic terms the Preferred Strategy performs exceptionally well, with the vast majority of the economic benefits being derived from the decongestion benefits gained through introducing congestion charging and reducing the need to travel. In summary the headline economic values (in 2002 prices and values) are as follows:

Net Present Benefit =	£1647 million
Net Present Cost =	£225 million
Net Present Value =	£1422 million
Cost to Benefit Ratio =	7.32

The Path to Implementation

The work undertaken to date only forms the starting point of a very long and difficult process, rather than the end point. Implementation will be far from easy, not least because in the short term much of the funding will have to come from as yet unidentified revenue sources. Nonetheless, in the longer term, the ultimate introduction congestion charging will ensure that the strategy is sustainable.

The key implementation activities during the initial period between 2006 and 2011 will include:

- establishment of a conurbation wide Quality Bus Partnership or Contract;
- improvement of existing urban bus services, together with the introduction of new bus services to the less well served urban areas;
- establishment of a Demand Responsive rural transport Call Centre;
- introduction of demand responsive rural transport services;
- improvement of the existing Market Town based rural services;
- continued implementation of School Travel Plans and Workplace Travel Plans;
- initiation of a Personal Journey Planning programme;
- creation of traffic free bus corridors in some of the less trafficked areas;
- improvements to Hanley and Newcastle Bus Stations;
- provision of Park and Ride sites, initially at Etruria and then additionally at Sideway;
- establishment and implementation of Walking and Cycling Plans;
- adoption of a development planning policy that seeks to secure developer contributions; and
- extension of current on-street parking controls within Hanley, Stoke and Newcastle and the gradual increase of on and off-street public car parking charges.

The intermediate phase of the implementation plan will concentrate on:

- completing the implementation of all of the above initiatives
- providing the remaining Park and Ride site at Bucknall;
- creating additional traffic free bus corridors; and
- implementing further public transport interchange improvements.

Finally, the last part of the implementation plan, up to 2021, will be completed through:

- creating a new Park and Ride site at Chatterley Valley, supplementing the site at Etruria;
- completing the remaining traffic free bus corridors
- ultimately implementing the congestion charge scheme.

Ownership and Co-ordination

Much of the early part of the implementation programme is aimed at putting processes in place, educating people about transport choices and "making a difference" in terms of improving the transport system.

Many of these initiatives will require joint working between:

- not only the three highway authorities of Stoke-on-Trent, Staffordshire County Council and the Highways Agency; but
- the planning authorities in Newcastle-Under-Lyme and Staffordshire Moorlands;
- the regeneration organisations of Advantage West Midlands, the North Staffordshire Regeneration Zone and Renew North Staffordshire;
- local public transport operators and
- a wide range of other bodies and organisations including local employers, the chambers of commerce, the health service, education departments and private sector developers.

Many of these organisations are already represented at officer level on the Study's Steering Group and it would therefore be sensible to retain this forum, in an extended form, to oversee the implementation of the strategy.

In addition however, it will now be necessary to raise the profile of the strategy by engaging Councillors and Members of all relevant bodies into the decision making process. This could perhaps be done through the creation of a Joint Member Level Board that has ultimate responsibility for securing the strategy's funding and overseeing it financial management.

To move the strategy forward over the next few months it will be necessary to gain the endorsement of all the participating local authorities and regeneration organisations. The strategy will additionally need to be discussed with a wider audience through the Local Transport Plan development process.

Subject to general approval being obtained, the overall vision will then need to be set out within the forthcoming Local Transport Plan and an outline indicative bid for funds, up to the end of 2011, will need to be made.

City of Stoke-on-Trent,
Newcastle-under-Lyme Borough Council,
RENEW North Staffordshire,
North Staffordshire Regeneration Zone

Integrated Economic Development Strategy for the North Staffordshire Conurbation

Final Report—17th August 2005

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1. The Strategy Framework

Purpose of the Strategy

1.1 These are crucial times for the conurbation of North Staffordshire, and the future prosperity of its citizens and businesses lies in the balance. On some indicators North Staffordshire has made good progress in recent years, yet in common with many areas with a historic dependency on manufacturing it still faces serious threats to its economic vitality and therefore the well-being of its inhabitants.

1.2 The preparation of the Integrated Economic Development Strategy (the Strategy) for North Staffordshire has come about because local partners and stakeholders acknowledge the need to achieve a long-term sustainable change in the fortunes of the North Staffordshire economy. In particular, the ambition of partners is to create an environment where enterprise can flourish, where job and learning opportunities are maximised, and where commerce, leisure, living and learning takes place successfully and competitively.

1.3 The purpose of the Strategy for North Staffordshire is to spur decisive action by leaders in both the public and private sectors. It will serve as a basis for future investment and resource allocation on the part of: national and local government; national, regional and local agencies; and private businesses.

Where we are Coming From

1.4 A number of key characteristics possessed by North Staffordshire have influenced the development of the Strategy. The key features of the conurbation's economy are summarised below.

Overall employment has been growing and the conurbation now experiences low rates of claimant count unemployment…

1.5 Since 1995 the employment base of the North Staffordshire conurbation has grown by around 2,400 persons, an increase of around 1.6%. Claimant count unemployment in North Staffordshire (2.0% in Sept. 2004) is below both the regional (2.7%) and national (2.2%) averages. This trend represents important progress for North Staffordshire that must be protected and built upon by the Strategy.

… and is seen by some as a competitive location for businesses…

1.6 Recent research[1] has found that the North Staffordshire conurbation is the most cost competitive UK location for business, with lower costs than all but one other European city, all Japanese cities and many North American cities considered within the report. North Staffordshire's strategic location halfway between Manchester and Birmingham, on the West Coast Main Line, M6 motorway and A50 trunk road, and close to Manchester, Birmingham and East Midlands Airports, makes the conurbation highly accessible for both people and

[1] KPMG, *The CEO's Guide to International Business Costs*, G7, 2004 Edition

goods. Research has also found that the North Staffordshire workforce is perceived as skilled and flexible by businesses.

… though lingering over-dependency on manufacturing is a threat…

1.7 Despite losing over 18,000 jobs in manufacturing over the six years 1998-2003, around 22% of employment in North Staffordshire remains in manufacturing, compared to around 14% for the UK as a whole. With average losses of around 3,000 manufacturing jobs per annum over the past six years, the conurbation must generate substantial growth in service sector employment just to stand still.

…productivity has been growing strongly…

1.8 In 2001, North Staffordshire generated approximately £4bn of gross value added to the UK economy, an increase of around 9% since 1995. Productivity and wealth have grown even faster across the conurbation, with GVA per employee increasing by around 12% and GVA per capital by approximately 13% since 1995. While the job losses have been painful, the rising productivity trend demonstrates that substantial numbers of local businesses have been able to make substantial strides towards meeting the challenges of the modern, globally competitive economy.

… but private services are still under-represented…

1.9 The conurbation is under-represented in the knowledge-based sectors that will drive forward future economic development. In particular, the conurbation is under-represented by around 14,000 jobs in financial, professional and business services.

… and there is a low level of entrepreneurship manifested in low rates of new businesses formation…

1.10 Levels of entrepreneurship in the conurbation—expressed in terms of rates of new business formation—are low. Compared to the situation that would exist if business density locally were to match that of the West Midlands average, there are around 2,100 businesses "missing" from the North Staffordshire conurbation.

… declining population is also a threat…

1.11 In the two decades since 1981, nearly 4,500 people (1.2% of the population) have left North Staffordshire at a time when the overall population of the West Midlands has been growing. In particular, the conurbation has seen a decline in its young working-age population (16–29), leaving North Staffordshire with an ageing workforce and population. Addressing the declining population trend is a major thrust of the Strategy.

… but new residents will be needed to fill the job vacancies that the Strategy will generate…

1.12 A quarter of all employees in North Staffordshire possess no qualifications (compared to 18% nationally), whilst less than 20% of employees in the conurbation have graduate or postgraduate qualifications (NVQ Levels 4–5). As a result, significantly lower proportions of the workforce are occupied in professional or managerial roles in comparison with the regional and national averages. Addressing the skills gap is a major issue if local people are to share in the future jobs and other benefits that stand to be delivered by the Strategy. However, the extent of the skills gap means that some of the new jobs will have to be taken by new residents attracted by the quality of the opportunities that will be generated.

1.13 Our interpretation of the current situation in North Staffordshire has contributed directly to the development of four fundamental 'guiding principles' that permeate the Strategy.

Competitiveness	Central government, Advantage West Midlands and local partners have each made it clear that competitiveness is a fundamental component of sustainable development. More than 109,000 people in North Staffordshire (74% of the workforce) work in the private sector, and all businesses – not just those involved in manufacturing – are threatened by sweeping national and global changes.
Innovation	The Strategy recognises the imminent economic ascendancy of knowledge-intensive industries and the crucial importance of innovation as a process affecting almost all areas of economic activity. The Strategy must send the right signals to businesses, communities and individuals of the need to adapt to and exploit the advantages of a knowledge-based society.
Focused Action	The Strategy acknowledges that it is not possible – given inevitable constraints on finances and time resources – to implement all recommended actions as quickly as might be desired. There is a need for a pragmatic approach to implementation, implying a need for hard choices about priorities and what should be tackled first. There is, therefore, a need for focused action. It is also acknowledged, however, that implementation must be flexible; circumstances can change, and the Strategy must be responsive to events and unexpected challenges and opportunities.
Partnership	The Strategy partners recognise that much more can be achieved by adopting a joint, collaborative approach to addressing socio-economic needs and realising opportunities.

1.14 Given the principles set out above, the Strategy's ambitions for North Staffordshire are:

- Encouraging an innovative, creative and highly productive business base that can compete effectively in national and global environments.
- Providing a flexible and dynamic workforce that is motivated to acquire new skills and contribute to creating a highly competitive business location in North Staffordshire.

- Creating a highly competitive infrastructure, including city centre and other urban environments that are capable of attracting and retaining private investment, residents' and visitors' disposable income, and a highly skilled workforce.

1.15 The realisation of these ambitions will together guide North Staffordshire to a more prosperous and sustainable future. The fundamental challenge for North Staffordshire is to develop a more competitive, innovative and enterprise-driven economy that generates benefits that can be shared by all.

STRATEGIC FRAMEWORK

1.16 The Strategy has **three** levels:

- An overarching '**vision statement**' — set out below.
- Five key **drivers of change** — tying economic processes with outcomes.
- Four **strategic opportunities** — defining spatial and thematic priorities.

The Vision for the Strategy

1.17 The overarching Vision for North Staffordshire is stated as follows:

"North Staffordshire will become the city-region of choice for 1 million people by 2021"

1.18 The Vision is driven by the current reality that the North Staffordshire conurbation is failing to fulfil its potential as a major sub-regional centre for the West Midlands. The ambition for the conurbation is that by 2021 it will have successfully repositioned itself to the extent that it has become a destination of choice for investors, for businesses, for workers, for shoppers, for learners, and for people seeking leisure and cultural experiences. It will have achieved those ambitions to the extent that the natural catchment area for the conurbation extends to cover one million people located not only in the wider North Staffordshire sub-region, but also its neighbouring areas of Staffordshire, Shropshire, Derbyshire and Cheshire.

1.19 North Staffordshire's location means that it can not only play a central role in the emerging Midlands Way, but also feed into the Northern Way, which has its centre of gravity in the nearby Greater Manchester travel to work area.

1.20 There are a number of additional facets to the Vision, including the following:

- **Living**—preparing for prosperity rather then accommodating decline. The current population of 360,000 people reflects a recent depopulation trend. But by 2021, the economic success and physical regeneration of North Staffordshire will have reversed this trend of decline and be attracting new people into the conurbation. By 2021 the North Staffordshire conurbation will be a residential location of choice for a wider sub-region. This will include the provision of a strong pipeline of new housing that is attractive to the cadres of professional and managerial workers attracted to and retained by the conurbation's growing business base and public organisation community.

- **Working**—using existing activities, skills and specialisms in high technology, industry, education and the service sector to develop a new and dynamic business base together with the pool of talent these organisations require. The conurbation sits within an extensive travel to work area and can access a large pool of skilled labour to drive its economic development and regain its key sub-regional economic role. As well as making the most of its indigenous talent, by 2021 the conurbation will be a net importer of graduates.

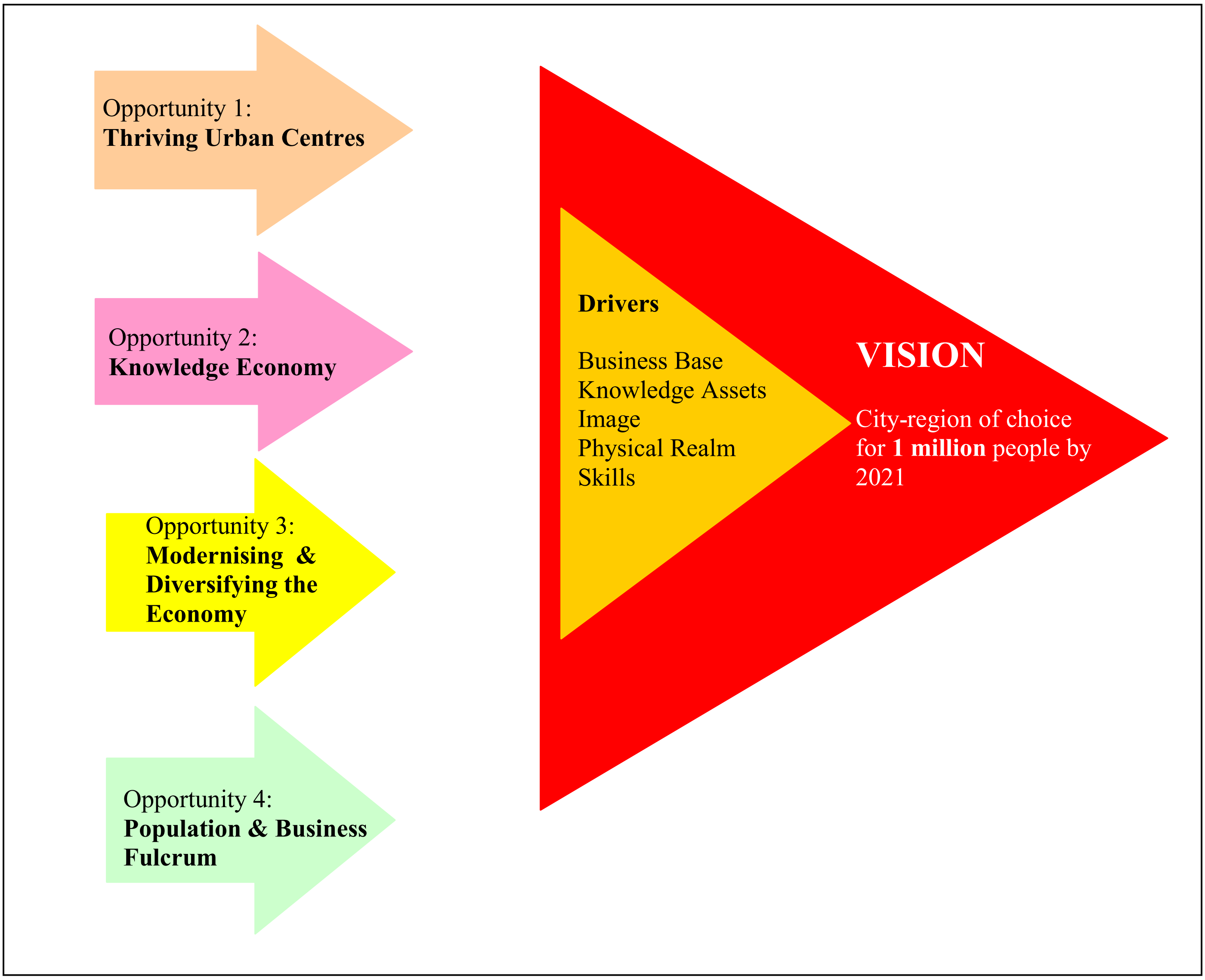
- **Learning**—making the most of the two universities in the area in terms of increasing progression rates and attainment in local people. This will require further and higher education institutions working together to increase the proportion of students who continue in education. Retaining graduates and harnessing the skills of students who are attracted to study in the area from outwith North Staffordshire will improve business productivity and – in turn – business retention. In terms of local businesses, creating and enhancing opportunities for knowledge transfer is a key issue. Innovation and entrepreneurship rates can be improved through long-term relationships between the private sector and education.

- **Leisure**—creating an attractive and competitive retail, cultural and education centre. By 2021 North Staffordshire will have developed into a centre for the one million people in the wider sub-region for learning, shopping, leisure and cultural experiences. Improving this offer will also play a key role in attracting people and businesses back into North Staffordshire.

- **Destination**—exploiting heritage together with a new positive image will transform the conurbation into a destination of choice for tourists, as well as shoppers, investors, in-commuters and residents.

1.21 The strategic framework for the Strategy is set out in the diagram below. The Drivers and Opportunities that underpin the Strategy are introduced in turn in the remaining two sections of this document.

Figure 1.1: The Strategy Framework



2. The Drivers

2.1 The Strategy sets the following key objectives for North Staffordshire:

- Overall employment decline arrested and growth of 5,000 jobs in the medium-term.
- An aspiration for growth of 25,000 jobs in the long-term, including 10,000 new jobs in consumer and business services.
- Population decline halted by 2012 and beginning to increase over the period to 2021.
- Substantial increases in the rate of new business formation
- Large increases in both the proportion of the business base involved in knowledge industry and the proportion of the workforce that is highly skilled

2.2 The drivers for change that will influence the future direction of the North Staffordshire economy – and determine whether the objectives are achieved or not – are set out below.

DRIVING CHANGE (1): THE BUSINESS BASE

2.3 The goal is to arrest overall employment decline in the short term, and to provide the conditions enabling the creation of 5,000 jobs in the medium term. Longer-term, the aspiration is to achieve growth of 25,000 jobs.

2.4 Reinvigorating the North Staffordshire economy to start generating employment growth once again requires transformation both from within the economy and from without:

TRANSFORMING FROM WITHIN	TRANSFORMING FROM WITHOUT
▪ Education ▪ Entrepreneurship ▪ Business Incubation ▪ Service Sector Growth	▪ Inward Investment ▪ In-migration ▪ Public Sector Investment

2.5 Essentially this involves three shifts in the economy of North Staffordshire:

- Improving the existing business base of the conurbation.
- Attracting new types of businesses into the conurbation.
- Encouraging greater formation of new businesses from within the conurbation.

2.6 North Staffordshire has a proud industrial heritage and built its international reputation as The Potteries. However, this legacy has also created a barrier to modernisation that runs right across the economy:

- The existing manufacturing base is skewed toward **lower-value, low-technology activities**, leaving the conurbation vulnerable to low-cost (but not necessarily low-knowledge) global competition (ranging from China and South Asia to the EU Accession States of Central and Eastern Europe), resulting in ongoing declines in manufacturing employment.

- The **physical legacy** of a declining manufacturing base has left the conurbation with a stock of brownfield land and premises unsuitable for modern businesses. Associated environmental blight undermines the image of North Staffordshire and can deter potential investors.

- The **workforce legacy** is one of relatively low skills and productivity, which though low cost lacks the skills needed to attract investment in new economic activities and lacks a culture of entrepreneurship.

2.7 The conurbation needs to both improve its manufacturing base and move beyond it to allow the economy to modernise. **Support for North Staffordshire's manufacturing base** to facilitate restructuring is longstanding, but needs to continue to ensure that the conurbation's strong manufacturers can raise value-added and knowledge-intensity to remain globally competitive. Whilst it is also important to exploit better existing strengths in the manufacturing base, it will also be necessary to facilitate the development of service activities associated with manufacture, such as design, ICT functions, management functions, sales and service, and so on.

2.8 As manufacturing has declined in importance generally, other parts of the UK have diversified, **developing service sector economies**. But in North Staffordshire service sector growth has failed to match levels elsewhere. The service sector activity that exists within the conurbation is skewed towards public services and relatively low-skill private sector activities (such as logistics), with only limited employment in hi-tech or knowledge-intensive services. Even consumer services are under-represented in the economy as a result of the conurbation failing to reach its full potential as a sub-regional retail, leisure and cultural centre.

2.9 Despite the area **being the most cost competitive in the UK and having one of the lowest cost bases for businesses in Europe** (according to KPMG) inward investors are relatively scarce. Although wage costs are low, so are skills and productivity. And whilst real estate is also low cost, the quality and attractiveness of the conurbation's physical offer is poor, deterring investment. Conversely, where sectors, such as logistics, have been attracted by low costs, InStaffs – the inward investment agency for Staffordshire – and Jobcentre Plus report that new investors are now having to pay above minimum wage rates to attract staff. Whilst rising wage levels are a fundamental improvement for the conurbation, they reinforce the point that North Staffordshire cannot rely upon cost competitiveness alone.

2.10 Research by InStaffs has also found that inward investment is hampered by the **image of the area**. The majority of inward investment to date has come from logistics, which can itself have a further detrimental effect upon the image of the conurbation. Office space, city living and aspirational housing are therefore assets that have not been developed in North Staffordshire, as developers have been unwilling to take risks in the absence of strong demand indicators.

2.11 Finally, the culture of large manufacturing employment persists, with continued low rates of business formation and VAT-registrations. It is clear that a number of factors deter local people from forming businesses. Low skills, low aspirations, limited support services, lack of equity, the availability of appropriate premises, and a lack of appropriate role models are all reasons why entrepreneurship is not part of the local culture.

2.12 In sum, the conurbation needs to turn around employment by improving the knowledge intensity of existing businesses in the economy, attracting and developing service sector businesses, and increase the level of entrepreneurship and new business formation, which translates into the following aspirations:

Aspiration: Employment decline arrested and growth of 5,000 in the medium term and an aspiration for net growth of 25,000 jobs in the long-term

Aspiration: New business formation rates and self-employment levels to achieve parity with the regional average in the medium term and the national average in the long-term

Aspiration: Increase the scale of the knowledge economy and consumer services sectors to parity with West Midlands in the medium term and an aspiration to achieve parity with the national average in the long-term

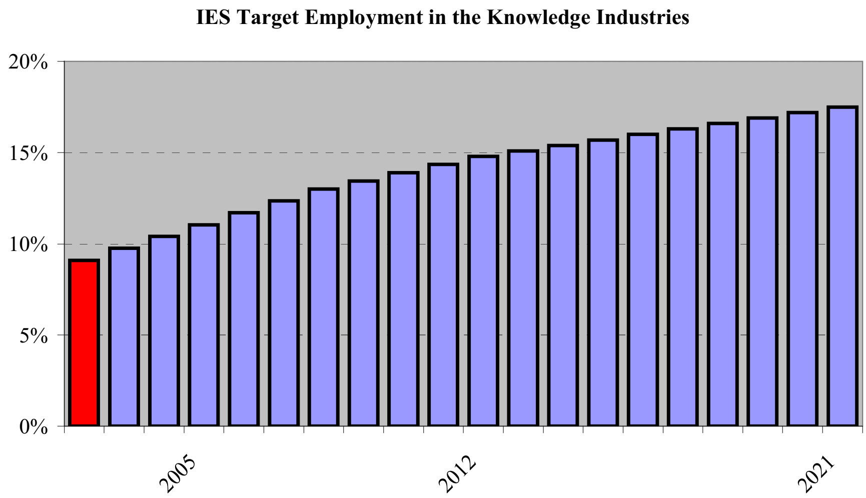
DRIVING CHANGE (2): KNOWLEDGE ASSETS

2.13 North Staffordshire hosts a number of important **knowledge-generating assets**, particularly its two universities, the new University Hospital, Keele Science Park, and its traditional skills and expertise. However, the conurbation's economy is currently skewed towards low-knowledge sectors and many of the ostensibly knowledge-intensive sectors have an under-representation of managerial, professional and technical occupations.

