

Report of:	Head of Economic Prosperity
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Key Decision:	Yes
Report Track:	Cabinet 30/1/20

CABINET
30 JANUARY 2020
ECONOMIC PROSPERITY STRATEGY

1 Purpose of Report

- 1.1 To present the Economic Prosperity Strategy for adoption by Cabinet.

2 Recommendation(s)

- 2.1 That Cabinet formally approves the Economic Prosperity Strategy as presented at Appendix 2.
- 2.2 That Cabinet notes that adoption of the Economic Prosperity Strategy represents a significant commitment and notes that the resource implications of implementing the Strategy over the period 2020-21 to 2022-23 will need to be considered as part of the budget setting process.

3 Key Issues and Reasons for Recommendations

- 3.1 The Council has a commitment in its Corporate Plan 2018-2023 to develop a new Economic Prosperity Strategy.
- 3.2 The Council has a key role to play in supporting the economic prosperity of the District and is currently working to deliver a number of high profile projects that will deliver new jobs and investment and increase the skills levels of local residents.
- 3.3 The opening of the McArthurGlen Designer Outlet in Cannock in 2020 is anticipated to have a transformative impact on the District's economy and major projects such as the regeneration of Rugeley Power Station are also in the pipeline. Major events such as the Commonwealth Games 2022, where the District hosts the mountain biking, will increase the District's profile as well as generating economic and sporting benefits. Furthermore, the Council's decision to declare a climate emergency and commit to climate neutrality by 2030, will

mean that the Strategy needs to ensure that the economic development of the District supports a transition towards a low carbon economy.

- 3.4 The Economic Prosperity Strategy sets out an economic vision for the period 2020-2030 and includes a number of projects and activities that are designed to improve the prosperity of local residents, increase economic growth and productivity, whilst supporting the Council's goal to achieve carbon neutrality. The Strategy sets out a number of key economic indicators that will need to be monitored and will identify the District's progress towards achieving the vision.

4 Relationship to Corporate Priorities

4.1 This report supports the Council's Corporate Priorities as follows:

- (i) **Promoting Prosperity** – production of an Economic Prosperity Strategy is a key project within the 2019-20 Priority Delivery Plan. The priorities and actions contained within the Strategy will support the Council's ambitions to establish the McArthurGlen Designer Outlet as a major visitor attraction, increase the skills levels of residents, create strong and diverse town centres, increase access to employment opportunities, create a positive environment which businesses in the District can thrive, promote the regeneration of Rugeley Power Station and increase housing choice.
- (ii) **Improving community well-being** – increasing the prosperity of the District will support the Council's priorities to sustain safe and secure communities and promote attractive and healthy environments.

5 Report Detail

Background

- 5.1 The Council has a commitment in its Corporate Plan 2018-2023 to develop an Economic Prosperity Strategy. The purpose of the Economic Prosperity Strategy is as follows:
- To clearly set out a vision for the future and a 'direction of travel' for the District's economy;
 - To identify how the District can support / complement emerging Industrial Strategies and town centre strategies and plans;
 - Provide a clear focus for delivery and Council investment in economic development projects/initiatives as well as bids for external funding;
 - To exert influence on the strategies and plans of key stakeholders / partner organisations.
- 5.2 Over the last 12 months, the Head of Economic Prosperity has worked with officers and members to progress work on the development of the Strategy and officers have collated and analysed a significant amount of economic data and indicators which has helped to provide an evidence base for the document.
- 5.3 Nationally, the Government launched its Industrial Strategy in 2017 and regionally, the West Midlands Local Industrial Strategy was launched in May

2019. Both documents provide the strategic context for the Council's Economic Prosperity Strategy and will also provide a framework for future funding streams such as the proposed UK Shared Prosperity Fund, which is anticipated to be in place from 2021.

5.4 The Council has a key role to play in supporting the economic prosperity of the District through a wide range of services and functions including economic development, planning, building control, licensing and other regulatory services. The Council has a very pro-active economic development agenda and is currently working to deliver a number of high profile projects including:

- Establishing a £6m District Investment Fund and £12m Housing Investment Fund;
- Implementation of the Section 106 obligations listed in the McArthurGlen Designer Outlet West Midlands planning agreement, including improvements to Cannock Town Centre and a Retail Skills Academy;
- The regeneration of the Rugeley Power Station site, at 139 hectares, the largest brownfield site in the West Midlands;
- Delivery of a Skills and Innovation Hub in Cannock Town Centre, focused on higher level Apprenticeship opportunities and also incorporating an Engineering Skills Academy;
- Preparation of a Development prospectus for Cannock Town Centre;
- Preparing a business case to help secure a transformational upgrade of Cannock Railway Station;
- Commencing a review of the District's Local Plan to 2037 identifying housing and employment growth but also infrastructure requirements to facilitate/support growth.

Economic context

5.5 Over the last decade, the District's economy has performed well and successfully diversified and re-structured away from its coal mining and industrial legacy towards a more modern and service led business base. The District has withstood the impact of previous recessions and major events such as the closure of the Rugeley Power Station. The District's locational advantages, availability of land and competitive property prices has led to new investment and jobs. A number of high profile businesses have invested in the District including APC, Veolia, First Choice, HellermannTyton and Amazon. The District's economy has benefitted from investment in local infrastructure and the development of new high quality business parks such as Kingswood Lakeside in Cannock. The arrival of the £160m McArthurGlen Designer Outlet in late 2020 is highly anticipated and will create the opportunity to significantly increase the profile of the District and result in a number of economic benefits.

5.6 The District's economy is performing well on a number of fronts. Employment and economic activity rates are high, unemployment is low and annual growth in Gross Value Added (GVA) over the last five years has out-stripped regional performance, which demonstrates that the District's economy is becoming more productive and efficient. The District's job market is increasingly dominated by logistics and warehousing, wholesale and retail trade but is also well supported by manufacturing (particularly automotive and engineering) and construction.

- 5.7 However, there are a number of key challenges that are holding back the performance of the economy and areas where the District could do better. Although productivity / GVA growth has been strong in recent years, 2016 data shows that GVA per head in Cannock Chase is £18,441 which is well below the regional and national figures. Skills continues to be a challenge; the District under-performs in terms of NVQ3 and 4 level attainment and both resident and workplace average earnings fall below the regional and national average. There is a disparity between local resident and workplace earnings, which indicates that some residents have to travel out of the District to find higher paid roles. Finally, whilst the District is performing well in terms of starting up new firms, business survival rates at 5 years perform below the regional and national average.