2.14 The aspiration for North Staffordshire is to increase the scale of the knowledge economy to parity with West Midlands in the medium term, with the aim of achieving parity with the national average in the long-term. The goal of increasing employment in high value-added sectors is outlined in the table below:

Table 2.1: Goals for Employment in the Knowledge Economy

	Knowledge Economy (employees)	%
Baseline (2002)	13,500	9.1%
2008	20,000	13.0%
2012	23,500	14.8%
2021	*30,700*	*17.5%*



2.15 The aim of increasing employment in high-value/high-wage sectors is ambitious. This goal can only be achieved through a joint strategy of attracting in jobs in new industries to North Staffordshire alongside a significant improvement in the level of knowledge jobs in industries already located within the conurbation. Delivering the 'Clusters Focused Action Plan' will have a significant impact on achieving this goal:

"True" Clusters
▪ High Value Consumer Products ▪ Medical Technologies
Sectors with Strong Potential to become a Cluster
▪ Professional Services ▪ Building Technologies (inc. construction) ▪ Tourism & Leisure
Sectors that do not Appear to be Clusters (but have Strong Growth Potential)
▪ Distribution & Logistics ▪ ICT

Arup *Clusters Focused Action Plan*

2.16 In order to better exploit its knowledge assets, North Staffordshire needs to:

- **Improve links between educational institutions and the existing business base**, to support innovation and knowledge transfer, the training and development of staff and managers, and exploiting the potential business opportunities within the public sector itself.

- The two universities and the new University Hospital have a crucial role to play in **attracting knowledge-intensive inward investment** to the conurbation, especially creating a knowledge economy that is able to attract investment that otherwise would not come to North Staffordshire.

- There is also a need, however, to create **more effective linkages between the conurbation's knowledge-generating institutions and its *future* business base**, by encouraging would-be entrepreneurs amongst the existing graduate and undergraduate body, amongst potential 'academic-entrepreneurs', and encouraging the commercialisation of research activity.

DRIVING CHANGE (3): IMAGE

2.17 North Staffordshire has a number of strengths to its image, including:

- The "Potteries" brand, which is known worldwide, and attracts visitors into the conurbation, its heritage sites, its cultural amenities and its shops.
- Rural North Staffordshire in the hinterlands of the conurbation offers attractive countryside and is home to a number of national attractions, which not only attract visitors but also provide key conference venues.

2.18 Nevertheless, research by InStaffs has found that the overall image of North Staffordshire is poor both in terms of its visual amenity and the perceptions of the conurbation:

- The heritage of The Potteries has left a legacy of industrial blight and a negative perception of the conurbation that does not appeal to inward investors or people with skills.
- In addition, the commercial, social and cultural infrastructure of the conurbation is weak, with an unsophisticated retail offer and limited social and cultural amenities for either residents or visitors.
- Overall, the offer to attract business and leisure visitors is disjointed, without an overarching image that would appeal to visitors wishing to visit the region for more than one day and poor infrastructure within the conurbation, such as hotels.

2.19 As the nature of economic activity shifts from the production of commodities towards **an increasing emphasis on the creation of knowledge**, city-regions must respond by becoming more conducive to innovation, learning, creativity and change. **Increasing emphasis must be given to 'soft factors'**, such as improving environmental quality, amenity, cultural and educational facilities, and other assets that can help create a competitive advantage in attracting and retaining new businesses, the decision makers running those businesses and the skills those businesses need to thrive.

2.20 Attracting, developing and retaining talent is not just about being able to provide challenging and rewarding career opportunities and stimulating work environments, but also having a high-quality, desirable lifestyle offer that will act as a **magnet for young professionals** and **families**. This implies that the conurbation must be able to offer a far higher quality selection of residential, educational, health, cultural, leisure and entertainment amenities than it currently does if it is to compete successfully with rival locations.

2.21 In turn, this improvement in the image of the conurbation will help to support a stronger **tourism** offer for North Staffordshire, as expressed in the sub-regional Tourism Strategy. This in turn will support the development of the retail sector, hotels and restaurants, and other consumer services, reinforcing economic growth and further improving the conurbation's offer. However, this requires a careful balance between exploiting the conurbation's heritage assets and reinventing the image of North Staffordshire as a dynamic modern conurbation.

DRIVING CHANGE (4): THE PHYSICAL REALM

2.22 North Staffordshire's industrial heritage has profoundly affected the conurbation's physical realm, in terms of its dispersed land use pattern and its portfolio of industrial sites and housing stock. This has then affected the types of businesses attracted to the conurbation and demographic changes, creating a particular image, which in turn shapes future economic development.

2.23 North Staffordshire has a number of strengths in the physical realm upon which it can build:

- Good car accessibility across the conurbation and excellent transport connections via the national motorway and trunk road network, with Manchester, Birmingham and East Midlands Airports also being easily accessible.
- Central position on the West Coast Main Line (the location of Stoke-on-Trent station on the WCML means that London is under 1h40' away by train whilst Manchester can be reached in under 40' and Birmingham in 50'),
- Land availability.
- Affordable housing.

2.24 However, there are a number of serious weaknesses that the conurbation must tackle if it is to move forward:

- **There is an oversupply of brownfield land, much of it requiring remediation**—as such, whilst there is no quantitative shortfall in employment land, there is a potential qualitative shortfall and short-term deficiencies in the supply of sub-regional and good quality employment sites. There is a need for new business premises, particularly medium sized business units to act as grow-on space for new and small businesses to support incubation and enterprise in the conurbation. In addition, the dispersed nature of existing employment sites is hampering the development of economic critical mass and results in poor public transport accessibility.

- **The housing stock tends to be old and of poor quality, with excess supply of inappropriate housing in unsuitable areas.** House price inflation has not matched levels elsewhere, resulting in low prices that are unattractive to investors and limit the equity available for investment by owners/occupiers into the housing stock. Ultimately, low-quality housing has resulted in population decline from North Staffordshire, with higher income householders leaving the conurbation for its surrounding commuter belt, and failing to attract and retain young people and families with young children.

- **Public transport accessibility across the conurbation is poor**, creating a high dependency upon car transport. Since car ownership in the conurbation is below the national average this reinforces and exacerbates social exclusion whilst also being environmentally unsustainable. An integrated transport strategy is being put in place to tackle these issues, though this needs to be supported by accessibility planning for land use decisions to be effective.

2.25 Finally, the combination of large available sites, low real estate costs, excellent national communications links and a large pool of low-cost labour, has attracted logistics companies into the conurbation, reinforcing a negative image of North Staffordshire, increasing road movements (since rail freight is underdeveloped in the conurbation), and crowding out investment from other higher-value economic activities.

2.26 Ultimately, the spatial distribution of the conurbation needs to be reconfigured, with greater concentration of economic activity in the city centre and Newcastle-under-Lyme plus a smaller number of employment locations elsewhere in the conurbation. Environmental improvements are needed across the conurbation's whole portfolio of sites to improve image and the attractiveness of the area to investors and skilled workers. Rationalisation of employment sites will ease public transport planning and allow the other towns to create distinct identities.

2.27 The creation of high-quality, desirable residential communities, together with a city living offer, is essential to halt current out-migration and to begin to attract and retain young people, skilled workers and young families into the conurbation. Without this housing renaissance, population in North Staffordshire will continue to decline even if economic regeneration is successful, since the conurbation can draw skills in from a large travel to work area.

DRIVING CHANGE (5): SKILLS & WORKFORCE

2.28 Skills are the key to creating a more knowledge-intensive and productive economy in North Staffordshire. Skills amongst the residents of an economy, however, reflect past and existing economic structures and may not be suitable for attracting and supporting the new businesses needed to drive the economy forward. Whilst skills can potentially be brought in through in-commuting and in-migration, there remains a need to ensure that all residents have access to economic opportunity.

2.29 North Staffordshire has a number of aspirations relating to skills and the workforce, which are:

- Increase the employment rate of the resident labour force.
- Increase the proportion of knowledge workers.
- Raise the skills and educational attainment of the workforce to regional levels in the medium term and national levels over the longer term.

2.30 Currently, North Staffordshire has a relatively low skills base, with a high proportion of the population with no skills, above average basic skills deficiencies, and a low proportion of higher-level skills. Occupational profiles point to a relatively high concentration of lower-level occupations, implying a stock of intermediate, work-based, sector-specific skills, reflecting its industrial heritage. Aspirations are low. School attainment, though improving, is also below national averages. In short, the area is operating at a low-skill equilibrium, without the transferable skills, workforce flexibility or capacity to lead and manage the workforce.

2.31 Higher-level skills are critical to the competitiveness of the local economy. NVQ level 3+ (further and higher education) qualifications are particularly identified in research as driving productivity. An important dynamic element of the workforce is the young people entering the workforce for the first time. In the first instance, ensuring a high level of participation in further and higher education will provide a large potential source of new employees. However, this must be coupled with more active initiatives to encourage retention of those skilled individuals within the local economy to improve the knowledge base.

2.32 Attracting working-age migrants into the conurbation is the other main means of increasing the higher skills of the workforce. Schools' performance is typically a key criterion in deciding where to live. The ambition of attracting higher skilled working age people with young families to live in the conurbation will require continued improvement in school attainment to make the conurbation an attractive alternative to in-commuting. Moreover, addressing the level of qualifications that young people are gaining at school has longer-term implications for the throughput of skills into the workplace.

2.33 It must be recognised that even with high levels of new entrants into the workforce, most of North Staffordshire's working-age population will still be active within the workforce in 10–15 years time. This group represents the "static" element of the workforce. Given that they will continue to be an important proportion of the workforce, it is essential to develop skills within this group. This is a particular issue in North Staffordshire, where workforce skills are below average. The low skills base within the exiting workforce results in lower than average wages, and impacts on workforce productivity. Therefore, by improving the skills of those already working, or with the potential to work in the conurbation, a significant productivity improvement could be achieved. Addressing basic skills is one priority, but so is improving workforce skill levels across all levels.

2.34 A key issue for North Staffordshire is the tension between the need to provide economic opportunity for existing residents of North Staffordshire and the desire to stimulate economic development and ultimately population growth by attracting skills into the conurbation. Bringing workers into the conurbation is likely to have a larger and quicker impact upon economic rejuvenation - and is the only way to reverse population decline - than upskilling existing residents, but it will act against the aspiration of improving the employment rate of the resident workforce.

3. The Opportunities

3.1 The analysis of its current position and expected future trends indicate that there are a number of key developmental themes confronting North Staffordshire that together must inform future actions and project priorities:

- The need to generate additional **high-value business activity** in North Staffordshire, and in particular to develop higher value service sector activity, through **inward investment,** greater exploitation of the conurbation's **knowledge assets,** and by encouraging local **entrepreneurship** and business transformation.
- To enable local people to capture more fully existing and emerging employment opportunities, by providing improved access to **skills development** and **training** opportunities, and thereby helping to create a more **flexible** and **productive workforce.**
- To radically improve the **image** and appeal of the conurbation by maximising the contribution of its **commercial functions**, especially retailing, leisure, entertainment and cultural activities and attractions.
- To create more **responsive** and **productive business infrastructure** in North Staffordshire, and to realise **development opportunities** and **environmental enhancements** available in both the urban centre and gateway areas of the conurbation.

3.2 To begin the process of realising the vision for North Staffordshire – creating a city-region of choice for 1 million people by 2021 – it is necessary for the Strategy to embrace **four** key and exciting **Opportunities**, set out below.

- To create in the City Centre and Newcastle Town Centre **two attractive** and vibrant **locations** for new **business investment**, particularly in terms of retailing, education, leisure, entertainment, culture, office and residential development.
- To harness and develop the creative and **knowledge assets** of North Staffordshire to develop high value business growth, and in particular investment in new growth sectors of medical technology, healthcare and creative industries.
- To increase economic value added by improving the **productivity** and knowledge-intensity of existing economic strengths whilst attracting new functions to the conurbation, especially in services.
- To capitalise on North Staffordshire's geographical position and its people and productive asset base to become a **business** and **population fulcrum** for Staffordshire, the West Midlands and North West England.

3.3 Each of the four Opportunities is developed in turn below.

OPPORTUNITY 1: THRIVING URBAN CENTRES & SUPPORTING LOCATIONS

The Issues

3.4 Competitive urban centres are essential to the prosperity of North Staffordshire. In England, town and city centres have traditionally provided a focus for commercial and administrative activity. Urban centres also represent an invaluable opportunity to project a high quality image to a large number of visitors and potential investors.

3.5 New challenges to the vitality and viability of urban centres have arisen and accelerated over the past 10-15 years. These include out-of-town shopping, the increased ability to travel and, most recently, e-commerce. The result has been a growing consensus on the need to invest in improvements to our urban centres, concentrating in particular on enhancing the quality of place and increasing the range and diversity of use. Consumers have ever-rising expectations and it is essential that urban centres can meet – and indeed exceed – these expectations if they are to retain their competitive position.

3.6 The external environment, which has always been competitive, is becoming ever more so. Moreover, a fundamental process of change is underway that is changing the economic rationale of the urban areas of modern economies. Successful urban centres have reduced their dependence on manufacturing and production functions and have instead become foci for financial services, scientific research, cultural industries and leisure. In successful urban areas there is an interplay of economic, technological and cultural innovation that creates a dynamic and mutually reinforcing process of change and adaptation.

3.7 This process is driven by a basic shift in the nature of economic activity, where production (i.e. the making of products) is being rapidly replaced with an emphasis on knowledge, design and enterprise. As a consequence, the importance of the quality of place, access to amenities, environmental factors, and the quality of civic facilities and resources becomes ever more important in terms of retaining existing and attracting new business operations and functions. It is also crucial in attracting and retaining the highly skilled people upon which these business operations increasingly depend.

3.8 If North Staffordshire is to respond effectively to the changing global and national environment, its principal urban centres must provide a high quality living environment. In particular, the conurbation must strive harder to improve the quality of its living and working spaces, access to amenities and the leisure, cultural and education offer provided in its urban centres.

3.9 The conurbation's principal urban centres – Hanley and Newcastle-under-Lyme – face a number of specific challenges, including:

- Withstanding competition from other urban centres, including from locations in neighbouring counties and sub-regions.
- Withstanding competition from out-of-town retailing.
- Addressing the perceptions and image of the urban centres as places to visit.

3.10 Moreover, the retail offer to shoppers in North Staffordshire is at present of limited size, quality and variation. For example, Stoke-on-Trent's retail offer, centred on the Potteries Shopping Centre in the city centre, is ranked as the 20th best in England. However, this disguises the fact that the area's retail offer has a large captive market within North Staffordshire and fails to attract shoppers from outside the conurbation. Newcastle-under-Lyme has a different retail offer, with more focus on small retailers and local markets. High vacancy rates within city centre shopping arcades reduce the attractiveness of the centre to major retailers. In Newcastle-under-Lyme the lack of suitable large space restricts the retail offer to smaller and less prestigious sites. In both urban centres, pedestrian routes within the retail core need investment.

The Strategic Response

3.11 The response of the Strategy to these challenges is to drive forward beneficial change under four strategic priorities, as follows:

- To strengthen the vitality and viability of the urban centres and increase the quality of their offer.
- To improve the accessibility of the urban centres to shoppers and other visitors.
- To enhance the image of the urban centres and address any lingering negative images that may be held among existing and potential users.
- To support and develop complementary service centre locations in the North Staffordshire conurbation.

Strengthening the Vitality and Viability of the Urban Centres

3.12 The focus of this priority is to increase the range and quality of uses in the City Centre and Newcastle-under-Lyme. The ambition is that the urban centres of the North Staffordshire conurbation will together and individually 'punch their weight' and be attractive as first choice destinations for residents of the conurbation and visitors from further afield.

3.13 There are a number of key components of the Strategy, set out below.

- **Strengthening the retail function of the principal urban centres**. This will be achieved by improving urban design, by enhancing linkages to and from neighbouring areas, and by improving the quality of retail attractions. The City Centre is one of the three largest retail centres in the West Midlands, and is a significant sub-regional centre serving a population base covering a 20-mile plus radius. Newcastle Town Centre is also a very important sub-regional retail centre with a complementary offer to that in the City Centre.

- **Urban Living.** Increasingly, successful towns and cities are also characterised by new housing developments close to or within the central areas. This can provide a range of beneficial effects (including greater security at night-time and weekends), but critically it serves to bring younger professionals and others with higher incomes back into the urban core - thereby stimulating consumer services (city centre restaurants, bars etc), and an evening economy. North Staffordshire is one of just two areas in the West Midlands region to benefit from the Housing Market Renewal initiative and as such is a focal point for public investment. The RENEW Prospectus sets out a series of ambitious plans designed to secure new public and private investment for the City Region, much of which is either within or adjacent to the City Centre. The RENEW scheme update – which is being informed by the Urban Core Study – will reinforce and put together strategies for increased urban living.

- **Growth of the Office Market**. The conurbation suffers from a substantial under-representation of office-based private sector service activity (financial, professional and business services) that must be addressed. The strategy to encourage relocation of commercial office activity to the conurbation depends on attracting new investment in competitive commercial property, particularly (but not exclusively) in the City Centre and to a lesser extent Newcastle-under-Lyme. In the early years this investment is unlikely to happen without support from the public sector. Long-term sustainability of the commercial office market in North Staffordshire will depend on effective marketing and capitalising in full on the availability of skilled labour in the catchment area for the conurbation, as well as the proximity of North Staffordshire to major regional centres such as Birmingham and Manchester. This theme is explored further under Opportunity 4 below.

- **Growth of education** Through the development improved infrastructure facilities and facilities supporting both higher and further education in North Staffordshire. Specific proposals include the major redevelopment of Newcastle College and the development of the University Quarter – a rare opportunity to co-locate the University of Staffordshire with Stoke-on-Trent Sixth Form College and City of Stoke-on-Trent College. In addition, proposals for a City Academy in North Staffordshire could be incorporated into the site to provide a unique integrated post-16 education offer. The proposed developments for Newcastle College and the University Quarter will create economies of scale in procurement, and will benefit the community by encouraging better progression rates to higher education and access to facilities. The impact is expected to be substantial, raising attainment levels and aspirations of a wide range of individuals. Links with business could also be established, increasing entrepreneurship, innovation and productivity in the conurbation. In addition, the development of the University Quarter also provides a unique opportunity to create a strong physical link between Stoke City railway station and the City Centre.

Creating an Accessible Urban Environment

3.14 The second priority focuses on creating urban centres accessible to all. An essential component of the competitive armoury of an urban location is its accessibility. Urban centres have traditionally been transport hubs and competitive locations are fully accessible by both public and private transport, on foot and by cycle. Centres that aim to improve their competitive position must retain and enhance their accessibility to ensure their competitive advantage over both rival centres and out-of-town shopping is enhanced.

3.15 It is important that users of all types of transport benefit from an attractive environment and good quality facilities. The main points of arrival are an important opportunity to establish a high quality image for the town. Once in the urban centres it is essential that pedestrians experience an attractive, safe and pleasant environment wherever they are, and that they are able to navigate their way easily around the centres.

3.16 Enhancing the route between the station and the two principal urban centres can also be an important image for visitors and will improve the perception of North Staffordshire to those from outside the area. In tandem with these developments, the Strategy should enhance links from the urban centres to the business districts on the edge of the urban core. For example, several of the proposed business locations within North Staffordshire are located extremely close to the city centre. By enhancing the links to these sites, a wider central business district (CBD) could be incorporated into the city.

3.17 These links need to be considered across all modes of transport by foot, cycle, public transport and car, though with an emphasis upon providing high-quality alternatives to the car to avoid exacerbating congestion. Newcastle-under-Lyme town centre is already an established business location and Keele University is a major economic asset for the conurbation. Building further connections between these points and the City Centre – primarily through enhanced public transport – will bring together these areas to create a critical mass.

3.18 A key priority is to strengthen the route from Stoke-on-Trent railway station to the city centre via the (Staffordshire) University Quarter – both for pedestrians and public transport (including taxis). As the North Staffordshire Integrated Transport Study argues, whilst there are already regular buses in place, these need to be promoted and improved – in terms of service frequency, reliability, safety and comfort. In addition, other needed elements include a long-term taxi strategy, decent pedestrian signage and better exploitation of the National Cycle Network (which already links the station with the City Centre).

Enhancing the Image of the Urban Centres

3.19 The Strategy recognises that the urban centres should be the principal destinations for high order shopping trips in the sub-region. In this context, the two principal centres face the following challenges:

- Retaining retail expenditure from within their catchment areas and avoiding leakage to competitors.
- Establishing themselves as an occasional shopping destination for people living outside the standard retail catchment and who may otherwise go elsewhere.

3.20 To achieve this the urban centres need to be enhanced as destinations of choice. For example, the reality of the city centre as a destination has improved considerably – and more investment is in the pipeline. But the perception of the city centre lags behind this reality. It is vital that this problem is addressed through promotional activity, and by encouraging people to visit the city centre and see for themselves.

3.21 The North Staffordshire Tourism Strategy provides a comprehensive implementation framework for promoting the conurbation's urban centres. This includes developing key attractors (for example, the University Quarter, the Potteries Museum and Art Gallery), significant public art and urban design, infrastructure improvements, and promoting commercial development. Place marketing will enhance activities in many of these areas, and involve the appointment of a brand/marketing consultant to undertake target audience work. The marketing campaign will be implemented in line with significant change to the retail/office/living offer in the urban centres (it is important not to communicate messages until work is done). The work will involve brand research to be undertaken annually from the appointment date of a marketing agency and annually thereafter.

3.22 In keeping with the proposals outlined in the North Staffordshire Tourism Strategy, partners will develop a targeted marketing campaign that communicates key messages about the urban centres, in terms of identity and its improving fortunes. It will segment the target audience and send messages about why the urban centres can meet their requirements as a destination for shopping, working and living, in line with the Vision and the associated strategies.

3.23 Apart from physical investment and an improved offer, the other key aspect is ensuring that the skills are available to service growing commercial and administrative functions attracted to the urban centres. For example, the successful development of the commercial functions of the centres will generate (and will require) a range of service sector employment opportunities in retail, leisure, hospitality and office based occupations. This priority will focus on maximising local employment in the urban centres by developing service and vocational skills.

3.24 Key needs include raising the awareness of emerging opportunities through schools, colleges, other vocational providers, community links and wider media. This will involve identifying sector requirements with specific employers and developing recruitment and training plans. Current provision for skills development will need to be mapped for the sector from entry level up, including progression routes to facilitate upskilling. Partners will also need to spearhead specific employability initiatives (such as intermediate labour market models) to encourage employment from target local areas. The West Midlands Regional Skills Partnership has been established to align skills, education and training providers with the needs of local businesses by adopting a demand-led approach to skills provision.

3.25 In the short term (i.e. 6-12 months) attention will focus on awareness raising, development of firmer links with existing urban centre employers, and the identification and delivery of packages of support on a pilot basis.

Supporting Complementary Service Centre Locations in the Sub-region

3.26 While the thrust of the Strategy—especially in the early years—will be to enhance the competitiveness of the two principal urban centres, it is recognised that the conurbation provides a portfolio of destination locations that need to be developed and invested in.

3.27 The polycentric nature of North Staffordshire is often cited as having advantages for local people and businesses. This is because the conurbation contains a portfolio of distinctive service locations that can be developed and enhanced.

3.28 Outside of the two major urban centres, the smaller centres require investment in their retail sectors. Encouraging private retail investment must be part of a strategy to develop strong urban cores in the City Centre and Newcastle-under-Lyme. The conurbation's retail offer should be expanded and improved by bringing large, quality retail sites to the market where they are needed. This will in turn lead to the conurbation maintaining, and over time improving, its national retail rankings.

3.29 The retail strategy must link into the overall 'strategic master plan' for North Staffordshire. This means that retail investment must complement transport, environmental and housing strategies that are in place or are being developed.

OPPORTUNITY 2: THE KNOWLEDGE ECONOMY

The Issues

3.30 North Staffordshire is currently dependent upon relatively low-skill, low-value economic activity, which is at serious risk from low-cost overseas competition. In order to remain globally competitive and drive forward economic growth, the conurbation needs to raise value added in its existing businesses and attract and develop new knowledge-intensive activities in North Staffordshire.

3.31 The conurbation needs to integrate knowledge, in the form of research, innovation and entrepreneurship into the structures of its businesses. It also needs to support the innovative businesses that are forming on Keele Science Park and be aware of their future needs to ensure they remain in the area. In addition, the research and innovation strengths of the Universities, including the new University Hospital, are a considerable asset to the conurbation and such activities need to be harnessed and promoted to the benefit of the local economy.

3.32 Whilst some of this activity will be attracted to the city centre and the adjacent University Quarter, the conurbation is fortunate in having a number of key knowledge assets, such as the new University Hospital and Keele University and Science Park. Altogether, these knowledge assets are a key strength not available to many traditional industrial locations experiencing restructuring. In particular, the knowledge assets of the sub-region offer the potential for North Staffordshire to attract investment and skills that would not otherwise come to the conurbation.

3.33 The challenge for North Staffordshire is to harness and nurture its knowledge assets for the benefit of the whole sub-region. The knowledge assets bring in valuable skills and investment from outside the conurbation. The risk for North Staffordshire is that workers commute in, with the majority of their expenditure spent elsewhere, and that successful companies move out of the conurbation as they grow.

3.34 The development of the universities needs to be linked to and integrated with the development of the sub-region's urban centres. This should ensure that workers and investors look to the conurbation rather than elsewhere for their retail, leisure, cultural and housing offers, and that it can offer high-quality move-on space for growing knowledge-intensive companies.

The Strategic Response

3.35 The response of the Strategy to these challenges is to drive forward beneficial change under three strategic priorities, as follows:

- Developing and supporting knowledge-intensive businesses.
- Developing university/research-business links.
- Raising the aspirations of residents across the conurbation.

Developing & Supporting Knowledge Intensive Businesses

3.36 The key focus of the development of the Knowledge Economy is to attract and develop knowledge-intensive businesses that otherwise would not locate in the conurbation. This takes three broad forms:

- **Developing the medical technologies cluster**—The *Cluster Focused Action Plan* for North Staffordshire identifies medical technologies as a "true cluster" with the potential to create more than 1,000 new jobs over the medium term. Proposed initiatives include further expansion of Keele Science Park and the development of a Medical Village in situ (as well as Medipark at Chatterley Valley). The majority of these businesses are likely to be small in scale and need close proximity to either Keele University and/or the new University Hospital, though potentially larger developments could be located elsewhere in the conurbation, such as Chatterley Valley. Whilst small in scale, development of this cluster would provide a significant boost to the image and knowledge economy profile of the conurbation.

- **Attracting knowledge-intensive inward investment**—With the shift in foreign direct investment from large manufacturing branch plants towards smaller scale and/or service sector projects, the needs of these investors have also evolved. The city centre will have an important role in attracting office-based investment, particularly in finance, business and consumer services. However, other knowledge-intensive investors often require edge-of-town, business park locations, with good motorway access, often close to University research and skills. Keele Science Park is well placed to attract such investment, both in medical technologies and other research-intensive activities.

- **Incubating new knowledge-intensive businesses**—Another opportunity is to incubate new knowledge-intensive businesses, spun out from both the activities of the Departments and students, from the conurbation's universities or University Hospital, or other new businesses attracted by North Staffordshire's knowledge assets. Recent research[2] highlighted significant shortfalls in both the quantity and quality of provision of studio, incubation, and other business space for new starts and SMEs in technology-based sectors. North Staffordshire is already host to several incubators, and these should be focused upon companies seeking linkages into the research base, with a strict graduation policy linked to the provision of move-on space across the conurbation.

Developing University/Research-Business Links

3.37 The Universities of Keele and Staffordshire and the new University Hospital are key assets in the North Staffordshire economy. Together they bring significant employment and expenditure in the local economy, as well as attracting students and research capability to the area. They also have the potential to make an impact on capacity and innovation within the business community, and this needs to be harnessed to effect change. Keele University brings a link to the health sector, a nationally recognised research programme, a growing science park, incubation facilities, and runs workshops in innovation. Staffordshire University links with the community, as well as bringing thousands of students to live in the conurbation. Its innovative technology and arts courses are a key draw to the area, the law school is nationally recognised, and has links with local professional services.

3.38 Further research may be required to determine the scale and potential effect of the Universities' efforts to engage with the private sector. If feasible, programmes could then be developed, in consultation with key private sector organisations, with a view to long-term engagement through spin-offs, work placements and work experience with students.

Raising Aspirations

3.39 Aspirations to learn and to engage in knowledge-based activities are currently low in North Staffordshire because of the conurbation's industrial legacy. If local residents are to benefit from employment and other benefits emerging from this opportunity, they need to be aware of the benefits and motivated to pursue them. This priority focuses on raising aspirations within target groups of the North Staffordshire population. As it effectively concerns culture change, it needs to target young people yet to join the workforce, to start to address cultural/perceptual issues/negative impressions in the future workforce, demonstrating the potential opportunities and the value of learning and skills development. It should also, critically, link with the work already underway to promote self-esteem. It should not, however, focus only on the future workforce but should also include measures to encourage local employment and self-employment in the short to medium term.

[2] 'North Staffordshire Enterprise Options Study', Meridian Pure (2004).

3.40 Such initiatives are complementary to work already underway for example to boost self-esteem through the STEPs programme, to maximise local employment in health through the Healthcare Learning Centre, to develop vocational skills in the 14–19 age group, including the Stoke-on-Trent Collegiate/Vocational Academy. New provision relevant to the emerging activities could also be developed, including pilot projects with specific employers involving placements, identifying role models and providing mentoring opportunities.

OPPORTUNITY 3: MODERNISING & DIVERSIFYING THE ECONOMY

The Issues

3.41 The North Staffordshire economy suffers from a number of structural weaknesses, including:

- An over-reliance upon manufacturing with an underdeveloped service sector.
- A skew towards lower-value activities and limited knowledge-intensive activities.
- Low levels of new business formation and entrepreneurship.

3.42 These structural weaknesses make the economy vulnerable to global economic changes outside the control of the conurbation and its businesses and entrench a relatively low-wage, low-skill equilibrium. This in turn tends to attract relatively low-value, low-skill inward investment into the conurbation and limits economic opportunities for residents, suppressing enterprise and the development of higher-level skills.

3.43 Breaking out of this cycle requires the modernisation and diversification of the conurbation's business base. This transformation from within will in turn help create the conditions that will attract higher-value inward investment, creating a virtuous circle of development.

3.44 Attracting new businesses into the conurbation – especially in knowledge intensive manufacturing and services – is a key ambition for the Strategy. This opportunity is about making the most of the existing business base and creating a sub-region of enterprise in North Staffordshire.

3.45 North Staffordshire's proud manufacturing heritage is a key strength that the conurbation needs to capitalise upon. Apart from its history as The Potteries, the conurbation has strong skills in engineering that can be applied in new areas. However, measures to support the manufacturing sector are already in place, and much of the benefits have already been realised. Given continuing global pressures, the sector is unlikely to see employment growth, but ongoing support for the best businesses to continue to improve productivity will be a key element in helping North Staffordshire to increase GVA.

3.46 In addition, the conurbation needs to modernise and raise value in its existing service sector. Key activities where there is scope for raising value include:

- **Construction** – through the exploitation of building technologies;

- **Tourism & leisure** – through better coordination and promotion of The Potteries offer; and

- **Distribution & logistics** – through the attraction of associated office-based functions.

3.47 The key issue for North Staffordshire however is to increase enterprise within the conurbation. New VAT registrations per capita in North Staffordshire are at about 45% of the national average (16 per 10,000 adult population, compared to 36 nationally). This lack of entrepreneurial dynamic implies a shortfall of around 525 new businesses per annum, which in turn means the potential to create 1,800 new jobs each year is being lost.

3.48 Boosting entrepreneurship, therefore, requires action on three broad fronts:

- Property for incubation, start-up and grow-on.
- Skills for enterprise.
- Promoting entrepreneurship through the City of Enterprise.

The Strategic Response

3.49 The response of the Strategy to these challenges is to drive forward beneficial change under three strategic priorities, as follows:

- Support to modernise existing businesses.
- Cluster development.
- Developing entrepreneurship.

Business Support

3.50 Business support structures are already in place in the conurbation and need to continue to support the existing business base. To maximise their contribution to the Strategy, this support needs to focus upon adding value, by focusing on high-growth potential businesses, encouraging exporting and new product development, engaging with the conurbation's knowledge assets, and developing supply chains and networks to the benefit of the local economy

3.51 North Staffordshire also needs to re-establish itself as an engineering centre of excellence, particularly around applied technical materials (especially ceramics). Part of the process of making the area more competitive is by using the indigenous business base and population to seek new applications and activities.

Cluster Development

3.52 The *Clusters Focused Action Plan* highlights particular areas of existing strengths that can be further developed:

- **High Value Consumer Products**—North Staffordshire is synonymous with the ceramics industry, with recognition of its 'Potteries' brand worldwide. Recently the sector has faced strong competition from lower-cost foreign producers and this has led to a decline in sector employment and a focus on higher-value products and improving employee productivity. However, the low skills levels amongst the area's workforce limit the potential to shift the sector towards high-value production. A number of support programmes are in place to accelerate the shift towards high-value ceramics production.

The key objective here should be to provide local firms with the support and skilled workforce they require to move into higher value added areas. Measures should be taken to ensure that this shift is fully integrated in the local economy by establishing links between the ceramics sector and the creative sectors. In recognition of the fact that many high-value/niche market producers will operate on a small scale, there should be targeted SME and business incubation support for high growth prospect firms.

- **Building Technology (including construction)**—Housing Market Renewal will give a strong boost to the construction sector and this can be linked into the development of building technologies. This in turn could link into the development of factory-built housing units, which is a developing market not just within the conurbation but across the UK. North Staffordshire has a number of advantages in this regard and the potential to become a UK centre for this activity: being centrally located with good transport links (important in a sector where goods movements are large and transport costs high); having an appropriate set of manufacturing skills already within the workforce; available land; and already producing many of the component parts (such as sanitary ware, roof, floor and wall tiles, bricks, brick slips, etc.). In addition, this would help introduce higher-value jobs in design and architecture and add value to existing lifestyle companies.

- **Tourism & Leisure**— the North Staffordshire Tourism Strategy highlights that the conurbation has a number of strengths, including its worldwide reputation as The Potteries and a gateway to several significant rural assets and major attractions such as Alton Towers. However, the Tourism Strategy also acknowledges that North Staffordshire suffers from a number of weaknesses. In particular, not only does the conurbation lack a sophisticated retail but it also has a weak hotel offer and supporting infrastructure in terms of bars and restaurants. Developing such infrastructure is very important, because not only will it deliver more overnight visitors but is also critical in supporting the development of the conurbation as an attractive place to live and do businesses. In general the offer is disjointed without an overarching image that would appeal to visitors, requiring a targeted and integrated place marketing campaign and developing key attractors (such as the University Quarter, the Potteries Museum and Art Gallery) as detailed in the Tourism Strategy. Success in boosting North Staffordshire as a destination will in turn improve the image of the conurbation as a location for shopping, living and business, reinforcing the Vision for the Strategy.

- **Distribution & Logistics**—there is a need to move beyond the low-density, low-value, low-skill nature of current logistics operations if the economy in North Staffordshire is to develop. However, there is clearly market demand from the sector and the conurbation has a number of locational advantages. The key issue for North Staffordshire, in collaboration with the planning regime, is to leverage this demand to attract the higher-value office activities associated with logistics operations, such as headquarters and ICT functions.

Developing Enterprise

3.53 There are a number of elements to the development of enterprise that are encapsulated within the nascent Enterprise Strategy. This includes:

- **Promoting an enterprise culture**—includes a general promotion project, targeted promotion to graduates and working with schools.

- **Tackling barriers to enterprise**—through the provision of grants and loans to assist in the finance of new business starts.

- **Enhancing the current enterprise support system**—by at least doubling the available start-up support, promoting the conurbation as a location for high-growth potential new businesses, encouraging enterprise in construction (linked to the clusters programme), and leadership and coordination across the partners involved in support.

- **Increasing the supply of start-up space**—by acquiring and developing 4,300 m² (46,000 sq.ft) of space per annum and develop live-work space.

OPPORTUNITIES 4: NORTH STAFFORDSHIRE AS A BUSINESS & POPULATION FULCRUM

The Issues

3.54 The Strategy must strive to capitalise more on the enviable strategic location and geographical position of the conurbation. In particular, the position of the conurbation in terms of key national transport infrastructure (e.g. M6 motorway, West Coast Main Line, East Midlands, Birmingham and Manchester Airports, etc.) creates a range of development and functional opportunities for the conurbation.

3.55 An imperative for North Staffordshire is to develop itself as an economic entity with its own distinctive and competitive offer. Over the longer term, the location of North Staffordshire could establish itself as an economic centre in its own right for the North West and West Midlands. The Business and Population Fulcrum opportunity is about focusing action that collectively capitalises on the conurbation's excellent national transport links to attract inward investment, provide a central location for professional services, develop the area as a residential location for professional and highly skilled workers, and develop the area as a potential UK hub for high-value economic activities.

3.56 Without intervention to improve the attractiveness of the conurbation, official forecasts project a decline in population of around 1,400 people a year. The aim of the Strategy is to reverse this trend, to stabilise the level of population in the short-medium term and achieve population growth in the longer term.

3.57 In terms of population, it is clear that because of the low attractiveness of the area as a location for the highly skilled—due to a lack of suitable housing, poor urban environment, and concerns about local services, such as schools, and fears of crime—many of the professionals who work in the conurbation choose to live in the hinterland (such as Staffordshire Moorlands and South Cheshire). In total, a fifth of people working in North Staffordshire commute into the conurbation, with 12,300 commuting in from Staffordshire Moorlands alone.

3.58 The proposition that the conurbation could become a stronger location for out-commuting to jobs in other areas is based on the availability of relatively low-cost residential property in the conurbation, coupled with strong and improving intra-regional and inter-regional transport links. Moreover, through the development of high-quality (but comparatively affordable) accommodation, both in the city centre and other locations, and developing the retail, cultural and transport offer, it would be possible for the area to achieve this. Particular potential exists to encourage more residential development in the urban core, given the fast train services available from Stoke-on-Trent to Manchester, Birmingham and even London.

3.59 Growth of a stronger pattern of out-commuting from new residents of city centre and urban core locations is a worthy objective because commuters have the potential to bring a range of benefits, including higher levels of disposable income that then becomes available to the developing retail, leisure and cultural offer that the Strategy seeks to develop.

3.60 Another issue is that in the context of the United Kingdom, apart from London and the most advanced of the regional cities (e.g. Manchester, Leeds, Edinburgh) there are comparatively few urban locations that can provide sufficient career trajectory opportunities to satisfy both partners in a dual-income professional household. The ability of a smaller urban location (such as North Staffordshire) to be able to offer access to professional career opportunities both locally and in nearby major centres (e.g. Birmingham and Manchester) is an attraction that North Staffordshire should market as a means of securing accelerated repopulation with a higher skilled workforce.

3.61 Success in developing the Business and Population Fulcrum will, moreover, allow the conurbation to accelerate the repositioning of its economic structure to a more service-based profile, make better use of knowledge generating assets, improve the local skills base, and develop managerial and entrepreneurial talent. In addition, it will help in targeting appropriate inward investment opportunities and assist in creating a competitive environment.

The Strategic Response

3.62 The response of the Strategy to the challenges and opportunities is to achieve the repositioning of the North Staffordshire conurbation under three strategic priorities, as follows:

- **Ensure North Staffordshire possesses a competitive housing offer**, in terms of both regenerating existing/obsolete housing stock and ensuring the provision of a greater selection of aspirational/executive housing to suit the needs of the managers and staff associated with incoming and expanding local businesses.

- **Deliver an efficient and well-functioning labour market**, and ensure that jobs that are generated as a direct or indirect result of the Strategy have the potential to benefit local people in the first instance, but where locally available skills are inadequate that the conurbation is attractive to people located further afield.

- **Exploiting the locational assets that have attracted logistics to leverage in higher-value services**, including office-based service functions related to logistics itself.

Competitive Housing Offer

3.63 The Housing Market Renewal Pathfinder for North Staffordshire is RENEW. The RENEW prospectus outlines the aims of housing market regeneration in the North Staffordshire conurbation. It constitutes one of the largest planned investments in the area, and has the capacity to lever in funding from both the public, and more importantly the private sector. The main aim is to improve the image and perception of the area in the minds of the local population initially, to help achieve a number of targets, which have been split into interventions and goals below:

- To balance the supply and demand for housing by removing surplus properties and providing a better choice of homes in appropriate locations.
- To link to wealth creation by supporting the new commercial core, town centres and by providing construction training to local people.
- To improve the viability of neighbourhoods by improving neighbourhood management and increasing population by building at higher densities.

3.64 The specific goals of the Prospectus are:

- To reduce outward migration from North Staffordshire and retain and attract new population to the Pathfinder area.
- To promote social cohesion by ensuring ethnic minorities can access new build housing and by reducing overcrowding.
- To reduce crime and the fear of crime in order to promote safe neighbourhoods.

3.65 The Pathfinder is currently established to remediate the problems of an oversupply of unsuitable housing, and from this perspective locations and actions have been identified. The areas of action are prioritised in the major intervention areas around the conurbation.

3.66 In addition to the housing regeneration agenda, it is acknowledged that a stronger supply of executive and aspirational housing needs to be developed in order to bring more of the commuters that work in the conurbation closer to its heart. Part of the offer will be to increase the range of housing that exists in the smaller towns and more rural parts of the conurbation. A comparatively new development for the conurbation is the provision of and demand for city centre living in the urban core.

3.67 It is likely that growth of demand for this type of housing beyond the prime young professional market will require diversity of housing tenure within the conurbation, and better access to services, such as schools and health services, in order to make city living accessible to all social groups.

Competitive Labour Market

3.68 Economic activity levels are below average and a role of the Strategy is to increase activity rates among the resident population. Creating employment opportunities is one dimension, but access to these opportunities is likely to be a specific issue in North Staffordshire.

3.69 To develop a fully functioning labour market it is essential to improve accessibility of residential areas to emerging employment opportunities. Enhancing transport accessibility is vital to linking employment opportunity to employment need, with better public transport services a key factor. Enhancing transport accessibility is also vital to overcoming social exclusion. The Government has identified 'transport poverty' as an important contributor to social exclusion. Individuals without regular access to a car increasingly find themselves cut off from shops, health and other services and employment and social opportunities that others take for granted. This isolation often compounds the difficulties of poor neighbourhoods already suffering from multiple deprivation.

3.70 Transport improvements to improve accessibility to employment and training are a fundamental part of North Staffordshire Integrated Transport Strategy, with enhancements to public transport the key objective. Therefore, traffic-free corridors are proposed as a means of increasing the reliability of buses, such as Newcastle-under-Lyme–Festival Park–Hanley and Stoke-on-Trent Railway Station–Hanley. Other improvements should include: green travel plans—to include options such as cycling improvement and feeder bus services—and an improved transport interchange within the city centre.

Contributions from the Logistics Sector

3.71 Many local partners see the presence of logistics in the area as negative. However, North Staffordshire has been designated by Regional Planning Guidance for the West Midlands as a possible location for a Regional Logistics Site (RLS), though at present no existing allocations exist in the area for a site and no existing employment site is large enough to satisfy the RLS requirement of 50 ha minimum.

3.72 North Staffordshire has experienced continuing demand from developers, occupiers and investors due to its strategic location, comparatively low cost base and relatively plentiful source of appropriately skilled labour. The opening of the A50 link at the end of the 1990s and the more recent opening of the M6 Toll have reinforced North Staffordshire's attractiveness to the logistics industry, at the same time as cost pressures and labour shortages are making other centres – such as the South Midlands – less competitive.

3.73 InStaffs now suggest that labour and land shortages are hampering further development and no longer consider logistics to be a priority. Nevertheless, the location and strategic transport links in the area mean it is likely that logistics businesses will continue to operate from North Staffordshire and *Shaping the City Region* and Arup's cluster report see scope for further increases in employment.

3.74 Priorities for the sector therefore should not be to create more net additional space for growth (above existing land allocations recognised in local planning frameworks), but rather:

- To seek to consolidate operations from less appropriate to more appropriate locations in the conurbation to allow the alleviation of negative impacts of previous development (traffic, visual impact, etc.).
- To encourage existing occupiers to consider North Staffordshire as a location for the relocation of higher-value activities, such as headquarters facilities and command & control functions.

3.75 Chatterley Valley is the site most well placed to serve as a *de facto* Regional Logistics Site from a market perspective, since there is currently no single site available that could satisfy the minimum RLS area of 50 ha. The current planning application at Chatterley Valley includes approximately 97,650 m^2 on 44 ha for distribution (B8), close to the RLS threshold and satisfying other key objectives. The site can also make a significant contribution towards delivering economic restructuring in the conurbation by allowing consolidation of existing logistics operations located within the urban core and playing a role in enabling high-quality new logistics investment and ancillary office uses designated for the site. AWM's desire to develop the office element of the site as a Medipark needs to be carefully considered in terms of their implications for development elsewhere in North Staffordshire.

4. Implementation and Performance

4.1 It is essential that effective mechanisms be in place to ensure that the Strategy is progressed and the strategic objectives and Vision ultimately realised. The structures for implementation and review are set out here under the following headings.

- Strategy Implementation.
- Strategic Targets and Performance.
- Monitoring and Review.
- Communicating the Achievements.

Strategy Implementation

4.2 The key driving principles for Strategy implementation are:

- full participation and involvement of stakeholders;
- active involvement of individuals with the levels of authority – and organisations with the resources – to make things happen;
- streamlined processes to ensure efficient and effective delivery; and
- making best use of existing structures and arrangements.