Economic vision

- 5.8 The development of the Strategy has been informed by input from Council officers, members and key stakeholders. Workshop events were held by officers between May and July 2019 to enable input into the development of a vision and key themes for the Strategy. Further comments were invited from stakeholders during October/November 2019. Overall, the level of engagement with partners has been excellent and generally there has been support for the proposed vision and themes. A summary of the outcome of the workshop sessions is attached at Appendix 1.
- 5.9 The Strategy sets out an ambitious vision for the District to 2030 as follows:
- “By 2030 Cannock Chase will be a leader in the West Midlands in championing clean growth principles to support a highly productive, clean and resilient economy. The District’s outstanding environmental assets, locational advantages and entrepreneurial spirit will define Cannock Chase as a vibrant place to live, work and visit”***
- 5.10 The vision builds upon the District’s existing strengths and unique assets, most notably the Cannock Chase Area of Outstanding Natural Beauty (AONB) and excellent strategic connectivity. It also responds to identified challenges to delivering prosperity including lower than average skills levels, business start-up rates and workforce productivity. The vision is deliberately aspirational and relates specifically to a national and regional priority to re-positioning the economy towards clean growth and low carbon technology. It also strongly supports the recent Council motion to declare a climate emergency and commit the District to achieving carbon neutrality by 2030.
- 5.11 The re-positioning of the District towards ‘clean growth’ will require a step change in the way the Council approaches its prosperity agenda going forward. For instance, the current Local Plan Review is predicated on planning for future housing and employment growth within the District and consideration will need to be given as the impact of future development on the environment and what measures are needed to mitigate this impact. Cabinet should be aware that there will need to be a change of approach to employment land policies in the Local Plan, to ensure that employment land is allocated to support growth sectors and/or industries that adhere to clean growth principles. Furthermore, the design of developments will need to respond to climate change factors and

provide affordable, desirable and energy efficient environments that meet the needs of a range of occupiers. The outcome of this will mean that certain types of inward investment will not be encouraged going forward. For example, further investment in new units for the logistics and warehousing sector is not compatible with the drive to reduce carbon emissions and achieve carbon neutrality by 2030. Further work will need to be undertaken by officers to develop appropriate evidence based policies as part of the next stage of the Local Plan Review.

Key themes and actions

5.12 To support the delivery of the vision, five themes are identified within the Strategy (set out below). For each theme, a set of ambitions have been developed which reflect where the District aims to be by 2030 – a summary of these are included below.

1) Destination Cannock Chase – developing a distinctive and attractive identity for the District, capitalising upon the area’s environmental assets and recognising that the new McArthurGlen Designer Outlet will significantly enhance the District’s reputation and profile.

2) A more productive economy – growing existing high value firms and attracting more high skilled employment to Cannock Chase; further diversification of the local economy – pioneering clean growth technology and principles to drive higher levels of productivity.

3) Boosting resident skills – local residents benefitting from a strong skills base which supports the District’s highly productive clean growth economy.

4) Enterprising Cannock Chase – creating a positive and entrepreneurial environment in which businesses can grow and thrive.

5) Town centres driving change – ensuring that the District’s main towns are more vibrant and sustainable and act as hubs for leisure and culture uses, residential opportunities and community activities.

5.13 Within the Strategy, a range of immediate and short term projects and opportunities are identified, many of which are already being progressed or are in the pipeline. These projects cover a variety of themes including investment in infrastructure, skills development, and town centre regeneration. Major investments such as the McArthurGlen Designer Outlet and Rugeley Power Station re-development are identified in this part of the Strategy document.

5.14 The Strategy also sets out a portfolio of wider opportunities and slightly longer term interventions that could offer the potential to deliver against the economic vision, themes and ambitions. Many of these actions are not currently prioritised within the Council’s Corporate Plan and will require additional resources (officer capacity, funding or both).

Resource implications

5.15 The Economic Prosperity Strategy sets out an economic vision and direction of travel for the District over the next 10 years. The Strategy builds upon existing

activities being taken forward by the Council in relation to economic development; however the adoption of the Strategy will involve both additional ongoing resources and one-off initiatives.

- 5.16 Officers have considered the potential resource implications of implementing the Strategy and its action plan and estimate that additional revenue funding is as detailed in the table below:

Item Of Expenditure	2020-21	2021-22	2022-23
Marketing / Branding Campaign	50,000	50,000	50,000
Tourism / Town Centre Officer Post	0	45,000	45,000
Skills Officer Post	0	40,000	40,000
Growth Opportunities Study	30,000	30,000	0
Visitor Economy Strategy	0	15,000	0
Managed Workspace / Business Hub Feasibility Work	30,000	0	0
TOTALS	110,000	180,000	135,000

This resource ask will need to be considered as part of the budget setting process for 2020-21.

- 5.17 There could potentially be capital investment needed in the future for a number of projects identified in the action plan and these would need to be subject to separate business cases at the appropriate time. The Council would seek to maximise external funding opportunities and build on its successful track record in securing funding from bodies such as the LEPs and West Midlands Combined Authority.

Implementation

- 5.18 It is anticipated that following the adoption of the Strategy that delivery of the Action plans will commence in early 2020. Key actions will be incorporated into the Council's Corporate Plan and the annual Priority Delivery Plans. Performance will be reported to Cabinet on a quarterly basis as part of the established PDP reporting process. The Strategy and action plan will be reviewed by officers on a regular basis and a formal update report will be submitted by the Head of Economic Prosperity to Cabinet outlining progress on at least an annual basis.

6 Implications**6.1 Financial**

There is no provision within existing Revenue Budgets to fund the proposed “Economic Prosperity Strategy” for the financial years 2020-21 to 2022-23; its inclusion will therefore need to be considered by Members as part of the current budget process being undertaken. The proposed budget for each year is shown in the table in para 5.16.

6.2 Legal

There are no legal implications arising from this report.

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

None.

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

The Economic Prosperity Strategy seeks to address the corporate risk ‘There is a reduction in investor confidence in the District’ which is identified on the Council’s Strategic Risk Register. This risk will be mitigated by the Council having a clear economic vision and action plan and set of interventions that aim to create the conditions for investment and improved prosperity for local residents.

6.8 Equality & Diversity

The Economic Prosperity Strategy is a strategic document which sets out priorities for the future and proposed actions/interventions. An Equality Impact Assessment is not required at this stage. Where appropriate, specific projects and proposals would be assessed for their impact in due course.

6.9 Best Value

None.

7 Appendices to the Report

Appendix 1: Outcome of workshop sessions with members and stakeholders

Appendix 2: Economic Prosperity Strategy 2020-2030

Previous Consideration

None

Background Papers

None.