4.3 Implementation will be driven at three levels:

- **Strategic direction**: provided by the political leadership of the local authorities and the most senior officers across key partner organisations
- **Integration**: delivered through a group of senior officers from a wider range of stakeholder organisations and groups
- **Operational:** Thematic groups aligned with each of the four key priorities (The Opportunities) identified by the Strategy, and involving wider participation by executives and stakeholders.

Strategic direction

4.4 The established North Staffordshire Leadership Board will provide governance for the Strategy. This group consists of: leading member representatives from Newcastle-under-Lyme Borough and City of Stoke-on-Trent Councils, plus Staffordshire County Council and Staffordshire Moorlands District Council. However, in terms of providing overarching leadership for the Strategy it is proposed that this group be expanded to include the Directors of RENEW and the Regeneration Zone.

4.5 The Leadership Board will be responsible for:

- setting (and recalibrating as necessary) overall strategic direction and providing high level decision-making;
- evaluation of the overall performance of the Strategy;
- alignment with the activities and direction of the key partner organisations; and
- approving an annual business plan for the Strategy.

4.6 As well as the Integrated Economic Development Strategy the Leadership Board will also be responsible for delivering the North Staffordshire Integrated Transport Strategy and the Core Spatial Strategy for the conurbation.

Integration

4.7 The proposed approach to ensuring integration and alignment of partners' programmes is to re-purpose the existing Integrated Strategies Panel (ISP) of the North Staffordshire Regeneration Zone.

4.8 The ISP is an existing sub-group that has a wide range of representation across partner and stakeholder groups including: the local authorities; RENEW; Business Link; the Learning and Skills Council; higher and further education institutions; the health authority; and the voluntary and private sectors.

4.9 To perform its proposed function the membership of the ISP (which will be renamed the **Strategic Panel**) will be further augmented to include the Regeneration Zone itself; the two Local Strategic Partnerships (Newcastle, Stoke); and InStaffs. To perform its role effectively, however, the Strategic Panel will need to become a body that is perceived as independent of Regeneration Zone structures.

4.10 The Strategic Panel will be responsible for:

- Overseeing the development of an annual business plan for the Strategy;
- Ensuring alignment, co-ordination and linkage across the work and activities of the four Opportunity areas
- Regular review of the direction and effort of the four Opportunity Groups
- Preparation of an annual business plan (to be approved by the Leadership Board)
- Monitoring of performance
- Reporting to the Leadership Board on key implementation issues

Realising the Opportunities

4.11 The third tier of implementation is at the level of the four Opportunity areas identified by the Strategy. The proposal is that four groups be established or reconstituted as follows:

Urban Centres	▪ The existing City Centre Steering Group of the Regeneration Zone, led by the City Council, will provide the core of this group. Given the priority given by all partners to the City Centre the group will need dedicated leadership and direction at Chief Officer level. ▪ The Steering Panel will review the membership of the group at an early stage to ensure that the current membership is adequate and appropriate to the objectives of the Urban Centres Opportunity. Additional representation from Newcastle Borough will be invited to ensure adequate coverage of town centre issues in that jurisdiction.
Knowledge Economy	▪ The existing Medical & Healthcare Technologies programme group of the Regeneration Zone will provide the core of this group. The Steering Panel will seek the views of the existing Medical Technologies group to identify additional representatives (in terms of other technology areas and/or organisations, departments or businesses) who will be invited to join the group.
Modernising and Diversifying the Economy	▪ The existing Enterprise and Innovation thematic group of the Regeneration Zone will provide the core of this group. ▪ Current representation includes Business Link; the universities; the Business Innovation Centre; InStaffs; the Ceramics Industry Forum; the Regeneration Zone; and the local authorities. ▪ In addition, representation from four private businesses has been secured. If necessary additional representation will be invited to fill any gaps that might be identified.
Population and Business Fulcrum	▪ Strategic spatial, transport and land use planning issues will be dealt with through the existing North Staffordshire Strategic Planning Group. Current representation includes the two conurbation local authorities as well as Staffordshire County and Staffordshire Moorlands District Councils. ▪ The involvement of additional organisations to cover non-spatial issues will need to be considered early on. It is likely that as a minimum this will include RENEW and the Regeneration Zone.

4.12 In each case the role and responsibility of the Opportunity Groups will be:

- to develop project concepts that contribute to the Vision and objectives of the Strategy;
- to ensure linkage between projects at an individual Opportunity level;
- to make the case for project funding (both "internally", in terms of the Strategy Panel, as well as possibly externally in terms of third-party funding sources);
- to provide financial and other information to the Strategy Panel so that project performance can be measured; and
- to report to the Strategy Panel on implementation issues.

Strategic Targets and Performance

4.13 It is proposed that a series of indicators be established that relate to strategic goals and objectives for the economic development of North Staffordshire. The performance measures that have been selected have been developed within the context of the Vision, Drivers and Opportunities that have been developed for the Strategy.

4.14 The establishment of monitoring indicators will assist in measuring the impacts of the Strategy. Regular review of performance will also contribute to the evolution and refinement of the Strategy and in the realisation of the Opportunities through effective project delivery

4.15 Before setting out the recommended indicators, however, it is worth reiterating some important concepts. In particular, it is important to distinguish between **outputs** and **outcomes**.

- **Outputs** are the apparent direct results of Strategy activity. Examples include jobs created, businesses advised, new businesses starts assisted and so on.
- **Outcomes**, or impacts, are changes in socio-economic or physical conditions in a target area that are attributable to Strategy activity. The ultimate objective of economic development or business promotion initiatives is to improve these conditions.

4.16 It is important to note that final Strategy objectives relate to outcome (impact) targets, rather than outputs. Targets for the Strategy will be set at stretching but realisable levels.

4.17 The Strategy sets out an ambitious agenda for change that if successful will result in positive outcomes for the residents and businesses of North Staffordshire. It is essential, however, that comprehensive performance measurement mechanisms are put in place so that the progressive impact of the Strategy can be assessed over time.

4.18 Regular review of progress against outcome targets (that is, the higher level indicators of performance compared with the output targets set out earlier) will also be beneficial as they can assist in the evolution and refinement of Strategy and in future action planning.

4.19 Outcome targets for the Strategy are of two broad types:

- overall measures of economic strategy impact – such as rates of unemployment, rates of new firm formation, educational performance, and so on; and

- measures more specific to the Vision and Opportunities for the Strategy.

4.20 The Strategy identifies the principal economic drivers to achieving the Vision. In North Staffordshire there is a crucial interdependency between the economic interventions and the housing interventions delivered through RENEW. Synchronised implementation of other strategies, such as the Integrated Transport Strategy and the spatial strategies coming together from the Urban Core Study will also be essential for success.

4.21 It is recommended that partners responsible for implementing the main strategies referred to above agree the key success factors to achieving the Vision and agree a set of milestones for monitoring progress. Key risks associated with each success factor should also be identified with clear responsibility for managing the risk assigned to a senior officer.

4.22 The North Staffordshire Leadership Board should assume responsibility for commissioning this work. More frequent monitoring and analysis (at least yearly) of the outputs should be considered by the Leadership Board.

4.23 It is inevitable that data is much more readily available on the first (broad) type of impact indicator, compared to the second, and this fact is reflected in the balance of indicators selected here. For both types of performance indicator, aspirational targets are set for 2008; 2011; 2016 and 2021.

4.24 The 12 key outcome targets for the Strategy are set out overleaf.

4.25 The partners will formally review progress towards outcome targets after three years (i.e., during 2008). If necessary, output and outcome targets can be adjusted at this stage, for example to take into account any major structural changes that might have occurred in the intervening period.

4.26 In addition to the above list of indicators there are a small number of others that it would be very helpful to measure, but at this stage baseline data is inadequate. Foremost of these are:

- Volume and value of tourism expenditure in North Staffordshire.

- The perceptions of North Staffordshire held among key audiences, including the business investment community; national, regional and local opinion-formers; visitors; and residents.

4.27 Early consideration will be given to undertaking further research into these areas to ascertain whether investment in developing (and subsequently updating) adequate baseline information is justified and worthwhile.

Table 4.1: Key Outcome Targets for the Strategy

Indicator	Baseline (2003)	2008	2011	2016	2021
Population					
upper		*357,400*	*355,000*	*356,600*	*364,600*
likely	**360,300**	**357,200**	**354,300**	**355,000**	**360,800**
lower		*357,000*	*353,700*	*353,400*	*357,300*
Working Age Population in Employment					
upper		*155,000*	*160,000*	*167,000*	*178,000*
likely	**153,000**	**154,000**	**156,400**	**162,100**	**173,200**
lower		*153,500*	*154,000*	*156,000*	*162,000*
Economic activity rate (working population					
upper		*77.3*	*78.5*	*80.0*	*81.0*
likely	**76.3**	**77.0**	**78.0**	**79.0**	**80.0**
lower		*76.5*	*77.0*	*78.0*	*79.0*
Proportion of adults with Level 3 qualifications					
upper		*12.7*	*13.5*	*14.5*	*15.5*
likely	**12.3**	**12.5**	**13.0**	**14.0**	**15.0**
lower		*12.4*	*12.5*	*13.0*	*14.0*
Nnew VAT registrations per 10,000 adult population					
upper		*24.5*	*26.0*	*28.0*	*29.0*
likely	**23.2**	**24.0**	**25.0**	**27.0**	**28.0**
lower		*23.7*	*24.0*	*25.0*	*26.5*
Employment rate (working age population)					
upper		*73.5*	*75.0*	*76.0*	*76.5*
likely	**72.3**	**73.0**	**74.0**	**75.0**	**76.0**
lower		*72.6*	***73.0***	*74.0*	*75.0*
Gross Average Weekly Earnings (adult, workplace-based, % of GB average					
upper		*84*	*86*	*88*	*90*
likely	**81**	**83**	**85**	**87**	**89**
lower		*82*	*83*	*85*	*87*
Gross Average Weekly Earnings (adult, residence based, % of GB average)					
upper		*82*	*84*	*86*	88
likely	**79**	**81**	**83**	**85**	**87**
lower		*80*	*81*	*83*	*85*
Proportion of households in receipt of Income Support or Family Credit					
upper		*12.7*	*12.2*	*11.7*	*11.0*
likely	**13.6**	**13.0**	**12.5**	**12.0**	**11.5**
lower		*13.4*	*13.0*	*12.5*	*12.0*
Proportion of employment in high technology manufacturing and private sector service industries					
upper		*12.5*	*13.5*	*14.5*	*16.0*
likely	**11.0**	**12.0**	**13.0**	**14.0**	**15.0**
lower		*11.5*	*12.0*	*13.0*	*14.0*
Stock of previously developed vacant land (hectares)					
upper		*345*	*315*	*275*	*225*
likely	**359**	**350**	**330**	**300**	**250**
lower		*356*	*350*	*325*	*300*
Number of Students at the conurbation's universities					
upper		*27,700*	*28,800*	*29,400*	*30,000*
likely	**26,600**	**27,300**	**28,400**	**28,900**	**29,400**
lower		*26,900*	*27,300*	*28,400*	*28,900*

Monitoring and Review

4.28 Apart from the need to evaluate progress after three years, it is essential that the Strategy be subject to regular monitoring and review. The following cycle of performance monitoring will be undertaken:

Milestone	Action
By July 2005	▪ Strategy ratified and approved by the four core stakeholders (the two local authorities, RENEW and the Regeneration Zone)
July 2005	▪ Full consultations with regional, sub-regional and local stakeholders (public and private sector)
	▪ Initial meeting of Strategy Panel – meeting quarterly thereafter
September 2005	▪ Launch event involving invited stakeholders
	▪ Strategy posted on main and partners' websites
	▪ Opportunity sub-groups established/re-calibrated, meeting monthly thereafter
By December 2005	▪ Opportunity sub-groups present proposals for programme and project priorities for 2006/7.
By February 2006	▪ Leadership Board/Strategy Panel select programmes and projects for support for 2006/07
March 2006	▪ Leadership Board to receive progress reports on first six months of project activity.
September 2006	▪ Leadership Board receive first annual report reviewing achievements and lessons learned.

4.29 The key features of the review process are:

- reporting of progress on a six monthly basis to the Strategic Panel;
- annual review and updating of the Action Plan by the Strategic Panel supported by the Opportunity groups and the operational teams; and
- posting of the Strategy and Action Plan documents on a dedicated website as well as partners' existing websites.

Communicating the Achievements of the Strategy

4.30 The approach to communication needs to deliver a simple set of messages which engage and inspire confidence in the economic development of North Staffordshire. With a wide range of stakeholders and audiences it is important to ensure that the shifts affecting the area are recognised, but more importantly, the implications and benefits are rigorously communicated and understood.

Objectives

4.31 There are a number of objectives for the communications component of the strategy, namely:

- To encourage and embed a sense of ownership of the vision for North Staffordshire beyond the local authorities and other public sector partners, to include stakeholders within the wider business and public community
- To establish North Staffordshire as an attractive and compelling proposition for prospective and existing investors, businesses, residents and visitors.
- To identify and communicate the North Staffordshire offer to retain and improve the numbers of tourists and visitors to the region

4.32 A key task is to identify and prioritise key audiences and devise appropriate strategies accordingly. The task will be to identify key benefits for each audience segment, as indicated below:

Table 4.2: Benefits to Target Audiences

Audience	Local	Regional National
General Public / community	• A good place to live, work, educate children and spend disposable income	• A good place to visit for shopping, leisure and tourism.
Workforce	• Innovative employers	• An attractive commuter destination
Graduates	• Attraction and retention of knowledge industry workers	
Employers	• Productive and Innovative Businesses	• A profitable place to invest
Investors	• A profitable place to re-invest	• Low cost base, flexible workforce, good communications links • Good quality of life for employees

4.33 To achieve the effective dissemination of the key messages, the required elements of a communications programme for the Strategy include the following.

- **Launch event**

  High impact launch with community and business leaders designed to announce the Strategy and give it profile and credibility

- **Press coverage**

  A regular calendar of events targeted at the national, regional and local press.

  Targeted campaign at the specialist and technical press, e.g. property and regeneration journals and magazines

- **Integration with existing networks**

  Need for 'testimonials' from people within like minded groups. For example:

	▪ Endorsements of North Staffordshire as a profitable place to do business from successful and high profile businesses ▪ Endorsements of North Staffordshire as a place to do research and learn from academics and students at the universities ▪ Endorsements of North Staffordshire as a place to live from "symbols of success" – young professional people, young families etc.
▪ **Website**	Need to co-ordinate references to the Strategy across stakeholders' existing websites Dedicated Website covering the aims of the Strategy and its achievements and progress.

Concluding Remarks

4.34 The economic challenges facing the conurbation of North Staffordshire are substantial, but the organisations that are responsible for this Strategy are determined that the Vision be realised. The implementation arrangements described in this document are needed so that appropriate skills and resources can be brought to bear. The emphasis throughout will be on efficiency and not duplicating existing effort and structures.

Integrated Economic Development Strategy for the North Staffordshire Conurbation

Spatial Planning Aspects

Final Version—July 2005

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1. Introduction

1.1 In September 2004, DTZ Pieda Consulting was appointed to develop an Integrated Economic Development Strategy for the North Staffordshire Conurbation. This exercise is intended to:

> *"...develop an ambitious and sustainable economic strategy that will identify the priority sectors/markets/clusters/themes for the future development of the local economy that will influence the development of spatial, transport and housing strategy ... setting out a clear vision for the economic future of the sub-region."*

1.2 This paper addresses the questions on the spatial planning aspects of the IEDS, specifically set out at Appendix B of the Study Brief. The analysis has drawn on a range of quantitative and qualitative research including the widespread stakeholder consultation used to inform the preparation of the draft IEDS.

1.3 The assessment of need for future accommodation is based on land requirements arising out of the IEDS and not relocations within the area that may arise as a result of the restructuring of the urban form.

1.4 The report follows the structure of the questions set out in Appendix B as follows:

- **Section 2:** Spatial Planning Aspects
- **Section 3:** Employment Land Supply
- **Section 4:** The Future Use of Employment Land

2. Spatial Planning Aspects

HIGHER/FURTHER EDUCATION & RESEARCH ESTABLISHMENTS AND INCUBATOR UNITS

2.1 A key element of the IEDS is aimed at supporting and fostering the future growth of educational establishments and using them as a catalyst to support economic growth. Specific spatial issues associated with this include:

Staffordshire University

2.2 The estate options for Staffordshire University are under review and include options that range from closing the Stoke-on-Trent campus and moving entirely to Stafford to moving the University entirely to Stoke-on-Trent. In-between are a number of options that would not require any significant student relocations, but address issues such as the University Quarter concept, an education led regeneration initiative at the heart of the conurbation and improvements in the curriculum.

2.3 Currently 8,000 of the University's students are based in Stoke-on-Trent, at the substantial campus adjacent to Stoke-on-Trent railway station, with 5,000 students on a campus in Stafford. As part of an estates review being undertaken, there has been further consideration of the University Quarter. Co-location of colleges upon the University site will free up space at their existing locations, as well as create synergies in the curriculum of each institution, with an aim to increase the progression rate to HE for local students. As a significant proportion of the students are locally domiciled, this has an impact upon the labour force and skills base in the area.

2.4 The review will still be underway after the completion of the IEDS; therefore it is premature to say which option the University will choose and what the resulting impact upon North Staffordshire will be. The University's strategy outlines their plans to marginally grow in size, and the effects upon the local housing market and economy of an increased number of students located in North Staffordshire are likely be positive. Growth is not, however, expected to take place quickly. In terms of estates, the main planning issue for the area is ensuring that the land that is currently dedicated to the university area is allocated for University and related uses.

Keele University

2.5 Keele University occupies a campus to the west of Newcastle, where it not only undertakes teaching and research but also operates a science park. The main focus of new development is within Keele Science Park, where a 15.7 ha extension site is being developed, with the potential of attracting a further 2,000 jobs. Focus is on business incubation and the health sector, as Keele University has assets in both areas.

2.6 No intervention to acquire further land on behalf of the University would be required as the university occupies a large site with room for expansion in the short to medium term.

2.7 Keele University and Science Park offers North Staffordshire the opportunity to attract investment that otherwise would not locate in the area because of the siting, research facilities, intellectual clustering and support facilities offered by the University. In order to underpin wider regeneration in North Staffordshire, only those uses that have a demonstrably close and essential physical relationship with the University and its facilities should be promoted in this location.

2.8 Development of office space in Stoke on Trent city centre at Hanley over the medium term may attract some future investment into the city centre if facilities are attractive. The development principle for the science park should be that it focuses on uses directly related to university activities in order to maximise their benefit and attracting investment that would not otherwise come to North Staffordshire.

Incubation & Startup Premises

2.9 North Staffordshire Regeneration Zone has developed an Enterprise Strategy that has achieved buy in from partner organisations. This strategy offers an integrated approach to enterprise development and is endorsed by the IEDS. Property is only one element of this strategy, but is nevertheless an important component.

2.10 The Enterprise Options Study completed in June 2004 highlighted the need to improve the quantity and quality of accommodation for new startups. It estimated that North Staffordshire currently loses approximately 150 new starts or 400 jobs per annum due a lack of suitable premises.

2.11 The Enterprise Options Study argued that there was a case for establishing workspace amounting to approximately 9,000 m^2 in Stoke-on-Trent and 4,500 m^2 in Newcastle-under-Lyme, which at current levels of demand would be filled within three years. This is based on an assumption that there is a requirement for around 3,000 m^2 per annum in Stoke on Trent and 1,500 m^2 per annum in Newcastle under Lyme. The study also emphasised the need for a diverse range of premises, including low-price/quality options, community-based options and higher-quality space, to meet the full range of business startup demands.

2.12 There already exists a strong incubation network across North Staffordshire, with Staffordshire BIC, Keele Science Park, the Hothouse, E2 The Station, Newcastle Business Centre, and NetWorkSpace, amongst others, providing startup accommodation across the conurbation. The Enterprise Strategy needs to lead further development of incubation and managed workspace in different locations across North Staffordshire and to serve different niches of the market. Grow-on space is in particular demand and will be critical to ensuring the long-term success and sustainability of enterprise development.

EMPLOYMENT AREAS IN NEED OF MODERNISATION & RENEWAL

2.13 The objective of the IEDS is to set a framework to support the economic regeneration of the conurbation and, at a more detailed level, ensure that an appropriate supply of land is available to underpin this identified need. In addition to this, there will be a certain degree of regular 'churn' in the market caused by the contraction, relocation or expansion of existing occupiers. The quantitative implications of this are considered in more detail in Section Two.

2.14 In considering the suitability of a portfolio of employment sites (and therefore which areas should benefit from targeted modernisation and renewal plans) the overriding consideration should focus on the contribution that each area makes to the overall land supply and, if lost from employment uses, whether such an approach would have an impact on the overall quality of land supply. This approach is in line with the three-stage approach outlined in the recent ODPM guidance on employment land reviews.

2.15 Section Two of this Appendix sets out a series of broad criteria that should be used in determining and managing the supply of employment land. These criteria should be applied to existing employment allocations in order to objectively appraise overall supply.

2.16 The general principles of the criteria-based approach should be applied in considering which existing development areas make a key contribution. This process should consider:

1. The type of site	Its size, current role and what role it could play in satisfying IEDS objectives
2. Site function	What sort of employment uses could be brought forward
3. Deliverability issues	What investment is needed to maximise performance (such as addressing physical or planning constraints)
4. Cost-benefit of investment	What will investment achieve and at what cost/benefit
5. Spatial distribution	A key focus of activity in terms of promoting employment development that also achieves wider regeneration is likely to be along the key public transport corridors and city centre redevelopment

2.17 Existing employment areas within Newcastle are not specifically allocated in the adopted Local Plan (2003). However, Policy E11 addresses the alternative use of sites and notes the criteria for assessing what constitutes good quality land and sites:

- Accessibility to and from the primary road network
- Size
- Topography and configuration
- Ground conditions
- Location and relationship to adjoining uses

2.18 These criteria should be considered when making decisions on whether to invest in existing estates in order to improve the qualitative supply of land.

2.19 Within Stoke-on-Trent, industrial estates have been identified as listed below:

1. Newfields Industrial Estate, High Street, Tunstall
2. Scott Lidgett Industrial Estate, Scott Lidgett Road, Longport
3. Lingard Street, Burslem (including the Burslem Enterprise Centre)
4. Hot Lane Industrial Estate, Hot Lane / Florida Close, Burslem
5. Sneyd Hill Trading Estate, Sneyd Hill, Burslem
6. Britannia Park Enterprise Centre, North Road/Leek New Road, Cobridge
7. Far Green Industrial Estate, Chell Street, Hanley
8. Marcus Industrial Estate, Bucknall Road, Bucknall
9. Shelton Enterprise Centre, Shelton New Road, Cliff Vale
10. Railway Enterprise Centre, Shelton New Road, Cliff Vale
11. Joiner's Square Industrial Estate, Joiner's Square, Hanley
12. Fenton Industrial Estate, Victoria Road, Fenton
13. Stoke Business Park, Woodhouse Street, Stoke
14. Hyde Park Industrial Estate, City Road, Stoke
15. Whieldon Road Business Park, Whieldon Road, Fenton
16. Fenpark Industrial Estate, Park Lane, Fenton
17. I-Mex Business Park, Ormonde Street, Fenton
18. Oldfield Business Park, Birrell Street, Fenton
19. Mossfield Industrial Estate, Mossfield Road, Adderley Green
20. Parkhall Business Village, Parkhall Road, Adderley Green
21. Cinderhill Industrial Estate, Weston Coyney Road, Weston Coyney
22. Grove Road Industrial Estate, Grove Road, Fenton
23. Meir Park Industrial Estate, Whittle Road, Meir
24. Trentham Lakes South, off Trentham Road, Trentham
25. Newstead Trading Estate, Trentham Road, Newstead

2.20 Whilst further detailed analysis is required, we recommend that Fenton Industrial Estate and Newstead Industrial Estate are priorities for action. Infrastructure improvements are also needed on the following post war estates in Newcastle that are in a poor physical condition:

1. Spencroft
2. Holditch
3. Rowhurst Close
4. Loomer Road
5. Longbridge Hayes

2.21 A number of existing industrial estates are relatively small, of limited benefit and include non-conforming uses. We therefore recommend that consideration be given to whether the sites described at paragraph 2.19 remain in employment uses in the longer term having regard to the principles set out in paragraph 2.16.