Appendix 1: Workshop Discussion Feedback

What are the key themes around which an economic vision should be framed?

'Destination Cannock Chase'

- We need to better articulate the wider offer to draw people in
- McArthur-Glen Outlet an important part of this
- Lack of promotion currently
- Should we develop a family offer with room for growth?
- What is our core, brand identity? Is it too broad? Have we lost our identity?
- "A healthy place to live"?
- Drawing on key assets and USPs including AONB/Cannock Chase

Expanding our Visitor Economy

- Linked to 'Destination Cannock Chase' – making more of our existing visitor economy
- Existing focus on day only visitors / leisure / winter trade
- How can we add to our offer?
- Currently missing:
 - 'Family' offer
 - Range of good quality accommodation options inc. hotels
 - Evening economy, including facilities like cinemas
- How can we build a legacy from major upcoming events such as Commonwealth Games?
- Can we better link up with partners such as West Midlands Growth Company?
- Need high profile attractions to put us on the map e.g. Forest Live
- How can we better advertise our visitor attractions e.g. on the Railways?
- Need to be aligned with vision/objectives of neighbouring Local Authorities (what do their strategies say?)

Strong Focus on Skills

- This should start at school age and link to building aspirations
- Focus on NEETs and the age group when young people leave school before they go to college/into apprenticeships etc.
- Need to work on developing connections between employers and colleges / schools to address skills gaps
- Opportunity to introduce a more formal mentoring scheme, including pairing volunteers who are retiring to mentor young people and pass on their knowledge (also gives retired community a sense of purpose)

Maximising Benefits and Opportunities associated with McArthurGlen Outlet

- The “McArthurGlen” effect will help put Cannock Chase on the map
- Embed training opportunities via Retail Skills Academy now and once operational
- Need better linkages with town centres, in particular Cannock town centre – linking trips. Also need better links from rail stations to town centres
- The McArthurGlen Outlet needs to maximise its visitor experience (to be successful in the internet era)
- How can we maximise the community benefits from this new development/investment?
- Cannock’s leisure offer is currently poor, and the district is losing spend to adjacent areas

Focus on Town Centres

- Significant scope to make our town centres more leisure focused
- Focus on long term sustainability
- Can we bring more housing into town centres, and in doing so, start to change the demographics (e.g. tapping into a younger market)?
- Ensuring infrastructure is there at the right time is key to success
- As above, need to better integrate our town centres and public transport connections (e.g. local bus and rail linkages)

Enterprise

- Strong feedback from local business community that incubation / Start up units are required, alongside 'grow on' space once incubator units become too small
- How can we be proactively promoting entrepreneurial options rather than employment amongst the younger generation (at school age)?
- Could we introduce more Pop-up Shops in the town centres?
- Strong linkages between social enterprise and community spirit

Do we have all the projects / investments captured? Are there any others to include/refer to?

Key projects and interventions all seem to be broadly captured within the draft ESP

Other projects and investments could potentially include:

- Pentalver (growth expansion opportunities?)
- Commonwealth Games: Birmingham 2022 (mountain biking events to take place in Cannock Chase)
- West Midlands Construction Gateway – an employer-led initiative to support people into jobs and careers in the construction industry, delivered by/via West Midlands Combined Authority
- A5 Corridor investment - A5 corridor study currently underway to make the case for investment on the route between M6 J12 and M1 J18 – an alternative to the M6 for journeys between the Black Country and the East Midlands

Is the draft economic vision aspirational but also achievable?

General agreement that draft economic vision is aspirational and that aspiration is important as an overall driver of economic growth and prosperity going forward

Delivering the vision within 10 years (2020-2030) is likely to be challenging, but if relationships can be built and communication is good then the vision is achievable

General agreement that 'clean growth' represents a relevant and strong area of focus for the vision, and should become embedded within all aspects of the Council's growth agenda. There are a number of potential avenues and ways in which this could be delivered, e.g. through energy production, innovation test beds and modern methods of construction, and transport connectivity

We need to ensure that skilled people are available to support and drive the clean energy businesses – or make it attractive enough for skilled people to move here

Vision should be supported by a strong visual identity – people outside of the area don't know what to expect when they hear 'Cannock Chase'. More promotion of the area required

Should be accompanied by a Short / Medium / Long Term Plan with associated actions

Inclusive Growth should perhaps be included – linking Clean Growth with developing good jobs for young people

What role could you as stakeholders play in delivering the vision?

Members/Councillors can play an important role in lobbying of other organisations:

- Strategic oversights
- Influencing
- Bringing groups together

Engaging with residents to communicate/sell the vision and what this entails. This should be supported by political buy-in across all parties.

Other stakeholders have a key role to play in implementing specific themes and projects within the ESP e.g.:

- 1) Destination Cannock Chase – destination promotion partners e.g. Visit Staffordshire
- 2) A more productive economy – business support providers, LEPs, West Midlands Combined Authority
- 3) Boosting resident skills – education and training providers, e.g. local colleges, schools, West Midlands Combined Authority

- 4) Enterprising Cannock Chase – business support providers e.g. Staffordshire Growth Hub, LEPs
- 5) Maximising the visitor economy – existing visitor economy related operators, destination promotion partners e.g. Visit Staffordshire
- 6) Town Centres driving change – existing town centre operators, town centre partnerships, developers

All stakeholders can ensure that accompanying plans and strategies include key policies to drive clean growth as far as possible.

ITEM NO. 15.



CANNOCK CHASE

Economic Prosperity Strategy

2020-2030



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Foreword

Cannock Chase Council's Economic Prosperity Strategy 2020 – 2030 sets out our vision to develop the District as a better place to live, work, invest and visit and capitalise on clean growth opportunities to positively respond to the climate change emergency.



Over recent years, Cannock Chase has transformed itself into a prosperous economy. Recent achievements are allowing us to reimagine our District as not only a thriving hub for Advanced Manufacturing, but a beacon for emerging sectors including retail, business services, construction and environmental technologies. The District has an excellent recent track record of attracting in new inward investment and developing new and existing businesses to reach their potential. The Council works positively with key strategic partners such as the Local Enterprise Partnerships and the West Midlands Combined Authority and has been able to secure significant investment from these bodies to support the prosperity of the District. Notable projects such as the McArthurGlen Designer Outlet West Midlands and the proposed re-development of Rugeley Power Station allow us to look forward to the future positively but equally, the Council is aware of the challenges that continue to face our community. We must ensure that Cannock Chase's economic development creates inclusive growth for all residents, and that we have a skilled and adaptable workforce to match the shifting needs of tomorrow's businesses. We must also rise to the challenge of addressing climate change and move our economy towards the clean growth agenda, creating opportunities in new sectors and industries that will support our goal of carbon neutrality.

Cannock Chase District Council would like to thank those who were involved in the production of this strategy.

Cllr Tony Johnson

Economic Development & Planning Portfolio Leader



Introduction

Cannock Chase is a place of heritage, strong local identities and vibrant communities. It is a District that is going places and the area is re-defining its purpose and reputation as a place for growth and investment.

The District is presented with a number of huge opportunities over the next 2 to 5 years including:

The Commonwealth Games 2022 with the mountain biking event hosted in Cannock Chase that will attract large domestic and international TV audiences and increase interest in cycling locally;



The ability to make a difference on affordable housing supply in the District with the deployment of the Housing Investment Fund;



The regeneration of the Rugeley Power Station site;



The continued development and investment in the Cannock Campus of South Staffordshire College to expand the skills and learning opportunities on offer including HE level qualifications for the first time in the District;



The opening of the McArthurGlen Outlet in 2020 with 80 new retail units attracting an expected 3 million visitors per annum; plus supporting the development of a further 50 retail units in Phase 2;



Repurposing Cannock Town Centre;



Capitalising upon the opportunities offered by the 'clean growth' sector;



Capitalising on the electrification of the Chase Line including better station facilities.



To capitalise upon these opportunities, the Council's Corporate Plan 2018-2023 sets out a commitment to develop a new Economic Prosperity Strategy (EPS) for the District.

How has the strategy been created?

This new ten year EPS is designed to set out coherently the Council's vision and ambition for the future of the District's economy.

However, the EPS is aimed at any organisation that may be able to make a contribution to the future prosperity of the District. This could include strategic bodies such as Local Enterprise Partnerships, West Midlands Combined Authority, other public sector bodies as well as local businesses, schools, Further/Higher Education bodies, land owners/developers or potential investors.



The EPS proposes a range of priorities and actions to be brought forward and delivered by the Council and its partners between 2020 and 2030.

“The Council is clear that success can only be achieved by effective partnership working and whilst the Council can effect positive change through its own resources, it cannot deliver the Strategy without the buy in of other public sector bodies and the business community.”

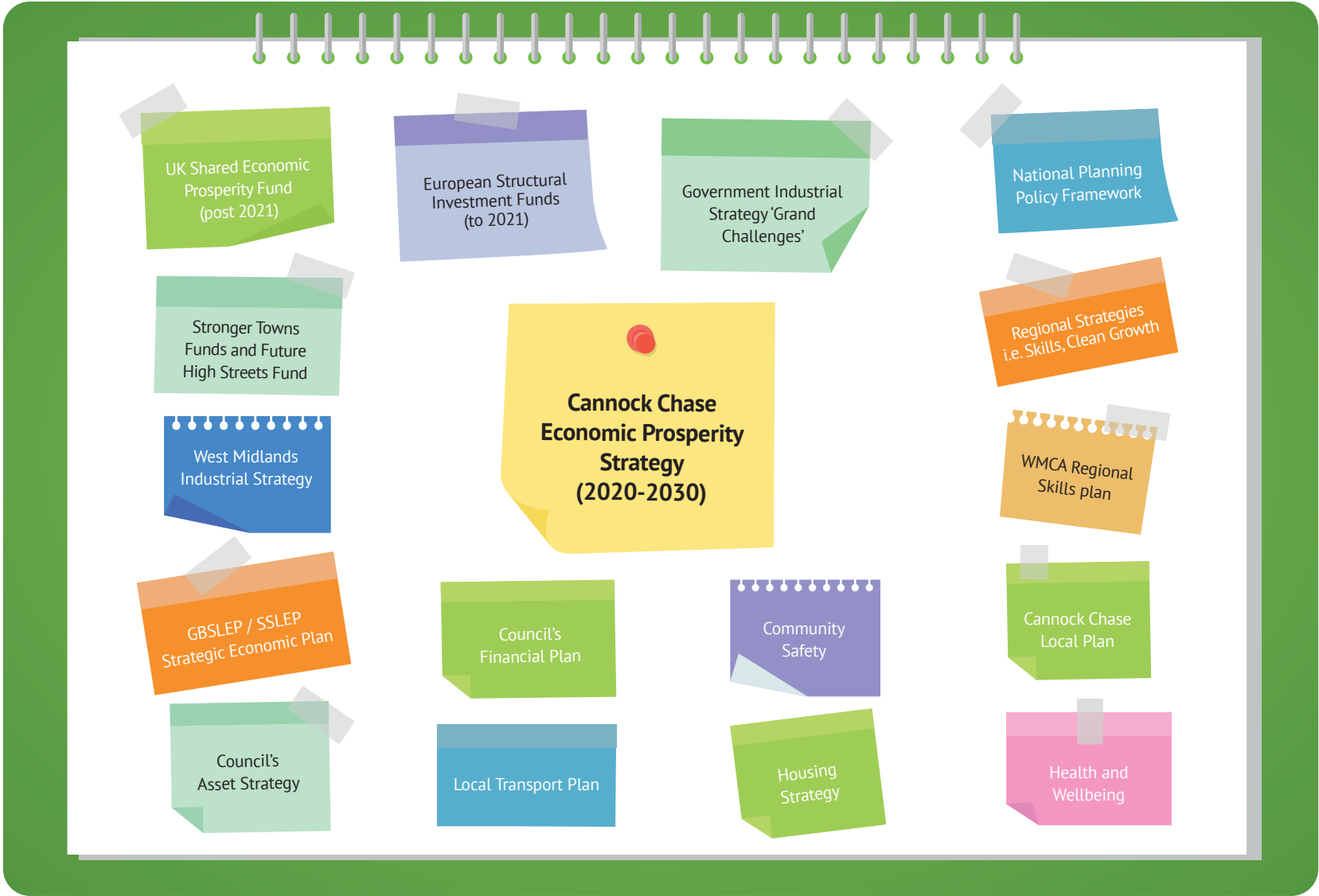
The Council has adopted an inclusive approach to developing the Strategy, engaging with a wide range of organisations and encouraging new ideas to come forward and collaboration to take place. This has involved the organisation of workshops with key stakeholders, elected members and telephone interviews with local businesses to gain a better understanding of business needs, issues and growth opportunities.

Furthermore, the development of the EPS has been built upon a well defined understanding of our local economy and is informed by an assessment of key economic indicators and data.