2.22 Taking this into account, key opportunities for improving established employment areas include:

- Promoting city centre office development sites capable of meeting modern occupier requirements.

- Delivering central area university-related developments, extending out to the University Quarter.

- Completing the comprehensive development of Trentham Lakes and Radial Park.

- Supporting the ongoing activity and development of Fenton Industrial Estate.

- Supporting the 'rounding off' of Newstead Industrial Estate, building on active developer interest.

2.23 We recommend that a rolling programme of investment be made in existing employment areas that have the potential to support appropriate employment development.

2.24 The programme of action required to support each site would be dependent upon site-specific circumstances.

PROVISION OF REGIONAL INVESTMENT SITES (RIS)

2.25 The Regional Spatial Strategy states that a series of Regional Investment Sites (RIS) should be provided, with at least one in each regeneration zone. These sites will generally be:

- Between 25–50 ha.
- Of a high quality to attract national/international investors.
- Capable of being served by multimodal transport and broadband.
- Well situated with the motorway and trunk road network.
- Located within or close to areas of greatest need.
- Accessible to education and training opportunities.

2.26 The RSS notes state that in designating such sites, account should be taken of the provision of Premium Employment Sites (such as Trentham Lakes, Blythe Bridge in Staffordshire Moorlands, and Chatterley Valley). The current planning restrictions on these sites must be retained to ensure a balanced sub regional development portfolio and avoid prejudicial edge of conurbation development. In particular, large-scale speculative development that would be more suitable to town centres should not be permitted. It is considered in the guidance that the North Staffordshire Regeneration Zone is adequately served by Trentham Lakes.

2.27 Trentham Lakes is being promoted by Stoke-on-Trent Regeneration for a range of uses, including office, industrial, light industrial, and warehousing. This is likely to provide adequate land to satisfy the objectives of RSS Policy PA7.

2.28 The Chatterley Valley site also has the potential to fulfil the role of a Regional Investment site. The current planning application at Chatterley Valley proposes the development of approximately 90 ha gross of development land for a range of B class and other uses and will play a key role in accommodating employment land requirements on a high-quality site. Whilst the site will make a major contribution to employment land supply in the medium to long term, it is important to ensure that the mix of uses do not compete with the proposed central area regeneration. This issue has been addressed through an amendment to the overall master plan proposals in order to reduce the scale of provision of B1 offices that would potentially be in conflict with the objective of regenerating the urban core.

2.29 Etruria Valley is also likely to provide major employment opportunities. However, the site is likely to be brought forward on a comprehensive mixed-use basis and would not function as a Regional Investment site.

REGIONAL LOGISTICS SITES (RLS)

2.30 Policy PA9 of the RSS addresses Regional Logistics Sites, which should be of 50 ha or more with good access to public transport, potential to be served by multimodal transport/broadband and have easy access to labour and training opportunities. Priority is afforded to bringing forward a previously developed site in North Staffordshire. A study is currently underway (commissioned by the Regional Assembly) to identify the potential location of further sites in the region.

2.31 At present, no existing allocations exist in the North Staffordshire area for an RLS and no existing employment allocations/consents could satisfy the minimum site area requirement of 50 ha.

2.32 Chatterley Valley is the site most well placed to serve as a Regional Logistics Site from a market perspective given its location, railhead and West Coast mainline linkages. The current application at Chatterley Valley extends to approximately 111 ha gross including 90 ha of land for employment uses of which approximately 97,650 m² on 44 ha is identified solely for B8 distribution uses. Whilst this does not satisfy the minimum site area of 50 ha, it is close to achieving this threshold and satisfies the other key objectives. The site can also therefore make a significant contribution towards delivering the objectives of the proposed IEDS, by allowing consolidation of existing logistics operations located within the main urban area and playing a role in enabling high-quality new logistics investment, tied in with the office uses designated for the site. However, at this stage there is no single site available that could satisfy the requirements of Policy PA9.

2.33 In taking further analysis forward, the findings of the Regional Study must be fully considered.

PROJECTING FUTURE EMPLOYMENT LAND REQUIREMENTS

2.34 The IEDS sets a framework for economic growth during the period to 2021. In terms of the implications of the strategy, the table below outlines current and forecast employment levels in key sectors. These employment levels can be utilised to project future employment land requirements.

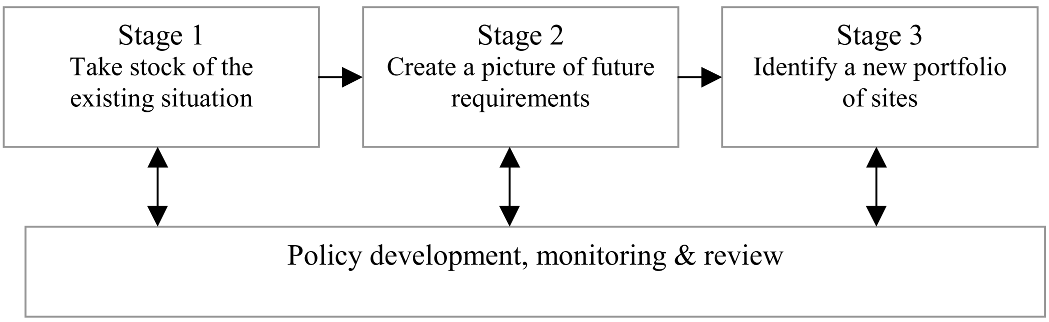
Table 1: Current and Future Employment Levels in Key Sectors

	2005	2012	2021	Change
Agriculture, etc.	400	300	300	-100
Mining & Quarrying	400	300	400	0
Manufacturing	30,000	26,800	23,600	-5,400
Electricity, Gas & Water	800	600	400	-400
Construction	6,900	7,400	7,800	+900
Distributive Trades	31,400	34,400	40,200	+8,800
Hotels & Catering	8,900	9,100	9,600	+700
Transport & Communications	9,800	10,500	11,700	+1,900
Financial & Business Services	16,700	20,800	28,500	+11,800
Government & Other Services	46,900	49,800	55,700	+8,800
Total	**152,200**	**160,000**	**178,000**	**+25,800**

2.35 Not all of the above sectors will generate a directly related requirement for employment land (for example, the significant increase in construction jobs as a result of major proposed development activity will not create a similar requirement for large scale land releases). On this basis, of the additional 25,800 jobs, only 18,692 will create a requirement for additional land.

2.36 New national policy as set out in Employment Land Reviews: Guidance Note was issued by ODPM in 2004, and provides guidance on assessing the demand for and supply of land for employment uses. The note puts a key emphasis on reflecting the changing requirements of local economics and businesses and using this to inform planning policies. Whilst it is beyond the scope of this project to undertake a detailed employment land review across both local authority areas, the general principles of the guidance note have been applied in considering future employment land requirements arising from the IEDS.

2.37 The guidance promotes a three-stage process of undertaking employment land reviews in order to avoid the common practise of rolling forward existing policies against a differing economic context as set out below:



2.38 Whilst detailed guidance is provided, the three broad stages focus on:

- Stage 1 — Take stock of the existing situation including an initial assessment of fitness for purpose of existing allocated employment sites
- Stage 2 — Assess by a variety of means (such as economic forecasting/trends analysis) the scale and nature of likely demand for employment land and the available supply in quantitative terms
- Stage 3 — Undertake a more detailed review of site supply/quality and identify and designate new sites to create a balanced portfolio

2.39 Our economic forecasting has identified likely employment levels by sector to 2021, broken down into the periods 2005 to 2012 and 2012 to 2021, in order to allow for a degree of phasing of land requirements to be provided.

2.40 In line with the ODPM guidance, we have translated employment forecasts to land requirements in order to confirm the quantum of land required to accommodate the IEDS growth. The ODPM guidance draws directly on work undertaken by DTZ based on a survey of over 1,000 firms that identifies net and gross workspace densities (i.e. amount of space needed per worker) for a wide variety of B class uses. These figures can then be applied on the following basis to calculate future land requirements as below:

Number of employees

↓

Multiply number of employees by standard net floorspace per person by property type to calculate total gross internal area floorspace requirements

Multiply up to gross external floorspace requirements

↓

Multiply by expansion requirement (as applicable) to calculate developable area

↓

Make an additional allowance for landscaping and car parking

↓

Allow an additional 30% for a balanced portfolio and choice of sites

↓

TOTAL LAND REQUIREMENT

2.41 This methodology has been applied in Tables 2–4 to calculate the likely scale of land required to support delivery of the IEDS. In general, occupiers will require a range of sites and premises to be available in order to make a commercial choice. Our past experience has indicated that up to 30% of the total requirement should be added to the land supply in order to provide a choice and range of appropriate sites.

2.42 In addition to satisfying the requirements of the IEDS, an allowance should also be made for the relocation/expansion of existing occupiers (Other employment uses on Tables 2 – 4). Whilst in most cases this will not create a requirement for further employment land (as occupiers will already be situated on existing employment land/premises) an allowance should be made in order to avoid unnecessarily constraining supply. Previous research analysis indicates that providing for up to 20% of past land take-up would satisfactorily provide for employment land churn. In many cases (particularly given the characteristics of the urban core), the release of existing sites may serve to remove nonconforming uses and facilitate the promotion of mixed use/residential development, especially in and around the city centre.

Table 2: Land Requirement in North Staffordshire (2005-12)

	Net Additional Jobs*	GIA Multiplier (sq.m. per job)	GIA requirement (sq.m.)	GEA Multiplier	GEA Requirement (sq.m.)	Expansion Space Multiplier	Net Dev Area	Allowance for Landscaping and Car parking	Total sq.m.	Ha	Ha -With 30% Allowance for maintaining broad qualitative portfolio choice (30%)
Professional Services (Business Park supporting central regeneration)	1500	16	24000	0.15	27600	0	27600	65%	45540	4.55	5.92
Professional Services (General Office/City Centre)	1000	19	19000	0.15	21850	0	21850	25%	27312.5	2.73	3.55
Distributive Trades	650	68	44200	0.15	50830	0.5	76245	65%	125804.25	12.58	16.35
ICT (Telecoms and Software) - office based	1500	16	24000	0.15	27600	0	27600	45%	40020	4.00	5.20
Gov Back offices	1400	16	22400	0.15	25760	0	25760	65%	42504	4.25	5.52
Targeted Manufacturing Sectors											
ICT	100	29	2900	0.15	3335	0.5	5002.5	65%	8254.125	0.83	1.07
Meditech	400	29	11600	0.15	13340	0.5	20010	65%	33016.5	3.30	4.29
*High Value Added Ceramics (safegurded jobs only)	500	29	14500	0.15	16675	0.5	25012.5	65%	41270.625	4.13	5.36
Other Employment Uses											
(Presumes IEDS interventions Have no impact on these sectors, & 3 Ha per annum take up)	-	-	-	-	-	-	-	-	-	21.00	27.30
Total	**7050**		**162600**		**186990**		**229080**		**363722**	**57.36**	**74.57**

Table 3: Land Requirement in North Staffordshire (2013 - 21)

	Net Additional Jobs*	GIA Multiplier (sq.m. per job)	GIA requirement (sq.m.)	GEA Multiplier	GEA Requirement (sq.m.)	Expansion Space Multiplier	Net Dev Area	Allowance for Landscaping	Total sq.m.	Ha	Ha -With 30% Allowance for maintaining broad qualitative portfolio choice (30%)
Professional Services (Business Park supporting central regeneration)	3000	16	48000	0.15	55200	0	55200	65%	91080	9.10	11.84
Professional Services (General Office/City Centre)	1000	19	19000	0.15	21850	0	21850	25%	27312.5	2.73	3.55
Distributive Trades	1200	68	81600	0.15	93840	0.5	140760	65%	232254	23.22	30.18
ICT (Telecoms and Software) - office based	3000	16	48000	0.15	55200	0	55200	45%	80040	8.00	10.40
Gov Back offices	1800	16	28800	0.15	33120	0	33120	65%	54648	5.46	7.10
Targeted Manufacturing Sectors											
ICT	128	29	3712	0.15	4268.8	0.5	6403.2	65%	10565.28	1.06	1.37
Meditech	514	29	14906	0.15	17141.9	0.5	25712.85	65%	42426.203	4.24	5.51
*High Value Added Ceramics (safegurded jobs only)	1000	29	29000	0.15	33350	0.5	50025	65%	82541.25	8.25	10.73
Other Employment Uses											
(Presumes IEDS interventions Have no impact on these sectors, & 3 Ha per annum take up)	-	-	-	-	-	-	-	-	-	27.00	35.10
Total	**11642**		**273018**		**313970.7**		**388271.05**		**620867.23**	**89.06**	**115.78**

Table 4: Land Requirement in North Staffordshire (2005 - 21)

	Net Additional Jobs*		GIA requirement (sq.m.)		GEA Requirement (sq.m.)		Net Dev Area		Total sq.m.	Ha	Ha -With 30% Allowance for maintaining broad qualitative portfolio choice (30%)
Professional Services (Business Park supporting central regeneration)	4500		72000		82800		82800		136620	13.66	17.75
Professional Services (General Office/City Centre)	2000		38000		43700		43700		54625	5.46	7.10
Distributive Trades	1850		125800		144670		217005		358058.25	35.79	46.53
ICT (Telecoms and Software) - office based	4500		72000		82800		82800		120060	12.00	15.60
Gov Back offices	3200		51200		58880		58880		97152	9.71	12.62
Targeted Manufacturing Sectors											
ICT	228		6612		7603.8		11405.7		18819.405	1.88	2.45
Meditech	914		26506		30481.9		45722.85		75442.703	7.54	9.80
*High Value Added Ceramics (safegurded jobs only)	1500		43500		50025		75037.5		123811.88	12.38	16.09
Other Employment Uses											
(Presumes IEDS interventions Have no impact on these sectors, & 3 Ha per annum take up)	-		-		-		-		-	48.00	62.40
Total	**18692**	**0**	**435618**	**0**	**500960.7**	**0**	**617351.05**	**0**	**984589.23**	**146.42**	**190.35**

2.43 The analysis demonstrates a requirement for around 146 ha of land to accommodate the growth projected by the IEDS and to cater for relocations of existing occupiers throughout the area. In addition to this, an additional allowance of up to 30% to provide a choice of sites would give a total requirement for up to 190 ha of land. This represents a supply of up to 12 ha per annum for new investment.

2.44 In order to allow for a comparison of the proposed supply against past trends, Table 5 below provides an overview of employment land take up from the most recently published RELS data:

Table 5: Overview of Employment Land Take-up

	B1	**B2**	**B8**	**'B' Class**	**Total**
Stoke-on-Trent					
1997	2.2	0	0	0	
1998	0	0.4	0	0	
1999	1.5	2.2	2.2	0	
2000	0	3.0	0	0	
2001	0.9	1.1	2.9	0	
2002	5.1	0.8	23.2	0	
2003	5.8	0.4	13.8	3.4	
2004	0	0	1.3	4.8	
Total	**15.4**	**7.9**	**43.4**	**8.2**	**75.2**
Annual Average					**9.4**
Newcastle-under-Lyme					
1997	0	0.1	0	0	
1998	0	0	0	0	
1999	0	0	0	1	
2000	0.8	0	0.5	5.1	
2001	0	0	0	6.2	
2002	0.9	0	0	15.5	
2003	0.2	0.5	0	6.2	
2004	0.3	0	0.4	0	
Total	**2.2**	**0.5**	**0.9**	**34.0**	**37.6**
Annual Average					**4.7**

Source: RELS 2003

2.45 The table shows that levels of take-up have averaged around 14.1 ha throughout the area over the past eight years. However, if the major B8 developments brought forward in 2002 and 2003 are excluded, the annual take up falls to around 8.4 ha. On this basis, past take-up rates are slightly lower than total supply proposed over the period to 2021. However, direct comparisons of land take are of only limited use because the strategy proposes high-quality (and relatively high-density) central area employment development in the future as a fundamental cornerstone of a deliverable strategy.

2.46 The remainder of this section provides a brief overview of the current property requirements of each of the forecast growth sectors. This information can be used in appraising the suitability of the existing supply of land and what type of land is required to satisfy market requirements. However, it should be noted that a key objective of the IEDS is to shape future market requirements through regeneration activity rather than just perpetuate past trends.

Financial, Business & Professional Services (B1 offices)

2.47 Most of the growth predicted would exhibit market demand for accommodation in business park locations, positioned with the requisite access and profile alongside or near primary routes, and providing good car parking. A key focus of regeneration activity will be to promote new employment so as to strengthen the performance of central areas by ensuring excellent pedestrian accessibility to the appropriate centre to maximise economic benefit.

2.48 Current market demand would suggest that little of this type of growth would be accommodated within the tightly defined Stoke on Trent city centre area, though would include adjacent sites which should also be considered as part of the 'city centre' offer with appropriate infrastructure improvements. Market demand for future office development within the tightly defined city centre will mainly cater for existing local businesses, especially those with a 'walk-in' clientele, such as solicitors, insurance brokers, accountants, and estate agents, that are looking for modern-specification premises to upgrade to. This space is quite likely to be provided as part of small mixed-use developments, typically accommodating the business accommodation on the ground and perhaps first floors, with residential apartments on the floors above.

2.49 There may be some potential for one or two key investments from occupiers looking for a young, low wage, but reasonable skilled labour force, and which relies on public transport. Service centres are a typical example, with the sector offering domestic growth opportunities once again, with many companies reviewing previous strategies to locate such operations offshore.

2.50 However, whilst the implementation of the IEDS will see the improvement in the city centre and workforce product, there currently exists a barrier to the development of Stoke on Trent as an office location due to its location within the hinterland of the resurgent office markets of both Birmingham and Manchester, which act as regional centres. Whilst these centres are relatively higher cost that North Staffordshire and suffer diseconomies of scale, such as congestion and a shortage of convenient parking, these are not acting as significant barriers to investment. Moreover, Stoke on Trent is not currently in a position to take advantage of this as it also suffers from these problems and lacks the image and offer to compete with the regional centres. A key focus of the long-term regeneration strategy for the area, therefore, is to significantly improve its attractiveness to potential occupiers, seeking to attract investment looking to provide services from a central location.

Distributive Trades (predominantly B8)

2.51 With the large floor plate requirements and need to be close to major junctions the sites will largely be self-selecting subject to planning approval. There is little leverage over sites for which planning approval has already been granted, but a key thrust of the IEDS needs to be to attract higher-value investment into the area. Chatterley Valley offers the opportunity for North Staffordshire to consolidate its existing stock of businesses in urban locations to a more suitable conurbation site.

ICT Telecoms & Software (B1(a), B1(b), B1(c))

2.52 Established businesses will be looking for quality business park locations, though startup businesses will also occupy small ‘second-hand’ town centre premises in vibrant mixed-use areas or locate within incubators.

ICT Manufacture & Meditech (predominantly B1(a), B1(b), B1(c))

2.53 Generally seeking well-presented premises, away from ‘bad neighbours’, often in a business park environment. The Western Edge currently provides the best market offer to such businesses, as well as allowing linkages with Keele University.

High Value Added Ceramics (predominantly B2)

2.54 All likely to be SMEs and most under 100 employees, so could be physically accommodated in a variety of locations. Probably not selective about their neighbours although due to the associated manufacturing processes the larger operations may not be ‘good neighbours’ in terms of potential relationships with residential development. Most businesses are likely to promote themselves as part of supply chain for meditech, building technology, and also as producers of “lifestyle” niche consumer goods.

2.55 In addition, there are likely to be several larger scale operations requiring traditional style accommodation in well presented premises benefiting from good road access.

3. Employment Land Supply

3.1 This section considers the existing supply of land and the relationship of this to the IEDS growth sectors' requirement for up to 190 ha of land (Table 4). The RELS report identifies a total supply of around 130 ha of readily available land out of nearly 500 ha of land in the area as summarised below:

Table 6: Existing Supply of Land (ha)

	Land Supply (ha)			
	Available	**Not readily available**	**Total**	**Sites**
Newcastle-under-Lyme	38	104	142	18
Stoke-on-Trent	92	257	349	71

Source: RELS 2003

3.2 The supply of land is also categorised by type as summarised below:

Table 7: Existing Supply of Land (Type)

	Land Supply (ha)			
Site Type	**Newcastle-under-Lyme**		**Stoke-on-Trent**	
	Available	**Not Available**	**Available**	**Not Available**
RLS	0	0	0	0
MIS	0	0	0	0
RIS	0	40	37	0
Sub-regional	14	45	7	82
Good	8	3	47	159
Other	16	17	0	16
Total	**38**	**105**	**91**	**257**

Source: RELS 2003

3.3 This demonstrates that in broad quantitative terms (and assuming that land identified can be made available over the IEDS period) there is an adequate supply of land. However, a qualitative review is also required to confirm how much of this land could generally satisfy occupier requirements. A particular concern is ensuring that much of the land that is termed Not Available is either made available for development or removed from availability schedules. This potential shortfall is considered overleaf:

Site Consideration

Regional Investment	i.	There is a satisfactory supply of land in both quantitative and qualitative terms at Trentham North and South, and Chatterley Valley (subject to the outstanding planning applications being approved and the site being made ready for development). Chatterley Valley is likely to play a key role providing high quality employment land (including B8 uses) in the medium and longer-term phases of the IEDS. It is important to ensure that large employment sites are protected for large occupiers making major investments only rather than for a series of smaller investments that could be better used to stimulate central area regeneration. The use of a sequential approach to site selection will assist this approach.
Major Investment	ii.	No sites are currently protected under the major investment designation and we do not believe that such a site is needed to accommodate the IEDS growth. Therefore, no action is proposed in respect of major investment sites.
Regional Logistics	iii.	No sites have been identified that are capable of satisfying the strict definition criteria (particularly in terms of minimum site size) set out in regional guidance. However, if brought forward, Chatterley Valley could provide around 48 ha of land for distributive trades and would therefore serve to all intents and purposes as a regional logistics site.
Sub-regional Employment/ Good Employment Sites/ Other	iv.	Whilst total land supply available can more than adequately cater for likely quantitative demand, there is a relatively short supply of immediately available land. Therefore, land that is not available at present must be brought forward in order to ensure appropriate medium to longer-term availability. Consideration should be given to establishing a central area business park scheme in line with emerging regeneration policy objectives.

3.4 This analysis demonstrates the importance of ensuring that an appropriate qualitative supply of land is provided throughout the area and that actions will be required to ensure that a number of sites are made genuinely available for development. Overall, a consistently branded portfolio of sites must be available on an ongoing basis to satisfy potential demand.