Fit with national, regional and local strategies

The EPS complements and connects with a number of key national, regional and local strategies (see below).





At national level, the Government's Industrial Strategy (2017) presents four 'grand challenges' which need to be addressed to boost the productivity and prosperity of people living within the UK. The grand challenges represent developments in technology that are set to transform societies and industries around the globe and the Industrial Strategy proposes how the UK can play a leading global role in taking these forward. The Industrial Strategy is a key document and provides a framework for future regional and local economic strategies and also provides a focus for future funding streams such as the proposed UK Shared Prosperity Fund.



At a regional level, the West Midlands Local Industrial Strategy (WMLIS) was published in May 2019. The West Midlands is the first region to agree a Local industrial Strategy with Government and the document sets out a long term vision for the region. The WMLIS focuses on the region harnessing four major new market opportunities; 1) future of mobility, 2) data driven health and life sciences, 3) creative content, techniques and technologies and 4) modern services and identifies a number of key sectors that the region is well placed to grow including **low carbon technology, construction, automotive and tourism.**

The WMLIS presents a number of strategic opportunities that the District should be seeking to capitalise upon to support the prosperity of the area.

These include the following:

- Connecting all communities to High Speed 2;
- Developing a clean integrated transport network;
- Driving the development of electric vehicles and autonomous vehicles;
- Application of new technologies and 5G rollout;
- Delivering new approaches to clean energy generation, storage and distribution;
- Driving business performance across all sectors and strengthening business entrepreneurship and innovation;
- Delivering inclusive growth;
- Accelerating housing delivery;
- Ensuring there is a sufficient supply of good quality employment land;
- Enabling town centres to re-establish themselves as vibrant social and economic hubs.



Local Strategies / Plans

Cannock Chase Council Corporate Plan 2018-23; the Council's Corporate Plan is a key document that sets out what the Council intends to do over the five year period 2018 to 2023. The Corporate Plan focuses on two key priorities 'Promoting Prosperity' and 'Community Wellbeing'. The Corporate Plan identifies a number of strategic objectives, key priorities and actions up to 2023 and the Economic Prosperity Strategy seeks to recognise these and complement them. The Council passed a motion in July 2019, declaring a climate change emergency and committing the Council to a vision of achieving carbon neutrality by 2030. Therefore, achieving carbon neutrality by 2030, has now been adopted by the Council as an objective in the Corporate Plan and it is crucial that the EPS supports the delivery of this objective.

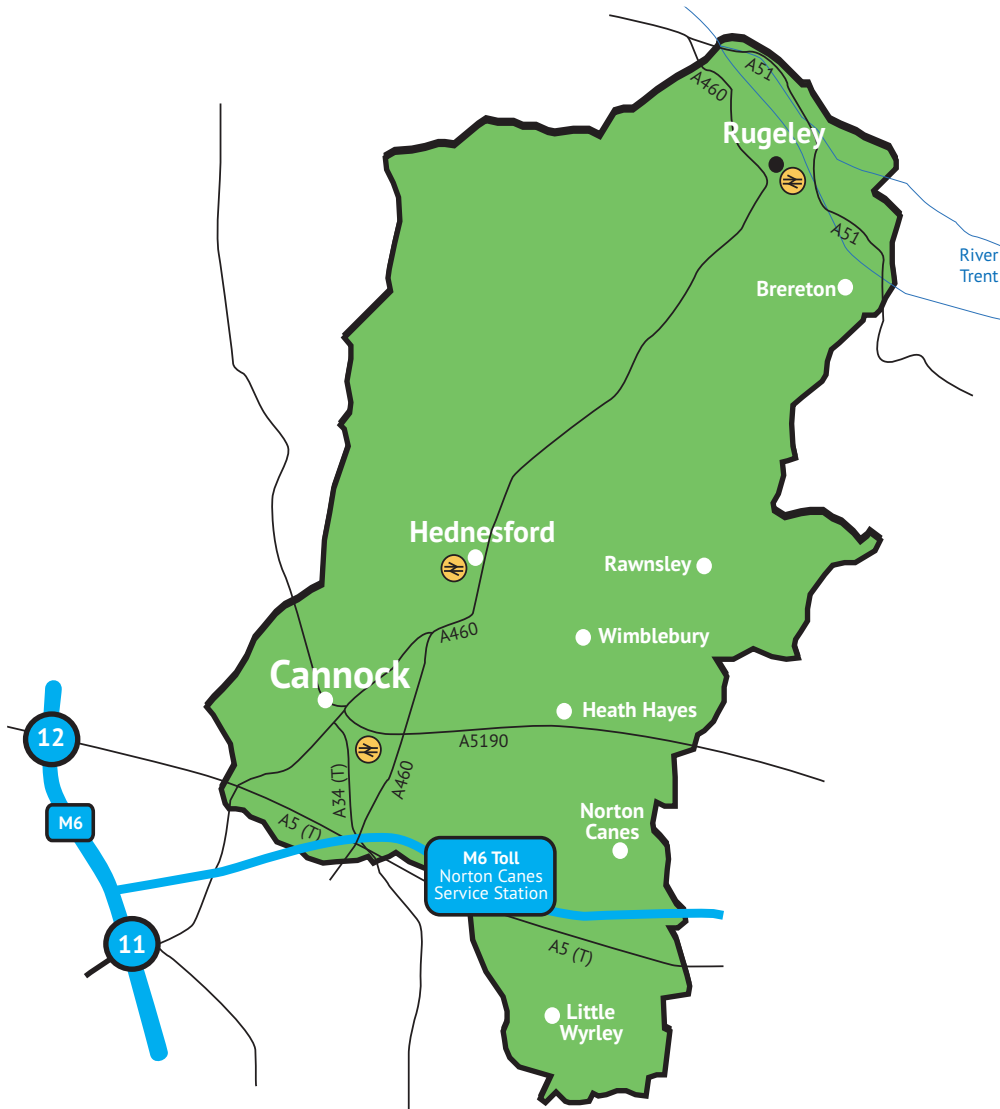
West Midlands Combined Authority (WMCA); the Council is a non-constituent member of the WMCA and has benefitted from significant investment to support housing delivery and employment & skills interventions. The District was selected as one of 13 areas across the WMCA area to participate in a three year employment support programme targeted at both unemployed and low income earners. Furthermore, a grant for £900,000 has been secured by the Council for land remediation purposes to facilitate the delivery of 44 new housing units on half of the Hawks Green depot site. The Council will continue to work pro-actively with the WMCA particularly on housing delivery; skills and town centre regeneration and also explore opportunities to benefit from the roll out of the next generation 5G Digital Infrastructure which the WMCA is leading on.