Land by Area

3.5 The overall land requirements of implementing the IEDS are set out at Tables 2 to 4. This analysis is represented in broad spatial terms in Table 8 which breaks down the land required for each IEDS sector between Newcastle Under Lyme, Stoke on Trent and the recently approved consent for the comprehensive development of Chatterley Valley. An assessment has been made of the likely percentage of each growth sector that will be accommodated in each of the three areas. For example, there is a requirement for 17.7 ha of land for professional services (Business Park concept). Of this, approximately 50% is anticipated to be accommodated in Stoke on Trent (8.9 ha), 20% (3.5 ha) in Newcastle Under Lyme and 30% (5.3 ha) in Chatterley Valley.

3.6 In total Chatterley Valley provides land for approximately 90 ha gross of employment uses. As set out in Table 8, it is anticipated that the implementation of the IEDS will generate a land requirement for around 56 ha at Chatterley Valley which represents around 60% of the total land available.

Table 8: Forecast Land Requirements by Area

Growth Sector	Newcastle-under-Lyme		Stoke-on-Trent		Chatterley Valley	
	% of Sector Growth Land (ha)		% of Sector Growth Land (ha)		% of Sector Growth Land (ha)	
Professional Services (business park concept)	20	3.5	50	8.9	30	5.3
Professional Services (city / regional centre)	20	1.4	80	5.7	0	0
Distributive Trades	20	9.3	20	9.3	60	28.0
Office-based ICT	20	3.1	60	9.4	20	3.1
Government Back Offices	10	1.2	90	11.4	0	0
ICT	20	0.5	45	1.1	35	0.8
Meditech	40	4.0	10	0.9	50	4.9
High Value Added Ceramics	15	2.4	75	12.1	10	1.6
Other Employment Uses	30	18.4	50	30.7	20	12.3
Total		**43.8**		**89.5**		**56**

N.B. Figures have been rounded.

4. The Future Use of Employment Land

4.1 The ODPM guidance on Employment Land Reviews states that the key first stage in protecting land for employment uses is ensuring that the allocated portfolio of land is tailored to meeting economic objectives for the area and is regularly reviewed. In this way, it is important that sites meet the objectives of the IEDS.

4.2 In reviewing the suitability of sites for employment uses (and therefore protecting those that are fundamental to meeting economic objectives) we recommend consideration against the following criteria:

- **Criteria 1: Type**—To identify the nature of each site and the role it could potentially play within the regeneration zone

- **Criteria 2: Function**—To identify the potential function of the site e.g. business park, managed workspace, etc. and relationship to policy objectives

- **Criteria 3: Deliverability**—To identify physical, planning and legal constraints impinging on sites, preventing delivery

- **Criteria 4: Growth & Emerging Sectors**—To ensure that sites cater for the needs of the growth and emerging sectors as identified in the IEDS

- **Criteria 5: Market Gaps & Opportunities**—To ensure that market gaps and opportunities identified can be delivered through the most appropriate sites

- **Criteria 6: Spatial Distribution**—To ensure that all parts of the regeneration zone are catered, for including rural areas

4.3 Taking this forward, a more detailed assessment of sites should be undertaken. The only circumstances in which sites should be released from employment uses is where it can be demonstrated that all criteria have been considered and the release of the land would not have any overall detrimental impact. The detailed assessment should specifically consider the ODPM criteria as set out below:

1. Market Attractiveness Factors

- Has the site been formally identified for employment for at least 10 years?
- Has there been any recent development activity, within the last 5 years? This could include works on site but also new or revised planning applications/building regulations applications.
- Is the site being actively marketed as an employment site?
- Is the site owned by a developer or another agency known to undertake employment development?
- Is the site in multiple ownership/occupation, or owned by an organisation unlikely to bring it forward for development?
- Is there a valid permission for employment development, likely to meet market requirements? Or for an alternative use?
- Would employment development on this site be viable, without public funding to resolve infrastructure or other on-site constraints?

2. Sustainable Development Factors

- Would the site be allocated today for employment development, measured against present sustainability criteria (including public transport and freight access, environmental impacts and brownfield/greenfield considerations)?
- Is employment the only acceptable form of built development on this site (e.g. because of on-site contamination, adjoining uses or sustainable development reasons)?

3. Strategic Planning Factors

- Is the site within an area identified as of strategic importance to the delivery of the RSS?
- Is the site identified or likely to be required for a specific user or specialist use?
- Is the site part of a comprehensive or long-term development or regeneration proposal, which depends on the site being developed for employment uses?
- Is there public funding committed (or likely to be provided) sufficient to overcome infrastructure or on-site constraints to make employment development viable?
- Are there any other policy considerations, such as emerging strategic objectives or spatial vision, which should override any decision to release the site?

Source: ERM

Monitoring and Review

4.4 The employment land database will require updating on a regular basis to act as a framework and promotional tool to direct investment. There are two principal areas of monitoring that need to be undertaken: the updating of the information on sites in North Staffordshire and the review of the criteria for assessing sites, as set out below:

Table 9: Principle Areas of Monitoring

Information	Requirements
1. Site Name	Name of site/scheme, address, postcode
2. Size (ha)	Size of undeveloped land for employment uses
3. Ownership	Private or public ownership?
4. Nature of Site: 4a Site Description 4b Brownfield/Greenfield	Nature of site, location & neighbouring uses; is it a site earmarked for regeneration of part of a mixed-use scheme?
5. Location Type	Is the site urban, rural, within the core or close to the motorway?
6. Planning Status	Is it allocated, has planning permission, has a development brief or supplementary planning guidance, or are there outstanding issues?
7. Planning Constraints	Including access, surrounding developments, infrastructure, ground conditions, contamination, flood risk
8. Vehicular Accessibility: 8a Strategic—distance to motorways 8b Local—distance to core	Evaluation: poor, fair, good, excellent for both distance and drive time to the national road network and the urban core or Newcastle town centre
9. Public Transport Accessibility 9a Proximity to train/bus services 9b Accessibility on foot	Evaluation: poor, fair, good excellent for the site's proximity to train and bus services and corresponding travel times and distance to residential populations
10. Services: 10a Presence of utilities 10b Presence of broadband.	The presence of utilities: water, gas, electricity and broadband
11. Contribution to IEDS	Is site needed?

4.5 Any proposals for an alternative use of identified employment land should be considered against the above criteria in order to determine whether loss would lead to an unacceptable constraint upon the IEDS objectives.

NORTH STAFFORDSHIRE RETAIL AND LEISURE STUDY 2005-2021

EXECUTIVE SUMMARY OCTOBER 2005

Overview

1. The North Staffordshire Retail Study (2005-2021) updates the previous North Staffordshire Retail Study, completed in 1998. A similar methodology to that of the 1998 Study is adopted in order to allow for a comparison of shopping patterns and retail performance between 1998 and 2005.

2. The update is informed by: a telephone survey of 1,500 residents; an on-street survey of visitor perceptions in: Stoke on Trent City Centre; Newcastle under Lyme, Kidsgrove, Stoke, Tunstall, Burslem, Meir and Longton town centres; and at the Freeport outlet village; pedestrian flow counts; and a survey of City and town centre businesses and businesses at Freeport.

3. The telephone survey is undertaken in the same geographical area than the 1998 Study.

Shopping Patterns 2005

Food Shopping

4. The principal main-food market shares in the Survey Area (primary and secondary main food destinations) are: Longton town centre – including Tesco (9.7%); Tunstall town centre – including Asda (8.7%); Morrison's/Safeway, Festival Park (7.3%); Morrison's/Safeway, Newcastle under Lyme (7.2%); Asda, Woolstanton Retail Park (5.2%); **Stoke on Trent City Centre (4.6%)**; Tesco, Meir (4.5%); and **Newcastle under Lyme town centre (4.1%)**.

5. The principal top-up shopping destinations are: Longton town centre – including Tesco (5.6%); **Newcastle under Lyme town centre (3.3%)**; Leek town centre (3.2**%); Stoke on Trent City Centre (3.2%)**; and Tunstall town centre – including Asda (2.7%).

6. The overall food market shares of the principal out of centre foodstores in the Survey Area are: Morrison's/Safeway, Lower Milehouse Lane, Newcastle under Lyme (6.2%); Morrison's/Safeway, Festival Park (6.0%); Tesco, Lysander Road, Meir (5.9%); Tesco, Congleton (5.6%); and Asda, Woolstanton Retail Park, Newcastle under Lyme (4.5%).

7. Freestanding foodstores, and large format stores within centres are dominant in food retailing, although smaller stores and local centres in the North Staffordshire are play an important secondary main food and top-up shopping role. There is a limited role for smaller stores within centres.

Non-Food Shopping

8. The clothing and footwear market share of the principal towns in the Survey Area are: Stoke on Trent City Centre (31.6%); Etruria Road, Stoke on Trent – including Morrison's and Sainsbury's (14.8%); Newcastle under Lyme (14.6%); Longton (2.6%); Tunstall (2.1%); Stoke (1.1%); and Other Centres (less than 1% each). The market share (shoppers' specified primary destination) of all destinations in the Stoke on Trent City area

has decreased from 60% to 50%; the market share of Newcastle under Lyme has increased from 10% to 15%; and the market share of Longton has remained constant.

9. The Study Area retains 75% of Clothing and Footwear spending, which is healthy. Greatest leakage is to Macclesfield, including Handforth Dean (4.7%) and Manchester (3.9%). Catalogue, Mail Order, and Internet purchases (including unspecified destinations) account for a further 9.3% of spending.

10. In the sub Survey Areas, focussed upon each of the principal towns, the clothing and footwear market retention rate is: Stoke on Trent City Centre (48.1%) - Including Etruria Road increases the retention rate of the town to over two-thirds market share (67.9%); Newcastle under Lyme (47.6%); Longton (13.3%); Stoke (4.6%); Tunstall (22.5%); Burslem (less than 0.1%); Kidsgrove (0.7%); and Meir – from Longton sub area (0.9%).

11. In the bulky goods sector, The market share of Stoke on Trent City Centre is 12.2%; the market share of Etruria Road is 45.3%, giving a total for the Stoke on Trent City area of 57.5%. The market share of Newcastle under Lyme is 4.4%, and the seven other towns attain a market share of less than 2% each. The Study Area retains 78.6% of bulky goods spending; primarily catalogue, mail order and Internet spending account for leakage.

12. Stoke on Trent City Centre and Etruria Road are the principal destinations for bulky goods shopping, with Newcastle under Lyme town centre retaining a significant proportion of spending (12.7%) from the Newcastle under Lyme area.

Leisure

13. There are two large format cinemas in the North Staffordshire area at Festival Park (Odeon) and Newcastle under Lyme (Warner Village). There is a 30-lane ten-pin bowling centre at Festival Park. There are four large format Bingo halls: Fenton (Gala), Stoke on Trent City Centre (Gala and Mecca) and Tunstall (Walker Leisure). There are 34 registered membership-based health and fitness clubs in the North Staffordshire area.

14. Approximately a third of North Staffordshire residents partake in health and fitness activity; two thirds of these use facilities in the survey area. The principal destinations area: Stoke on Trent (15%); Newcastle under Lyme (10%); Stoke (4%); Burslem (3%); Tunstall (2%); Meir (1%); Kidsgrove (3%); and Longton (1%). 28% of the Survey Area's market share is directed to 'other' destinations.

15. 68% of North Staffordshire residents will visit entertainment facilities such as theatres, cinemas and restaurants; 92% of these visits are made within the Study Area. The principal destinations in the Study Area are: Stoke on Trent (54%); Newcastle under Lyme (26%); Stoke (3%); and Meir (1%).

16. 31% of North Staffordshire residents identified destinations that they would use for nightlife, including: Stoke on Trent (30%); Newcastle under Lyme (30%); and Stoke (5%).

Visitor Perception

Stoke on Trent

17. The typical visitor to the City Centre is from the North Staffordshire area and visits at least once a week, either by bus (44%) or car (42%), principally for shopping (food – 13% and non-food - 54%). Visitors stay for between two and four hours (58%). For the majority, Stoke on Trent is their main centre for clothing and footwear shopping (70%) although some also use Manchester regularly for fashion shopping

18. Less than half (45%) ever visit Stoke on Trent for entertainment during the evening; use of health and fitness and entertainment facilities in the City Centre is uncommon and at only 17% of the visiting public.

19. Comparing Stoke on Trent with other centres, most (60% to 80%) rated the quality and range of services and facilities highly, and the choice of shops and banks/building societies is broadly considered 'good'. A similar proportion of visitors viewed the range and choice of pubs and restaurants, shopping environment and car

parking provision in a positive light. A small proportion of visitors would wish to see more fashion retail stores in the City Centre.

Newcastle under Lyme

20. The greatest proportion of shoppers in Newcastle under Lyme visits the town on a twice-weekly basis (38%), travelling by car (54%) or bus (31%) and staying for between two and four hours (40%). Most visitors to the town are there principally for either non-food shopping (28%) or visiting services, such as banks and building societies (24%).

21. Only 40% of visitors viewed the centre as their main clothing and shopping destination with 38% citing Stoke on Trent as their principal destination, as a result of the better quality of shops.

22. Visitors rated the centre positively with regard to choice of shops, range of services, range and choice of pubs and restaurants, shopping environment, car parking provision, cleanliness, accessibility by public transport, public information and quality of entertainment events and performances.

23. A significant proportion of visitors considered that the centre could be improved by providing a department store (30%) or more fashion shops (13%).

24. Over half the daytime users of the centre visit Newcastle under Lyme during the evening (57%).

Kidsgrove Town Centre

25. The typical visitor to Kidsgrove is from the local area and visits at least twice a week (75%), with the majority walking (54%) with others travelling by car (24%) or arriving by bus (16%). Visitors stay for typically less than an hour (70%). For the majority, Stoke on Trent is their main centre for clothing and footwear shopping (69%) although some use Tunstall regularly for fashion shopping (19%).

26. Less than a quarter (24%) ever visit Kidsgrove for entertainment; 74% cite the lack of facilities available as the reason for not using the centre for entertainment.

27. Comparing Kidsgrove with other centres, most rated the town centre highly with regard to car parking pricing and accessibility. Visitors generally rated the centre as poor in terms of range and quality of shops and services, range and choice of pubs and restaurants, shopping environment and car parking provision. Few visitors had any suggestion as to how the centre might be improved.

Stoke Town Centre

28. The greatest proportion of shoppers in Stoke visits the town on an infrequent basis (34% less often than monthly), reaching the centre travelling by car (54%), by bus (20%) or walking (20%) and staying for less than an hour (50%). Most visitors to the town are there principally for either non-food shopping (26%) or visiting services, such as banks and building societies (22%).

29. Only 12% of visitors viewed the centre as their main clothing and shopping destination with 59% citing Stoke on Trent as their principal destination.

30. Visitors rated the centre in a generally positive manner, but choice and quality of shops, range of leisure facilities, shopping environment and quality of events and performances were considered to be poor. Public transport provision was considered to be of an average standard.

31. 20% of interviewees considered that they would use the town centre for leisure activity in the daytime, with 24% citing a propensity to use the centre in the evening. The greatest proportion of evening leisure-goers would spend between one and two hours in the town centre (42%).

Burslem Town Centre

32. The typical visitor to Burlsem town centre is from the very immediate area and visits at least once a week (46%), either by bus (48%) or on foot (30%), principally for non-food shopping (32%) or to visit banks and services (20%). Visitors stay for less than an hour (52%). For the greatest proportion, Stoke on Trent is their main centre for clothing and footwear shopping (50%) in light of the greater choice of shops.

33. Few daytime visitors use the town for leisure or entertainment purposes either during the day or in the evening. 33% cited the availability of better alternatives elsewhere.

34. Comparing Burslem with other centres, most rated the choice of shops and banks/building societies as poor; quality and range of services was considered more favourably. Accessibility by public transport was considered to be good. A small proportion of visitors would wish to see a department store and free parking in the town centre.

Tunstall Town Centre

35. The greatest proportion of shoppers in Tunstall visits the town on a twice-weekly, or more frequent, basis (46%), travelling by car (44%) or on foot (38%) and staying for between one and two hours. Most visitors to the town are there principally for either food shopping (26%) or visiting services, such as banks and building societies (30%).

36. 46% of visitors viewed the centre as their main clothing and shopping destination with others citing Stoke on Trent as their principal destination, as a result of the choice of shops.

37. Visitors rated most aspects of the centre positively. Rated less favourably were: provision of leisure facilities; car parking provision and pricing; and provision of entertainment, events and performances.

38. A significant proportion of visitors considered that the centre could be improved by providing more fashion retailers (18%), more leisure activities (16%) or fee parking (16%).

39. Few visitors considered that they would use Tunstall in the daytime for leisure activities and a similar result was recorded with regard to use of the centre during the evening, with a significant proportion (36%) citing fear of crime as the reason behind this decision.

Longton Town Centre

40. The typical visitor to Longton town centre is from the immediate area and other proximate settlements in the North Staffordshire area. Visits to the centre are typically made twice weekly or more frequently, either by car (32%) or car (24%), principally for food shopping (56%). A majority of visitors stay for between one and two hours (56%). For the majority, Stoke on Trent is their main centre for clothing and footwear shopping (86%).

41. Only a small proportion of visitors to the centre would use the centre for leisure activities or visit it in the evening for leisure or entertainment during the evening; of those who would use the centre in the evening, the average duration of stay cited was between two and four hours.

42. Comparing Longton with other centres, visitors typically rated positively: range of services; shopping environment; and accessibility and safety during the day. Quality of shops, cleanliness and car parking provision and pricing was considered to be average by a majority of visitors. The range of entertainment facilities, particularly with regard to the night time economy, and measures to ensure safety during the evening were considered to be poor.

Meir Town Centre

43. The greatest proportion of shoppers in Meir visits the town on a daily basis (44%), arriving on foot (74%), by bus (14%) or car (12%) and staying for up to one hour (52%). Most visitors to the town are there principally for food shopping (70%). Only 6% of visitors view the centre as their main clothing and shopping destination with 66% citing Stoke on Trent as their principal destination, as a result of the better choice of shops (84%), better quality of shops (62%) and range of services (52%).

44. Visitors rated the centre poorly with regard to quality and choice of shops, range of services, range and choice of pubs and restaurants and leisure facilities, shopping environment, car parking provision, cleanliness, public information and quality of entertainment events and performances. Accessibility by public transport and safety during the daytime were the only attributes of the town that visitors considered to be positive. 34% of the daytime users considered that they would visit bars and pubs in the town at some point and would generally spend considerable time during the evening in the centre.

Local Centres

45. There are 55 local centres in Stoke on Trent administrative area and 19 in Newcastle under Lyme; local centres re an important part of the shopping hierarchy in North Staffordshire and sub region and are serve, on average, some 4,900 residents.

46. Savills has identified 11 'key local centre uses' based upon Annex A of PPS6 and additional research; grocery store; markets – farmers' markets and produce; ATM; newsagent; sub post office; pharmacy; hot food take-away; laundrette; off licence; hairdressers; and beauty salon. Savills recorded the provision of these facilities in each of the 74 centres, identifying that: 70% of centres has a grocery store; the proportion of local centres with a newsagent, hot food take away and hairdressers is between 40% and 60% in each case. All other 'key local centre uses' are present in 32% or less of centres; 14% of centres with a laundrette is the least proportion of centres recorded.

47. With regard to planning for future local centres, there is no set characteristic which defines a centre although there is a number of parameters that can be set out: a population of 5,000 (or 2,000 households) is a guide for the catchment area that a local centre is likely to serve; a local centre should be underpinned by a grocery store (its size dependent upon the catchment area intended to serve); and a larger local centre might be expected to have a post office and a pharmacy. A new local centre should provide, as a minimum, five or six units comprising: a grocery store; a newsagent; a hot food takeaway; and a hairdressers. An ATM machine should also be provided.

48. The Bentilee District Hub, located between Ubberley Road and Dawlish Drive in Bentilee, s not a blue-print for all local centres but a model for the combination of commercial and community/social uses. The total floorspace created is 6,350 sq. m, of which over half is accounted for by a Primary Care Trust. The residual is split equally between commercial retail and community uses.

Retail Capacity Assessment

49. Table E1 summarises the capacity for additional food retail floorspace in the principal towns. Capacity beyond 2010 should be viewed with caution and is beyond the time frame set out by PPS6 (2005) 'Planning for Town Centres', which advises planning for new retail floorspace over a five year period.

TABLE E1: FOOD FLOORSPACE CAPACITY (INCLUDING GROWTH PRO-RATA TO THE CURRENT MARKET SHARE OF OUT OF CENTRE FLOORSPACE IN EACH RESPECTIVE AREA)

CENTRE	2010	2016	2021
	Sq. m (net)	Sq. m (net)	Sq. m (net)
STOKE ON TRENT	340-960	788-2,431	1,215-3,856
NEWCASTLE UNDER LYME	438-1,237	988-3,047	1,501-4,765
KIDSGROVE	97-272	204-628	298-947
STOKE	105-297	272-839	441-1,399
BURSLEM	3-8	10-31	18-57
TUNSTALL	102-287	348-1,073	623-1,976
LONGTON	195-549	570-1,758	970-3,078
MEIR	77-216	166-513	248-787
FENTON	6-18	13-41	20-63

Average Sales Density Food – Assumed to be £5,000/sq. m or £10,000/sq. m
*factors in a 0.5% floorspace efficiency for town centre floorspace
capacity dependent upon population growth scenarios

50. Table E2 summarises the capacity for additional non-food retail floorspace in the principal towns. Capacity beyond 2010 should be viewed with caution and is beyond the time frame set out by PPS6 (2005) 'Planning for Town Centres', which advises planning for new retail floorspace over a five year period.