Local Enterprise Partnership (LEP) strategies / plans; the Council is currently a member of both the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) and Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP). The LEPs both have Strategic Economic Plans which set out their key priorities and LEPs are major funders of economic projects through funding allocated to them by Government. A Government review of LEPs was published in July 2018 and one of the key recommendations was for LEPs to revise their geographies including removing situations in which two LEP geographies overlap. The Council unanimously passed a motion on 6th November 2019 committing the Council to writing to Government to confirm that Cannock Chase wishes to remain as a member of GBSLEP and will relinquish its membership of SSLEP.

Local Plan; The Local Plan (Part 1) 2014 was adopted in June 2014 and is a development plan document that shapes the physical, economic, social and environmental characteristics of the District between 2006 and 2028. The Local Plan is currently being reviewed and will need to ensure that sufficient land is allocated to meet needs for housing and employment land as well as creating the right policies for other uses such as retail and leisure. The EPS is a non statutory document to guide the Council's strategic approach to economic prosperity over the 2020-2030 period. The Local Plan is a statutory document and as such decisions on the development and use of land are required to be made in accordance with the Local Plan, until material considerations indicate otherwise.

Cannock Chase economic context

Cannock Chase District lies in the central part of Staffordshire and can be characterised as having three distinct economic sub areas; Cannock, Hednesford and Heath Hayes; Rugeley in the north of the District; and Norton Canes in the south - east. Situated just north of the West Midlands conurbation, the District extends from the A5 in the south, to the River Trent in Rugeley in the north covering approximately 7,800 hectares.



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The population of Cannock Chase has 100,100 residents in 2018 (Source: NOMIS) with 63.3% of residents at working age and 75.7% of these currently in employment, this is higher than the West Midlands average of 73.8% and the Great Britain average of 75.4%. It is anticipated that over the next 18 years, the population is expected to grow by just 4.9% (4,900). This small increase in population could have an impact on the ability of the District to adequately provide the labour force to meet the needs of growing businesses.

Whilst the anticipated population growth is relatively small, the Government's Standard Methodology provides a minimum annual figure of new housing to be built, The District's housing requirement is currently (as at April 2019) set at 277 dwellings per annum, whereas the current adopted plan has an annual requirement to deliver 241 per annum. This increase in housing would create further increases in population.

The District is highly accessible and this is a strength that has helped to stimulate considerable economic growth in recent years. One of the District's major advantages is its connectivity to the strategic road network including the M6 Toll. Consequently, logistics and distribution features strongly in the local economy. Furthermore, the District benefits from a network of bus routes and railway stations at Rugeley, Hednesford and Cannock providing connections to Stafford in the north and Birmingham and Walsall to the south.



The recent £100m electrification of the Chase Line has enabled faster and more frequent services and also led to environmental benefits with the introduction of cleaner electric trains.

For many years, Cannock Chase was closely associated with the coal mining industry. However, in recent times, the District's economy has diversified and is now seen as a modern mixed economy and is home to many significant local, regional, national and international companies which represent a number of key sectors including logistics/distribution, automotive and construction. Examples include; APC, Veolia, HellermannTyton, First Choice and Amazon.

The change in the District's economic base has been reflected in improved performance on productivity over the last few years. This is clearly evidenced by regional Gross Value Added (GVA) data published in 2016 which demonstrated that the District's GVA growth rate (+6.8%) out-performed the Staffordshire, West Midlands and UK rates. However, the District still has productivity challenges to address and 2016 data shows that GVA per head in Cannock Chase was £18,441 which is well below the regional and national figure. It is envisaged that the McArthurGlen Outlet, set to open in 2020, could contribute to further GVA growth.



Skills levels are a challenge for the District. The District under-performs in terms of NVQ Level 3 +, with just over half of the working age population (51.1%) having obtained this qualification and just 26.6% of the working age population qualified to NVQ Level 4 +. These rates are both significantly below the Great Britain averages of 57.8% and 39.3% respectively. Initiatives are being put in place to try to address this issue, for example: the Engineering Academy based at the Cannock College, part of South Staffordshire College. Educational attainments rates for the District are also below the Staffordshire and national average.

Within Cannock Chase, there were 670 Apprenticeships starts in 2017/2018, the majority of these were either at intermediate (280) or advanced (330) levels with only 50 of these starts being at a higher level. (Source: Department for Education).

Due to the District's location and strong accessibility, there is considerable flow of labour between the District and surrounding areas/economies; these principally include South Staffordshire, Lichfield, Walsall, Stafford and the Greater Birmingham and the Black Country areas.





The District has a comparable level of business births to other Local Authorities, however, a significantly lower five year survival rate. In 2012, 350 businesses started in Cannock Chase with only approximately 42.9% surviving the next five years, which is one of the lowest rates in the Staffordshire County (Source: Office for National Statistics). Recent Start up Support Programmes (Enterprise for Success Programme, 2016-2019) have seen 114 Cannock businesses/residents receive 12 hours of support leading to 30 new businesses and 29.5 new jobs created.



Image courtesy of © Margaret Beardsmore Photography



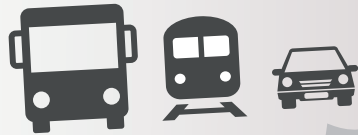
It is reported that the demand for larger scale (10,000sqm+) B8 units has peaked and markets suggest that demand is shifting towards smaller scale, high quality, purpose built industrial units (EDNA Report, 2018, pg. 67). In the foreseeable future, agents consider that further employment land supply is required in Cannock Chase and that there is a general need for smaller scale industrial units.

Going forward, it is expected that there will be a significant change in employment figures from 2018-2038, with accommodation, food services and recreational sectors (Tourism based sectors) projected to increase by 12.5%, Health, residential care and social work increasing by 23.3% and manufacturing expected to decrease significantly by 20% (Economic Development Needs Assessment Report - Lichfield's; 2018, pg. 28).



Cannock Chase Key Economic Statistics

14,879
people commute into
Cannock Chase for work,
2011



77.7%
working-age people
(16-64) economically active
in employment 2017-2018



1.3%
working-age people
16-64 claiming out-of-work
benefits, Dec 2018



39%
working-age people
(16-64) employed in
managerial professional
and technical roles, 2017



23,534
people commute out of
Cannock Chase for work,
2011



24.4%
employee jobs in wholesale
and retail; Repair of motor
vehicles and motorcycles,
2017



9.11%
Annual Growth in GVA,
2016-2017



530m
Distribution, Transport,
Accommodation and Food
generated 29.2% of
Total GVA, 2016



42.9%
5 year survival rate for
business enterprises
2012-2017



37,866
private sector jobs in
Cannock Chase, 2017



20.5%
Business enterprises in
construction industry,
2018



51.1%
working-age people (16-64)
qualified to NVQ3+, 2018



STRENGTHS



- Strong employment growth in recent years
- High workforce productivity in some sectors
- Relative housing affordability and pipeline for further housing investment in the District (Housing Investment Fund)
- Attractive physical environment (e.g. Cannock Chase AONB)
- Good transport connectivity and proximity to West Midlands Conurbation
- Proven track record of partnership working

WEAKNESSES



- Low overall productivity, lagging behind other areas
- Ageing working - age population
- Limited Higher Education Offer
- Lack of incubation space/small unit space to meet demand
- Insufficient NVQ level 3 / 4 achievers in District to sustain growth of high value sectors
- Anecdotal evidence of poor digital connectivity that compromises business performance

OPPORTUNITIES



- Local Plan Review – need to plan for more housing and economic growth
- Maximising benefits of investment at the McArthurGlen Outlet
- Potential to exploit the visitor economy offer
- Identified development opportunities in and around Cannock Town Centre
- Availability of major development sites (i.e. Rugeley Power Station) and number of readily available vacant industrial units
- Capitalising on the Commonwealth Games 2022 Mountain Biking Events based on Cannock Chase
- Potential transformation of Cannock Railway Station
- Building upon outstanding environmental assets
- Council's £6m District Investment Fund and £12m Housing Investment Fund

THREATS



- LEP review creating uncertainty and duplication of efforts
- Employment growth expected to slow down significantly going forward
- Future local labour supply is uncertain
- Need to ensure future land supply is sufficient to meet demand
- Higher skilled workforce currently out commuting
- Central Government interventions focused on larger Local Authorities within West Midlands
- Lack of certainty regarding future Government funding for economic development
- Brexit uncertainty
- Increase in Tourism on Cannock Chase may affect or harm the AONB and Special Area of Conservation (SAC) wildlife.

Economic vision Cannock Chase in 2030

By 2030 Cannock Chase will be a leader in the West Midlands in championing clean growth principles to support a highly productive, clean and resilient economy. The District's outstanding environmental assets, locational advantages and entrepreneurial spirit will define Cannock Chase as a vibrant place to live, work and visit.

The vision builds upon existing strengths and unique assets (most notably Cannock Chase Area of Outstanding Natural Beauty and the infrastructure that supports this, and the District's excellent strategic connectivity) where the District already has competitive advantage but also where there is significant scope to use these assets to drive prosperity amongst the District's residents and businesses in the future. It also responds to identified challenges such as below average skills levels, business start-up rates and entrepreneurial activity and workforce productivity.



ITEM NO. 15.27
It specifically taps into the wider strategic context that the District operates within, in particular the 'Clean Growth' Grand Challenge identified by the Government's national Industrial Strategy which focuses on maximising the advantages for UK industry from the global shift to clean growth – through leading the world in the development, manufacture and use of low carbon technologies, systems and services that cost less than high carbon alternatives. Clean growth and low carbon technology are also showcased as a key sector strength and major new market opportunity within the West Midlands Local Industrial Strategy which seeks to build on the region's strengths in manufacturing, research and technology. The development of the clean growth sector is a crucial element of the Council's commitment to achieving carbon neutrality by 2030 and it will be important to maximise the opportunity to develop new 'green' industries and sectors to improve productivity, create jobs and investment and reduce the impact of business on the District's net carbon emissions.

This new economic vision for Cannock Chase is deliberately aspirational and responds to the growing momentum around an area that is transforming and re-defining its economic purpose, galvanised by the upcoming opening of the McArthurGlen Outlet. It provides a platform and future direction of travel for the Council and its partners to work towards, to allow the District to maximise its contribution to the wider productivity growth agenda in a more meaningful way.

- Recognising the wide-reaching remit of 'clean growth' as a principle and driver of productivity, it is important to understand what it truly means, and how it affects the vision for Cannock Chase.
- Clean Growth is a method of increasing economic activity by using clean technology and sustainable development. It could help to raise the standard of living, boost earning potential with good jobs and help to offer an attractive visitor economy in a way that reduces the environmental impact on the area.
- Since clean growth has been adopted as a priority nationally, regionally and locally, it challenges the Council to ensure clean growth is considered in all future opportunities and projects.
- Through the delivery of the EPS, the Council will aim to maximise the opportunities of sustainable energy production/decarbonisation and embed these principles into new employment and housing development sites (i.e. Rugeley Power Station). The Council will also aim to re-position the District's economy towards clean growth sectors and industries and move away from sectors that contribute towards a net increase in carbon emissions e.g. logistics and warehousing, heavy manufacturing or work with those sectors to improve their resource efficiency and reduce their carbon footprint.

Economic themes

Within the context of this overarching economic vision for Cannock Chase, the EPS identifies a series of five broad themes that have been developed and tested with elected members and local stakeholders through the strategy engagement process to guide activity in support of implementing the EPS over the coming years.

The themes recognise that a ‘step change’ is required in Cannock Chase’s economic performance - the District is on the right track but can do even better. There is a growing need to focus on economic activity that drives improvements in productivity and achieves this without compromising its aspirations to develop an economy driven by ‘clean growth’.