TABLE E2: NON-FOOD FLOORSPACE CAPACITY (INCLUDING GROWTH PRO-RATA TO THE CURRENT MARKET SHARE OF OUT OF CENTRE FLOORSPACE IN EACH RESPECTIVE AREA)

CENTRE	2010	2016	2021
	Sq. m (net)	Sq. m (net)	Sq. m (net)
STOKE ON TRENT	17,103-19,148	44,201-51,220	72,071-84,925
NEWCASTLE UNDER LYME	3,240-3,627	9,378-10,867	15,996-18,849
KIDSGROVE	183-205	531-615	905-1,067
STOKE	507-567	1,467-1,700	2,502-2,948
BURSLEM	39-44	113-131	193-227
TUNSTALL	837-937	2,422-2,807	4,132-4,869
LONGTON	1,059-1,186	3,065-3,552	5,229-6,161
MEIR	191-214	553-641	943-1,111
FENTON	84-94	242-280	413-486

Average Sales Density Non Food – Assumed to be £5,000/sq. m (Stoke on Trent/Newcastle under Lyme) or £3,000/sq. m
*factors in a 1.0% floorspace efficiency for town centre floorspace
capacity dependent upon population growth scenarios

Retail Advice

- **STOKE ON TRENT CITY CENTRE –** In light of current commitments, there is no need to identify additional sites for new food retail floorspace over the period to 2010. There is no requirement to identify any additional sites for new non-food retail floorspace until 2014/2015; the need for allocations beyond this time can be dealt with through the LDF process and any future review of this Retail Study;
- **NEWCASTLE UNDER LYME –** There is a need, in the short term, for a small format foodstore and in the medium to long term, scope for significant expansion of food retailing in the town centre. There is significant capacity for extending the town centre's non-food offer in the short, medium and long term.
- **KIDSGROVE –** In light of current commitments, there is no need to plan for any additional food retail floorspace in Kidsgrove over the period to 2021. As of August 2005, there were no non-food commitments in the town and, accordingly, there is a need to plan for modest expansion of the non-food retail offer of the town in the short, medium and long term.
- **STOKE –** The identified food capacity for Stoke must be viewed in context of the Sainsbury's SavaCentre in the town having opened in 2003. The food sales area of the store is significantly in excess of the food retail capacity of the town over the period 2005 to 2021, and 2003 to 2021. On this basis, there is no need to plan for additional food retail floorspace in the town in the short, medium or long term. In the non-food sector, existing commitments account for the identified need until beyond 2016. There is no requirement to plan for additional non-food retail floorspace in the town at this time.
- **BURSLEM –** There is very limited identified capacity for additional food retail floorspace, based upon the current market share of the town. However, it is not the role of the planning system to perpetuate under performance and, given this, it is important that an up-turn in food retail performance of the town is planned for. The sentiment of the need to plan for an up-turn in the town's food retail performance is iterated with regard to non-food retailing, notwithstanding the lack of identified capacity.
- **TUNSTALL –** There are no current commitments (August 2005) for new food retail floorspace in Tunstall, indicating that there is a need to plan for the modest expansion of food retail floorspace in the short-term. The medium to long term projections, as with all projections beyond 2010, should be treated with caution and do not provide justification for food retail development outside of the primary shopping area/wider town centre that might prejudice future options coming forward. In light of a number of large floorspace commitments in the Tunstall area for additional non-food retail floorspace, there is no requirement to identify additional sites for non-food retail development in the short, medium or long term.
- **LONGTON –** A large format foodstore opened at Baths Road in 2003. This store will meet the identified need over the period to 2021. There is no requirement to identify any additional sites for food retail development in the short, medium or long term. Current non-food retail commitments in Longton (August 2005) exceed considerably the identified capacity. On this basis, there is no need to identify any additional sites for non-food retail development.
- **MEIR –** In the long term, there may be scope for an additional small format foodstore. In the short to medium term, the objective should be retention and development of existing food retail floorspace to allow it to more ably compete with out of centre provision. In the non-food sector, there is capacity in the medium to long term for the extension of the non-food retail offer, which should be in tandem with preserving and strengthening the existing non-food shopping role of the town.
- **FENTON –** There is no requirement for additional food retail floorspace, but the objective for the town should be to consolidate and strengthen its existing offer. There is limited scope in the short, medium and long term for additional non-food retail floorspace and this should be located in an area contiguous with the existing retail centre.

Leisure Advice

51. The leisure capacity in the North Staffordshire area is summarised as:

- **STOKE ON TRENT CITY CENTRE –** There could be a need, by 2021, for an additional 5 to 6 cinema screens in Stoke on Trent. There is a quantitative need for up to two additional large-format bingo halls. There is no requirement to make provision for additional ten-pin bowling lanes. There is no immediate need to provide for additional health and fitness clubs.
- **NEWCASTLE UNDER LYME –** There is no requirement for additional cinema provision. There is a requirement for two or three large format bingo halls. There is a need for 8 or 9 ten-pin bowling lanes, although the need may already be met at Festival Park (Stoke on Trent). There is a need for up to two additional large-format health and fitness clubs over the period to 2021.
- **KIDSGROVE –** There is no discernable need to plan for cinema, bingo or ten-pin bowling facilities in Kidsgrove. If patronage rates at registered health and fitness clubs continue to grow, there may be capacity for an additional health and fitness club in the town in the long term.
- **STOKE –** There is no requirement for cinema provision in Stoke. There is a requirement in the North Staffordshire area in general to identify opportunities for two, additional bingo (over and above the capacity identified for individual towns). Stoke, along with Longton and Meir, is a possible town to meet this need, in light of the recorded patronage rates, which, outside of Stoke on Trent City Centre, is highest in these towns. There is no requirement for ten-pin bowling provision. In the long term, there may be a need for an additional large format health and fitness club in the town.
- **BURSLEM –** There is no requirement to plan for any additional commercial leisure facilities in the Burslem area, given that the town is too small to support cinema or ten-pin bowling facilities and the demand for bingo and health and fitness clubs appears to be met by existing provision.
- **TUNSTALL –** There is no requirement to plan for any additional commercial leisure facilities in Tunstall, given that existing provision meets existing need and will meet projected future demands.
- **LONGTON –** There is little requirement to plan for any additional commercial leisure facilities in Longton, given that existing provision meets existing need and will meet projected future demands. Longton, along with Stoke and Meir, is a possible town to meet this need, in light of the recorded patronage rates, which, outside of Stoke on Trent City Centre, is highest in these towns. There is no requirement for ten-pin bowling provision.
- **MEIR –** There is no requirement for cinema, ten pin bowling or additional health and fitness club provision in Meir. There is a requirement in the North Staffordshire area in general to identify opportunities for two, additional bingo (over and above the capacity identified for individual towns). Meir, along with Longton and Stoke, is a possible town to meet this need, in light of the recorded patronage rates, which, outside of Stoke on Trent City Centre, is highest in these towns.
- **FENTON –** There is no scope or capacity to provide for additional commercial leisure activity within Fenton centre.

1. INTRODUCTION

What is the North Staffordshire Local Transport Plan?

The North Staffordshire Local Transport Plan 2006/07–2010/11 has been prepared jointly by Stoke-on-Trent City Council and Staffordshire County Council. It replaces the 2001/02–2005/06 Stoke-on-Trent Local Transport Plan and also covers areas of Staffordshire, namely urban Newcastle-under-Lyme and parts of the adjoining Staffordshire Moorlands that were covered by the Staffordshire Local Transport Plan 2001/02-2005/06.

The plan is based around the locally identified priority of regeneration together with shared transport priorities agreed between Government and the Local Government Association. It identifies how these priorities will be delivered in North Staffordshire both within the five-year life of this plan, and what is expected to be achieved over a longer timescale of 15 years. It focuses on how important it is to work with our partners both within our own local planning and highway authorities and with other agencies and transport providers, and the need to fully engage in consultation processes.

The North Staffordshire Local Transport Plan document is structured into the following chapters:

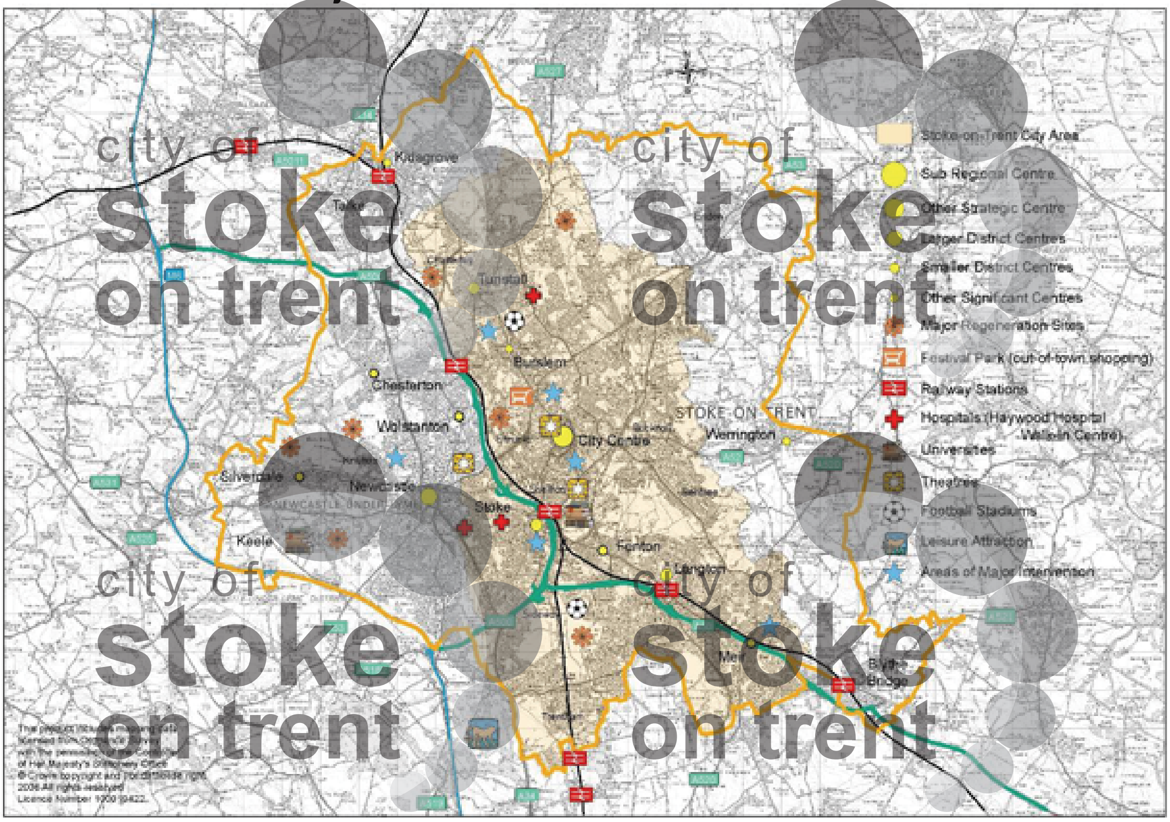
1: Introduction
2: Wider Context
3: Strategy Development
4: Vision and Objectives
5: Supporting Regeneration
6: Improving Accessibility
7: Tackling Congestion
8: Improving Air Quality
9: Improving Travel Safety
10: Improving Quality of Life
11: Looking after the Transport Network
12: Implementation – Making it Happen
13: Performance Management

Why a Joint Local Transport Plan?

The Urban Area of North Staffordshire has a common sustainable regeneration agenda which emphasises the need for the joint Local Transport Plan. Geographically, the main centres of Stoke-on-Trent and Newcastle are only a few kilometres apart and the links between these two areas are continuously urban in nature and are served by the same strategic transport network which includes the M6, A500 and A50 trunk roads and the West Coast Main Line. There is an extensive network of bus services operating in the North Staffordshire conurbation. The existing services are heavily focused on serving the City Centre and Newcastle, which both benefit from good, high frequency connections to a wide range of destinations. In contrast, the surrounding parts of Staffordshire are very rural, but have clear links with the conurbation which serves a hinterland extending across parts of Staffordshire, Cheshire and Shropshire.

The North Staffordshire LTP area is shown on the map below. It highlights the multi-centred structure of the urban area. It also highlights the key strategic transport routes, Areas of Major Intervention, and the spread of major key trip generators and proposed regeneration sites which are located outside the town centres.

The North Staffordshire joint LTP area



What documents support the Local Transport Plan?

In addition to the contents of the North Staffordshire Local Transport Plan supporting documents are also available:

A **Strategic Environmental Assessment (SEA)** was conducted as part of the development of the final LTP. The SEA process has allowed both authorities to identify any adverse environmental impacts resulting from the implementation of the LTP and consider any necessary mitigation measures. Appendix C of the LTP contains an outline of the process of the SEA and a summary of how environmental considerations have been integrated into the LTP.

A **Bus Strategy** has been produced for North Staffordshire in line with the requirements of the Transport Act 2000 and DfT guidance. Its implementation will play a key part in the delivery of the LTP. It is reproduced in Appendix D of the LTP.

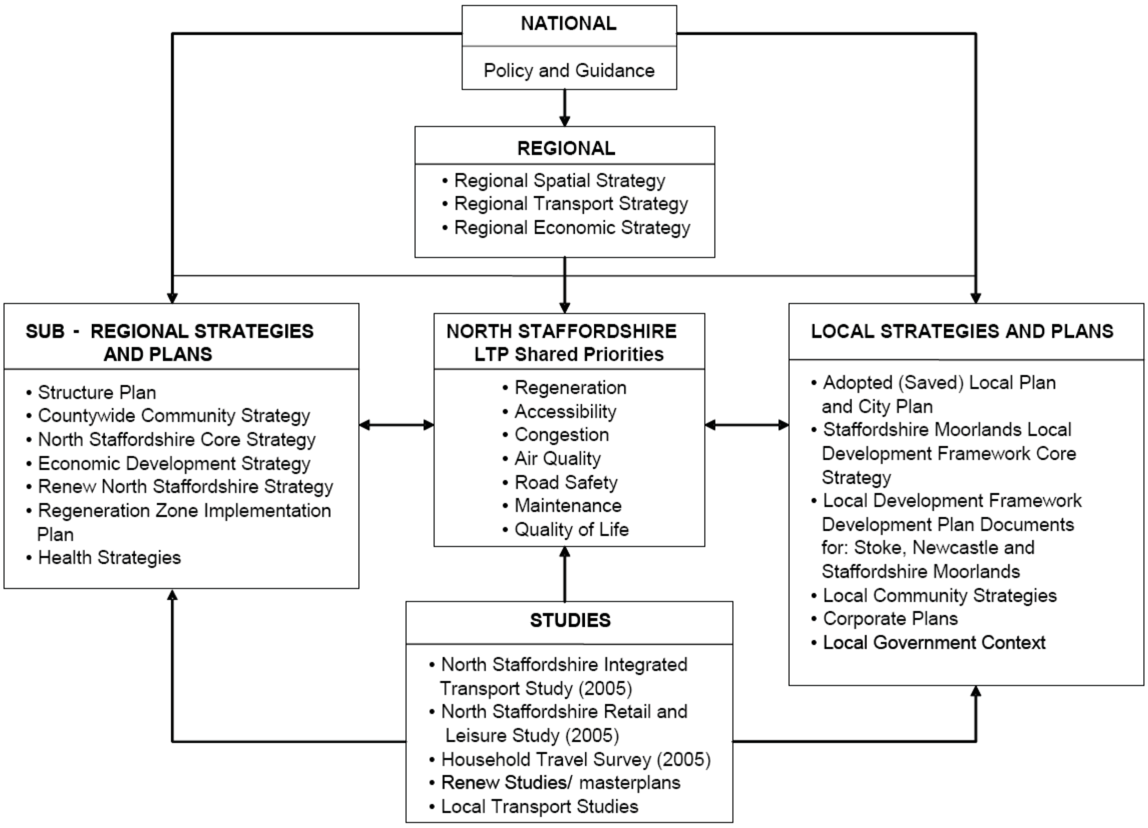
Stoke-on-Trent City Council and Staffordshire County Council are both developing a **Transport Asset Management Plan (TAMP)**. The TAMP for each Highway Authority will enable funding for maintenance to be better targeted to areas of greatest need and enable proper integration with associated shared priority strategies in the LTP. A well planned maintenance programme will enable maintenance work to be co-ordinated with traffic management and improvement works on the network, in line with the Traffic Management Act 2004.

The outputs of the **Right of Way Improvement Plan (RoWIP)** will be progressively incorporated into the LTP in terms of securing better provision for pedestrians, cyclists, equestrians and people with mobility difficulties. The Countryside and Rights of Way Act 2000 requires Local Highway Authorities to prepare and publish a RoWIP by November 2007. Further details are included in Appendix F of the LTP.

2. WIDER CONTEXT

What other policies and plans form the wider context of the LTP?

The LTP brings together many issues including land use, regeneration and transport. There is policy, guidance together with plans and strategies for these at the local, regional and national level. Furthermore supporting studies have influenced the North Staffordshire LTP. The flow diagram below summarises all the linkages with the LTP.



Further detail on each of these links is given in Chapter 2 of the North Staffordshire LTP.

What partnerships will implement the North Staffordshire LTP?

Over £40 million was invested in North Staffordshire during 2001/02–2005/06 delivering a wide range of benefits, as detailed in the Delivery Reports for the Stoke-on-Trent and Staffordshire Local Transport Plans for this period. Over this period strong partnerships have been formed. The LTP links with the Corporate Plans of both Stoke-on-Trent City Council and Staffordshire County Council and the Strategies of our regeneration partners. Joint working with other organisations will also be vital for example with the Highways Agency responsible for the A500 and A50 trunk roads through North Staffordshire and the M6 motorway, with bus operators for example through the Quality Bus Partnership and Punctuality Improvement Partnership, with the rail industry, and with other local authorities on cross boundary and regional issues.

3. STRATEGY DEVELOPMENT

How has the long term strategy for the LTP been developed?

The strategy has been developed by looking at a variety of information. This included:

- North Staffordshire Integrated Transport Study (NSITS),
- Census and other socio-economic data,
- Consultation
- Information in the Wider Context chapter of the LTP
- The outcomes of a Strategic Environmental Assessment (SEA) of the LTP

This has identified the following key problems that will need to be tackled:

- The regeneration of North Staffordshire will increase the demands on our transport system and improvements are needed to support sustainable regeneration.
- There are many people in North Staffordshire who find access to essential services (education, healthcare, employment and retail facilities) and local facilities difficult or impossible.
- Serious congestion on key strategic roads and junctions with a significant negative impact on the local economy, people's quality of life and the prospects for the sustainable regeneration of North Staffordshire.
- Bus routes operating on congested roads causing delays, unreliability and reduced viability of services.
- Sensitive locations that experience high levels of noise and poor air quality from traffic.
- Despite good progress there are still too many people killed or injured on the roads of North Staffordshire.
- Transport interchange facilities that poorly serve their users particularly with fear of crime and personal security problems.
- Poor environmental quality of important aspects and locations of North Staffordshire
- The population of North Staffordshire suffers from poor levels of health and significant health inequalities.

A wide range of things have been considered that could solve these problems ranging from the construction of new ring roads through to the creation of a new light rail network.

More detail is given in Chapter 3 of the LTP.

4. VISION AND OBJECTIVES

What is the vision of the Local Transport Plan?

The North Staffordshire Local Transport Plan has the following vision:

To create and maintain an integrated and sustainable transport system for North Staffordshire to facilitate regeneration and to create opportunities for people to live, play and travel in a safe and pleasant environment.

The LTP sets out a long term strategy to 2021 which will:

- Support regeneration efforts and the local economy
- Give better accessibility for all
- Reduce traffic congestion
- Improve air quality
- Improve travel safety and reduced fear of crime
- Deliver an enhanced quality of life

More details are given in Chapter 4 of the LTP. It sets out the long term preferred way forward and includes the key measures for the next five years and how they will achieve the vision and objectives.

5. SUPPORTING REGENERATION

How will the Local Transport Plan support regeneration?

The key local priority for the North Staffordshire conurbation is supporting regeneration. There is a lot of work going on to regenerate the area. To support this work the LTP will work in partnership with Renew, North Staffordshire Regeneration Zone and other regeneration agencies to:

- Open up areas for development.
- Create an environment for investment.
- Achieve more balanced and sustainable patterns of development.
- Improved conditions for the efficient movement of goods.

Chapter 5 of the LTP contains more detail about links to the regeneration of North Staffordshire.

6. ACCESSIBILITY STRATEGY

What do we mean by improving accessibility?

Improving accessibility means making it easier for people to get to the services they need. This can be achieved by making it easy to travel to the service, or by the service being nearby. There are certain things that we can do to improve accessibility but to get the best results we need to work with other organisations and communities to ensure that accessibility is integral to decisions on the provision, location, design and delivery of services.

What's the problem?

To understand where accessibility problems lie we need to rely on a number of sources of information, some of which are available to us now and some of which need more work. Information sources we are using include:

- Computer software that measures access to services and jobs
- Information given to us by other organisations and communities
- Existing studies that have examined accessibility problems
- Census data on travel and car ownership
- Statistics from health, education and employers
- Information about bus service provision

A considerable amount of work on accessibility modelling was carried out for the North Staffordshire Integrated Transport Study and this has been developed in the North Staffordshire Local Transport Plan. The work recognises that below national average levels of car ownership in North Staffordshire can cause problems of access to essential services. The work looked at the following key services for the people of North Staffordshire:

- Education facilities
- Healthcare facilities
- Hospital facilities
- Basic food / household retail facilities
- Employment opportunities
- Social contact

This work concludes that:

- There are no major car-based accessibility problems in North Staffordshire
- Access by public transport in the urban core is generally good
- Key areas for future action should be access to employment and hospital services as well as giving access to food shopping and education facilities some attention
- Access to facilities by bus in the evening and on Sundays is generally poor.

- More frequent bus services are needed in some areas to reach the City Centre or Newcastle Town Centre
- Too many public services are centralised and this reduces people's options to travel.

What will the LTP do to improve accessibility?

The Accessibility Strategy in the final North Staffordshire LTP includes:

- Key objectives agreed by all authorities and their supporting partners
- In-depth analysis of local accessibility problems and issues
- Priorities and a programme of action
- Targets and indicators to monitor progress towards the delivery of the strategy

The following accessibility work is anticipated over the next few years:

- Ongoing analysis of key themes using Accession software for the purpose of informing Area Action Plans of the Local Development Framework.
- Use of Accession software to examine accessibility of new housing areas, for example, those planned by Housing Market Renew in the Areas of Major Intervention.
- Ongoing discussions with partner organisations on developing the theme specific Action Plans where accessibility problems exist.
- Ongoing monitoring of indicators chosen for the LTP as it is recognised that services relocate, close or start up, and bus service routes and timetables change over time.
- Ongoing consultation with residents and local groups to find out what the public perceive as barriers to accessibility and which services remain as the key ones which need to be improved. This will ensure that the quantitative work reflects issues emerging at the local level.

More details on accessibility issues can be found in Chapter 6 of the LTP.

7. TACKLING CONGESTION

What's the problem?

Congestion can have a negative impact on the local economy and quality of life. It reduces the ability of local people to access essential services and jobs, which highlights the important relationship between the Congestion and Accessibility Strategies in the LTP.

What will the LTP do to tackle congestion?

Congestion caused by excess traffic levels will be tackled through:

- Providing high quality alternatives to the car
- Creating a more effectively managed transport network
- Encouraging smarter travel through travel awareness and behavioural change
- Managing travel demand and car parking
- Providing new infrastructure to meet local transport needs

Congestion caused by accidents, special events, road works and unexpected weather will be tackled through better control and co-ordination of all activities on the highway and improved information to travellers.

More details on tackling congestion in North Staffordshire can be found in Chapter 7 of the LTP.

8. BETTER AIR QUALITY

What's the problem?

Poor air quality affects people's health, especially those who have breathing difficulties or suffer with heart trouble. High traffic levels in many parts of the conurbation have given rise to localised air quality problems with nitrogen dioxide (NO_2) and particulates (PM10) being of concern. Air quality is an important issue across North Staffordshire which needs to be addressed as part of the overall transport strategy for the LTP.

The essential elements of the new North Staffordshire Air Quality Strategy will need to cover three main work areas:

- Developing our knowledge of air quality
- Direct action to improve air quality
- Information and education

What will the LTP do to improve air quality?

The City has been declared an Air Quality Management Area. Stoke-on-Trent City Council, Newcastle-under-Lyme Borough Council and Staffordshire County Council will work in partnership to look at a range of possible measures to improve air quality.

Reducing congestion and the volume of traffic by managing traffic demand and providing alternative ways to travel will be key factors. The actions outlined in the Accessibility and Congestion Strategy will provide the main transport actions to tackle air quality problems, together with planning and housing measures.

More details on air quality issues can be found in Chapter 8 of the LTP.

9. IMPROVING TRAVEL SAFETY

What are the priorities for travel safety in North Staffordshire?

Improving travel safety is an important part of the underlying transport strategy of the North Staffordshire LTP. The main priorities are to:

Reduce road accident casualties - Casualty trends in North Staffordshire show a significant decline. This is to the credit of the hard work of road safety officers and partners in North Staffordshire, and also improvements to vehicle design. However, in spite of this reduction, there were still over 1,700 people either injured or killed on roads across North Staffordshire during 2005. The cost to the community is estimated to be £59m each year. This is clearly not acceptable.

Reduce the fear of crime and accidents when travelling by all modes of transport - The reduction of crime and the fear of crime is a priority wherever it occurs in the transport system. Everyone should feel safe wherever they are travelling and however they are travelling. Public consultation has confirmed that crime and particularly the fear of crime are barriers to people using alternatives to car travel in North Staffordshire, particularly after dark. If alternatives to the car are to be promoted the negative effects of crime must be addressed.

What will the LTP do to improve travel safety?

The priorities for action are to:

- Reduce all categories of road traffic casualties
- Tackle the root cause of accidents rather than their symptoms
- Improve community and personal safety

This will include:

- Pedestrian and cycle training at schools and education on safe driving
- Safer Routes to School projects
- Local Safety Schemes and traffic calming
- Road Safety Audits of highway improvements
- Speed management
- National road safety campaigns
- Partnerships with Police and Fire and Rescue Service
- Maintenance and expansion of CCTV systems
- Improved street lighting
- Improved public transport waiting areas
- Alley-gating in areas of terraced housing

More details on improving travel safety in North Staffordshire can be found in Chapter 9 of the LTP.

10. ENHANCING THE QUALITY OF LIFE

What will the LTP do to improve the quality of life?

Despite its benefits to society, motorised transport has many less than desirable impacts on the quality of life of the residents of North Staffordshire. In particular it impacts on the environment and communities, and on the health of local people. It is a major contributor to air pollution both in terms of greenhouse gases and pollutants harmful to health; it generates excessive noise which impinges on the quality of life of people; and it directly impacts on living things, flora and fauna.

The LTP can help to improve the quality of life in North Staffordshire through working jointly with partners to:

- Enhance the quality of the environment
- Improve community health
- Reduce the impact of traffic on communities

The transport strategy will help to improve the urban environment by reducing congestion and improving alternative ways to travel. Priorities for action include:

- Reduced transport-related greenhouse gases and local pollution
- Reduced traffic noise
- Improved health through more walking and cycling
- Reduced traffic accidents
- Improved access to services and facilities
- Improved quality of public open spaces
- Conserved or enhanced landscape quality
- High quality urban street environment

There are strong links between quality of life issues and the other strategies in the LTP. The key actions outlined in the congestion, accessibility, travel safety and air quality strategies will therefore provide the main means of improving the quality of life for people in North Staffordshire.

More details on quality of life issues can be found in Chapter 10 of the LTP.

11. LOOKING AFTER THE TRANSPORT NETWORK

What are the objectives for maintenance of the transport network?

The North Staffordshire LTP contains the Maintenance Strategy for Stoke-on-Trent. The Maintenance Strategy for Staffordshire is contained within the provisional LTP for Staffordshire.

There are two objectives of the strategy are to:

- Achieve a well maintained / continually improved highway network
- Maintain all adopted transport network assets

Maintenance underpins the whole LTP strategy. Good road and footway conditions can improve the comfort of journeys by foot, cycle, motorcycle, bus and car, as well as reducing noise, improving road safety and the quality of the environment.

How are we improving maintenance?

We will continue with our existing bridge and carriageway strengthening and maintenance programme. Where possible we carry out maintenance works at the same time as other works in order to minimise disruption and maximise recycling opportunities.

Key work areas are

Getting best value for money through improved procurement
Developing a Transport Asset Management Plan
Maximise recycling opportunities
Sharing and implementing best practice
Undertaking the network management duty

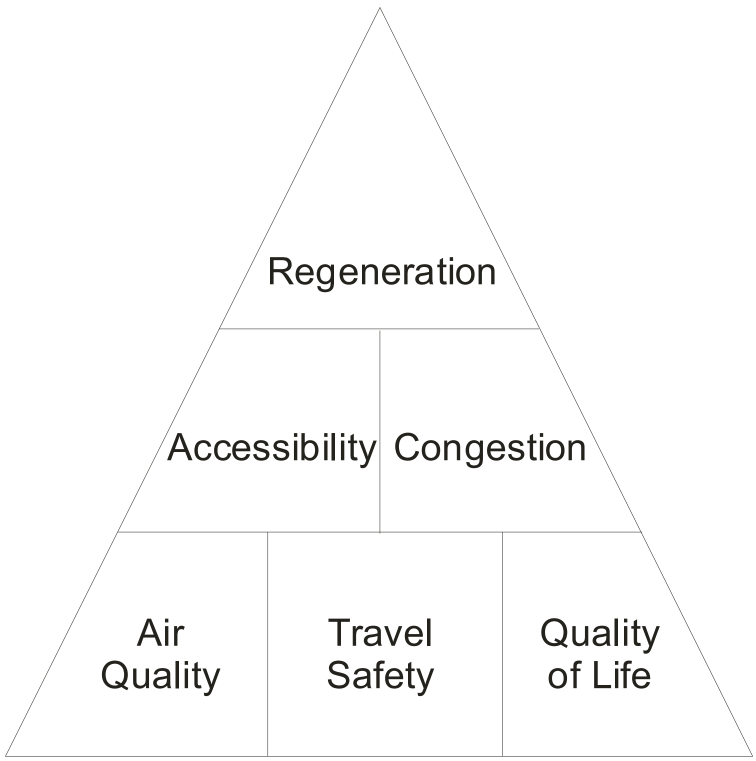
More details about looking after the transport network can be found in Chapter 11 of the LTP.

12. IMPLEMENTATION - MAKING IT HAPPEN

What are our priorities?

The implementation programme for this Plan seeks to build upon the successful implementation plan for the first LTP. The overall programme is based upon the key objectives of the new plan namely; supporting regeneration, improving accessibility and tackling congestion, whilst improving air quality, travel safety and quality of life. Despite the need to improve travel safety we believe that with the limited funding available there needs to be higher focus on achieving the regeneration, then the accessibility and congestion priorities, followed by air quality, travel safety and quality of life issues.

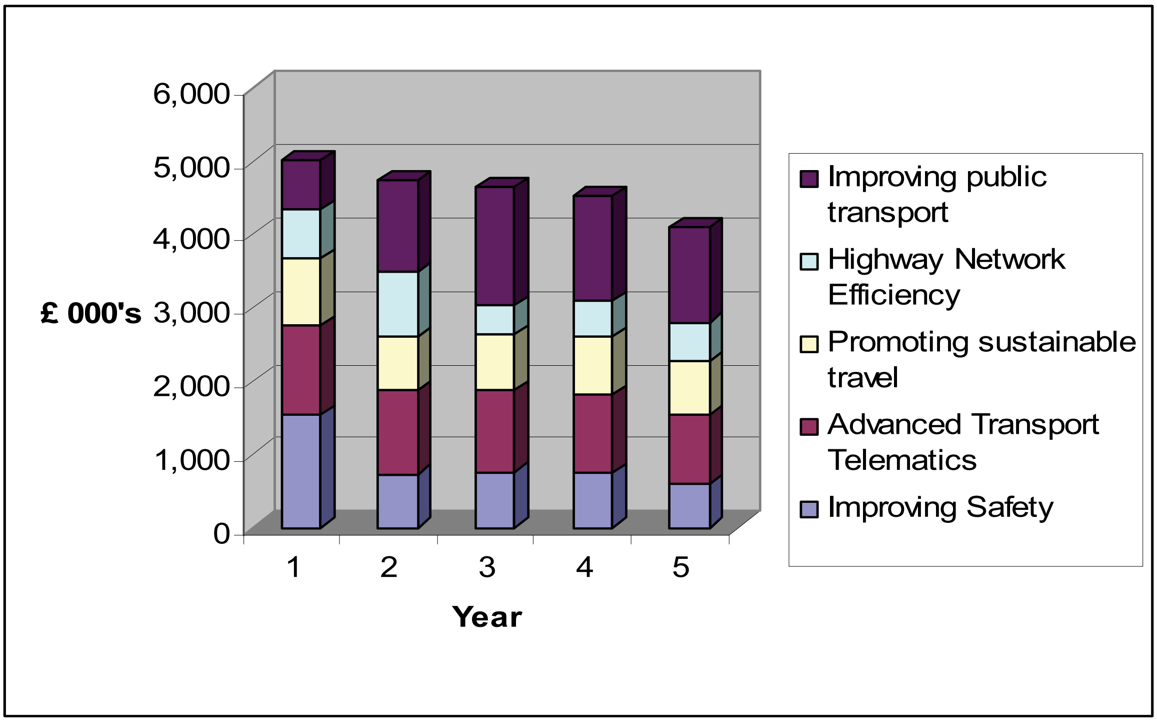
This is highlighted in the priority pyramid below.



How much money have we got and what are we going to spend it on?

Over the life of the LTP the government indicated that we will have £23.0m to invest in transport schemes. This will be spent on improving public transport, promoting sustainable travel, improving travel safety, highway network efficiency measures and transport telematics. The expected spend across North Staffordshire is shown in the table and figure below:

Integrated Transport Block	2006/07 Year 1 £000's	2007/08 Year 2 £000's	2008/09 Year 3 £000's	2009/10 Year 4 £000's	2010/11 Year 5 £000's	Total £000's
Improving public transport	655	1,245	1,595	1,426	1,297	**6,218**
Promoting sustainable travel	905	725	771	775	745	**3,921**
Improving Safety	1,540	731	762	735	585	**4,353**
Highway Network Efficiency	685	890	401	492	520	**2,988**
Advanced Transport Telematics	1,221	1,145	1,107	1,086	950	**5,509**
Total	**5,006**	**4,736**	**4,636**	**4,514**	**4,097**	**22,989**



In Stoke-on-Trent we will also be investing about £9.0m maintaining roads and bridges.

In addition, revenue funding is available to spend on the types of things you can't see built on the ground, for example, bus services, road safety education and training or policy development. Over the life of the LTP this is likely to amount to about £100m.

Funding may also be made available for major schemes over £5 million and contributions to schemes from private developers will be sought. More details are available in Chapter 12 of the LTP.

13. PERFORMANCE MANAGEMENT

How will we know how well we are doing?

To measure how well we are doing there are 25 targets covering a variety of indicators. These are outlined in the table below.

LTP Ref	Description	DfT/ODPM notation
M1	Condition of principal roads	BVPI 223
M2	Condition of non-principal classified roads	BVPI 224a
M3	Condition of unclassified roads	BVPI 224b
M4	Total killed and seriously injured (KSI) casualties	BVPI 99a(i)
M5	Child killed and seriously injured (KSI) casualties	BVPI 99b(i)
M6	Total slight casualties	BVPI 99c(i)
M7	Passenger journeys on buses	BVPI 102
M8	Satisfaction with local bus services	BVPI 104
M9	Condition of surface footway	BVPI 187
M10	Access by public transport to a major shopping centre	LTP 1
M11	Access by public transport to hospital	LTP 1
M12	Change in area wide road traffic mileage	LTP 2
M13	Cycling trips	LTP 3
M14	Mode share of journeys to school	LTP 4
M15	Bus punctuality	LTP 5
M16	Changes in peak period traffic flows to urban centres	LTP 6
M17	Congestion monitoring (change in average vehicle delay)	LTP 7
M18	Air quality	LTP 8
L1	Access to bus stops	N/A
L2	Bus modal share of peak hour journeys to urban centres	N/A
L3	Proportion of the workforce covered by travel plans	N/A
L4	Footpaths and rights of way that are easy to use by the public	BVPI 178
L5	Pedestrian crossings with facilities for disabled people	BVPI 165
L6	Traffic levels across North Staffordshire	N/A
L7	Number of days of temporary traffic controls	BVPI 100

The indicators are reported to Central Government each year so that they can assess how we are getting on with the LTP. We have set up our own performance management system that reviews our progress at least quarterly.

More details on performance management can be found in Chapter 13 of the LTP and details of the 25 targets are included in Appendix B.

Local Centres Matrix

Stoke-on-Trent

Local Centre	Grocery	ATM	News - agent	(Sub) Post Office	Phar - macy	Hot Food	Laund- rette	Off – Licence	Hair- dresse rs	Beauty Salon	Other	Commercial Unit Total
1	Co-op +1	1	1		1	4					Medical centre/furniture store	10
2			1	1	1				2		Car maintenance/petrol station	7
3	1					2			2	1	DIY/off licence/bar	9
4	Co-op	1		1	1			1	1		Petrol station/DIY/betting shop/bus stop/bar	10
5			1								Two vacancies/bus stop	1
6	Co-op	1	1			2		1	2		Bus stop/film rental	8
7											Vacancies	0
8			1					Bargain booze	1	1		4
9	Kwiksave spar		1	1	1	1			2	1	Dentists/curtains/nursery/clothes/shoes & café /solicitors/florists/butchers/ opticians/bar/funeral services/travel agents/household	22
10	2				1		1		1		Butchers/Britannia bank/estate agent	8
11	Spar											1
12	Co-op		2	1	1	1			1	1	Bookshops x3/sports goods/butchers/veg/betting/travel agents/insurance/estate agents/clothes/computer store	20
13	2	1		1		3				1	Engineers /car maintenance/ hydroponics/electrical/community centre/thrift store/office supplies/ printing/insurance services	17
14	Nisa				1	1			1		Thrift store/florists	6
15	Alldays			1		1					Nursery/bricabrac/butchers/sports & education centre	7
16	2		2		1	1					Community centre/bar/dentist	9
17	Londis				Numark				1			3
18	Kwicksave		1		Numark	2				1	Betting shop/electrical/vets	9
19	1			1		1					Bric-a-brac/betting shop/bakery/bar	7
20	Co-op	1				1			1		DIY/betting shop/bar/butchers	7
21						1					Bicycle shop/vacancies	2

Local Centre	Grocery	ATM	News - agent	(Sub) Post Office	Phar - macy	Hot Food	Laund- rette	Off – Licence	Hair- dresse rs	Beauty Salon	Other	Commercial Unit Total
22											Housing development under construction (local centre redeveloped)	0
23		1	1			1			1		Betting shop/film rental	5
24	Spar		1			1			1		Printing/insurance/doctors/chiropractors/sandwich bar/property agents/ floristsx2/furniture/potteryx2/financial services	15
25	Londis	1		1		1					Bar	4
26	Mccolls	1		1	1						Bus stop	3
27	Co-op Kwiksave	1			Boots				1		Butchers/fruit & veg/ bakery/DIY/ vacancies	8
28								Bargain booze			Vacancies	1
29	Co-op	2	1		1	5	1	Bargain booze	6	2	Furniturex5/giftshopx3/businessx3/floristsx1/pet shopx1/butchersx2/Estate agencyx2/Householdx6/recruitmentx1/ babycarex4/computingx1/businessx3/ gas appliancesx2/Natwest & building society/financial servicesx3/ opticians x1/legalx1/barx4/bookmakersx1	64
30						1					DIY/mobile phones	3
31	1		1	1		1	1		1		DIY/estate agents/jewellers/clothesx2	11
32	Co-op Key group					1	1		3		Computing/barsx3/garden centre/bus stop/DIY	13
33			2	1		4	1		1	1	Carpetsx2/bar/furniturex2/pawnbrokers/electricalx3/construction/butchers/pets/bicycles/tailors	24
34	1		1			4			1		Car partsx2/mobile phones/film rental/furniture	12
35	Spar					1				1	Film rental	4
36	1										Community centre	2
37			1		1	1		1	1		Clothing/bar/electrical	8

Local Centre	Grocery	ATM	News - agent	(Sub) Post Office	Phar - macy	Hot Food	Laund- rette	Off – Licence	Hair- dresse rs	Beauty Salon	Other	Commercial Unit Total
38	2		1	1	1	2	1	2	2	1	Office/books/financial servicesx2/solicitors/bar/locksmith/heating engineers/bus stop	22
39	1				1				1		Betting shop/community centre/trophy shop/photo shop	7
40	Tesco express	1			1	2					Film rental/doctors	6
41			1					1	1			3
42	1											1
43	Co-op				1	4			1		Betting shop/publishers	9
44			1		1				2	1	Clothing	6
45	Spar		1				1		1		Bakery	5
46	1			1		1					Bus stop	3
47						1			1		Outdoor shop/clothing/pets	5
48	1			1		4		Bargain booze	2		Butchers/barx2/car accessories	13
49			1			4			1		Funeral services/fishing/computing/ financial services/heating supplies/car parts/mobile phones	13
50	Co-op	1		1					1		Clothing/travel agent/florists/ independent building society	7
51			1	1	1		1		1		Bakery/card shop	7
52	Alldays	1							1	1	Florists/film rental/DIY	6
53	Co-op			1	1	1						4
54	Co-op		1								Bus stop	2
55	Tesco express	1				1				1	Bar/film & photo shop	5

Centres with declining number of occupied retail units (1992/6 – 2005)

Centres with an increasing number of commercial uses (1992/6 – 2005)

Newcastle-under-Lyme

Local Centre	Grocery	ATM	News - agent	(Sub) Post Office	Phar - macy	Hot Food	Laund- rette	Off – Licence	Hair- dresser s	Beauty Salon	Other	Commercial Unit Total
1											Community centre/car sales	2
2				1		1			1		Car sales/barx2/bus stops	3
3	Co-op	1							1			2
4	Co-op +1	1		1		3			1		Discount store/dentists/insurance services/carpets/electrical/vets	13
5	Alldays	1				1			1			3
6			1								Vacancies	1
7	Spar+1	1	1	1	1	1				1	Butchers/discount store/carpets/veg shop/bus stop	12
8						1			4		Computing/betting shop/floristsx2/car accessories/gift shop	11
9	Co-op & kwiksave	1		1	1	1				2	Financial servicesx2/funeral services/doctors/music sales/electrical/DIY/thrift store/bric-a-brac/gift shopx2/rehab clinic/pets/petrol & car sales/bar/knitting store/Britannia/carpets/solicitors/mechanical goods	27
10	Co-op +1	1							1		Film rental/flooring contractors	5
11			1								Bus stop/community centre/vacancies	3
12	1		2								Bar/bookies/childrens centre/recreation centre/giftshop	8
13			1						1	1	Bar/car sales/florists/heating engineers/architects/television sales/electrical	10
14	1					3		1		1	Car accessories/butchers/bar/car sales/Territorial army/recruitment/offices	13
15	Thorogoods					5	1			1	Barx3/trophy shop/dentists/financial services/printing/furniture/ voluntary organisationsx3/florists/betting/model shopx2/fruit & veg/mobile phones	25

Local Centre	Grocery	ATM	News - agent	(Sub) Post Office	Phar - macy	Hot Food	Laund- rette	Off – Licence	Hair- dresser s	Beauty Salon	Other	Commercial Unit Total
16	1	1	1					1	1	1	Bus stop	5
17	Co-op	1		1				1			Butchers	4
18	Alldays	2			1	1	1		2		Film rental/bar/dentists/fitness studio/bus stop	10
19	Spar	1									Community centre/bus stop	2

Local Centres

Stoke-on-Trent

1 Goldenhill, High Street
2 Great Chell, Biddulph Road
3 Chell Heath, Chell Heath Road
4 Norton, Kynpersley Road
5 Norton, Pinfold Avenue
6 Bank Top, High Lane
7 Stanfield, Haywood Road
8 Bradley, Joyce Avenue
9 Smallthorne, Ford Green Road
10 Baddeley Green, Baddeley Green Lane
11 Newford, Community Drive
12 Milton, Leek Road/Millrise Road
13 Middleport, Newcastle Street
14 Sneyd Green, Milton Road
15 Abbey Hulton, Abbots Road
16 Cobridge, Waterloo Road
17 Birches Head, Diana Road
18 Abbey Hulton, Leek Road
19 Northwood, Keelings Road
20 Bucknall, Werrington Road
21 Bucknall, Causeley Road
22 Etruria, Etruria Old Road (redeveloped)
23 Berry Hill, Twigg Street
24 Basford, Etruria Road
25 Bentilee, Beverley Drive
26 Eaton Park, Southall Way
27 Bentilee, Devonshire Square
28 Bentilee, Ford Hayes Lane
29 Hartshill, Hartshill Road
30 Shelton, Stoke Road
31 Shelton, College Road
32 Penkull, Manor Court Road
33 Fenton, Victoria Road
34 King Street
35 Sandford Hill, Heathcote Street
36 Harpfield, Woodberry Close
37 West End, London Road
38 Oakhill, London Road
39 Heron Cross, Heron Street/Grove Road
40 Meir Hay, Amison Street
41 Weston Coyney, Westonfields Drive
42 Weston Coyney, Coalville Place
43 Weston Coyney, New Kingsway
44 Hollybush, Blurton Road
45 Blurton, Nashe Drive
46 Blurton, Blurton Road
47 Dresdon, Trentham Road
48 Dresdon, Carlise Street
49 Normacot, Uttoxeter Road
50 Hanford, Mayne Street
51 Trentham, Werburgh Drive
52 Trentham, The Lea
53 Blurton, Finstock Avenue
54 Blurton, Wimbourne Avenue
55 Meir Park, Lysander Road
56 Lightwood, Belgrave Road
57 Trentham Lakes, Stanley Matthews Way
58 Norton Park, Leek New Road

Newcastle-under-Lyme

1 Harriseahead, Chapel Lane/Harrishead Lane
2 Rookery, High Street
3 Kidsgrove, Whitehill Road
4 Butt Lane, Congleton Road
5 Waterhayes, Barbridge Road
6 Crackley, Birch House Road
7 Bradwell, Hanbridge Avenue
8 Porthill, Watlands View
9 May Bank, High Street
10 May Bank, Oxford Road
11 Parksite, Bath Road
12 High Street, Knutton Lane
13 Wolstanton, Dimsdale Parade East
14 Cross Heath, Liverpool Road
15 Newcastle, George Street (eastern end)
16 Thistleberry, Paris Avenue
17 Clayton, Windermere Avenue
18 Clayton, Tyne Way
19 Clayton, Cambridge Drive

For further information on this document or on the preparation of the City of Stoke on Trent Local Development Framework, please contact a member of the Planning Policy Team
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If you have difficulty reading this document or require further information, please call 01782 232302

ਜੇ ਕਰ ਤੁਸੀਂ ਇਹ ਕਿਤਾਬਚਾ ਨਹੀਂ ਪੜ੍ਹ ਸਕਦੇ ਤਾਂ ਸਾਨੂੰ ਦੱਸੋ
ਅਸੀਂ ਤੁਹਾਡੀ ਮੱਦਦ ਕਰਾਂਗੇ। 01782 232302

यदि आप यह पुस्तिका नहीं पढ़ सकते तो हमें बताएं
हम आपकी सहायता करेंगे । 01782 232302

اگر آپکو اِس کتابچے (پیک) کو پڑھنے میں مشکل پیش آئے، تو ہم سے رابطہ قائم کریں،
ہم اس کیلئے آپکی مدد کر سکتے ہیں، فون نمبر 01782 232302