Theme	Rationale	Ambitions
<p data-bbox="91 395 353 459">1 Destination Cannock Chase</p> 	<p data-bbox="416 379 1146 443">The District has an opportunity to redefine its image and identity on the back of the opening of the McArthurGlen Outlet in 2020.</p> <p data-bbox="416 475 1146 539">The District is not sufficiently promoting itself on a national / regional scale as an attractive place to live, work and visit.</p> <p data-bbox="416 571 1146 635">With the upcoming opening of the McArthurGlen Outlet, it is expected the District will take a larger share of the regional Tourism economy.</p> <p data-bbox="416 667 1146 762">The District has insufficient infrastructure to support the expected level of visitors coming to the District after the opening of the McArthurGlen Outlet.</p> <p data-bbox="416 794 1146 890">Managing visitors in a sustainable way for the upcoming 2022 Commonwealth Games mountain biking events based within the District which will attract global publicity and visitors.</p> <p data-bbox="416 922 1146 986">To ensure the District maximises its connectivity including the Chase line electrification and HS2.</p>	<p data-bbox="1191 379 2184 475">Developing a distinctive and attractive identity for the District, capitalising in particular on its environmental assets and recognising the new McArthurGlen Outlet will significantly enhance the District’s reputation.</p> <p data-bbox="1191 507 2184 571">By 2030, Cannock Chase will continue to be positioned as a highly desirable and attractive location for business, inward investment and aspirational housing.</p> <p data-bbox="1191 603 2184 667">The District will also be viewed as an excellent place to live, served by high quality facilities and infrastructure (green, digital and transport).</p> <p data-bbox="1191 699 2184 794">Cannock Chase is one of the West Midlands’ leading visitor destinations, for its outstanding natural environment and clean growth credentials (centred on the Cannock Chase Area of Outstanding Natural Beauty) and the first class recreation opportunities this provides.</p> <p data-bbox="1191 826 2184 954">Cannock Chase has grown its visitor economy to become a key driver of growth for the District, underpinned by a portfolio of new, flagship leisure and retail projects, capitalising upon the 3 million visitors per year to the Designer Outlet along with additional visitors for the 2022 Commonwealth Games and global publicity it will generate.</p> <p data-bbox="1191 986 2184 1050">To have a railway station infrastructure that portrays the right first impression for visitors to the area.</p>
<p data-bbox="91 1114 353 1209">2 A more productive economy</p> 	<p data-bbox="416 1082 1146 1145">The District’s economy is not as productive as other parts of the West Midlands region.</p> <p data-bbox="416 1177 1146 1241">The economy is overly reliant on lower value added sectors such as wholesale, retail and logistics / transportation.</p> <p data-bbox="416 1273 1146 1337">A high proportion of higher skilled/valued workers are commuting out of the District to find employment.</p> <p data-bbox="416 1369 1146 1401">There is limited employment land available for development.</p> <p data-bbox="416 1433 1146 1497">The Council has a District Housing Investment Fund capable of making a difference to affordable housing supply.</p>	<p data-bbox="1191 1082 2184 1177">Cannock Chase has diversified to become a high growth and innovative economy, pioneering clean growth technology and principles to drive higher levels of productivity across its business base.</p> <p data-bbox="1191 1209 2184 1273">Growing existing high value firms and attracting more high skilled employment to Cannock Chase.</p> <p data-bbox="1191 1305 2184 1401">The District becomes a location of choice for future industries including advanced manufacturing, digital and environmental technologies with the District contributing towards a successful regional economy.</p> <p data-bbox="1191 1433 2184 1465">The full deployment of the Housing Investment Fund to support affordable housing supply.</p>

Theme	Rationale	Ambitions
<p>3 Boosting resident skills</p> 	<p>The District has an ageing working population.</p> <p>The District has a smaller proportion of residents working in managerial, professional and technical occupations compared to the West Midlands.</p> <p>The District's workforce lags behind on NVQ3 / NVQ4 + level attainment.</p> <p>Educational attainment of students is generally not as good as other parts of Staffordshire.</p> <p>The College is re-establishing itself and developing its provision locally to better support the local economy.</p>	<p>Cannock Chase's residents benefit from a strong skills base which outperforms the West Midlands average and fuels the District's highly productive clean growth economy.</p> <p>Supporting residents into entry level employment through to equipping them to access higher skilled, higher paid roles.</p> <p>Cannock Chase will become an area where communities and families have high aspirations and everyone has the potential to do well and share in the District's prosperity.</p> <p>Working to reverse the low education attainment trend in conjunction with local schools and academies to raise aspirations.</p> <p>The Cannock Campus of South Staffordshire College is a delivery provider of HE level qualifications and sector specific academies.</p>
<p>4 Enterprising Cannock Chase</p> 	<p>Business births / start up figures for the District are comparable to other Local Authorities within the West Midlands area.</p> <p>However, 5 year survival rates are one of the poorest.</p> <p>The District lacks a sufficient range of managed office/Industrial space all of which is in high demand.</p>	<p>Creating a positive and entrepreneurial environment in which businesses can grow and thrive.</p> <p>By 2030, Cannock Chase will be identified as one of the best locations in the West Midlands to start and grow a business.</p> <p>The District is home to a growing number of environmentally sustainable and responsible small-medium sized businesses.</p>
<p>5 Town Centres driving change</p> 	<p>Cannock Town Centre has high vacancy rates in comparison to other town centres in the District and the West Midlands/UK averages.</p> <p>The way town centres are used by residents/visitors has significantly changed in recent years and the main town centres have been left behind.</p>	<p>Re-purposing the District's town centres through regeneration, providing a focus for future prosperity.</p> <p>By 2030, our main towns will be more vibrant and sustainable and will act as hubs for leisure and cultural uses, residential opportunities and community activities.</p>



These themes provide a set of economic ambitions for Cannock Chase in terms of where we want the District and its economy to be in 10 years time, and where we see most potential for change.

They are intended to be mutually supportive and cross cutting and cover core economic development themes of enterprise, skills and innovation. This is alongside some more outwardly facing ambitions to be more proactive and visible in its promotion of the District.

Actions / priorities

Concerted effort will be required by the Council and its partners in order to realise the economic vision and accompanying ambitions over the lifetime of the EPS, to kick start the next phase in Cannock Chase's economic evolution.

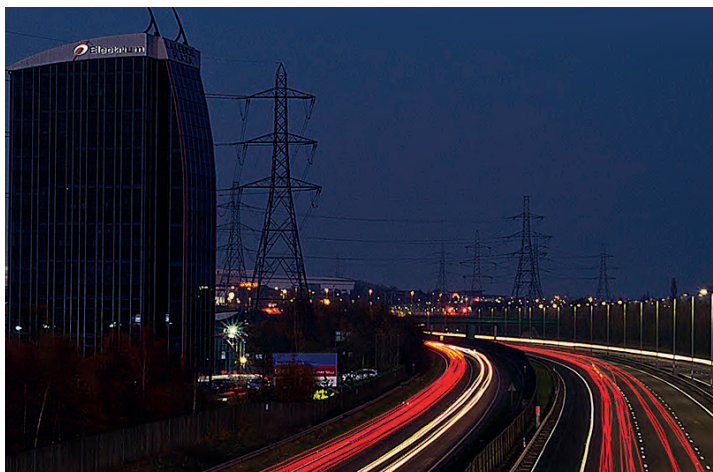
This Strategy identifies a series of actions, priorities and projects that provide a great starting point and momentum upon which to build over the coming years.

Immediate Opportunities and Short-Term Projects

A range of projects and investments are already underway across the District or are in the pipeline to boost economic development and productivity. Some of these form part of wider regeneration and investment programmes, while others form standalone interventions.



These cover a variety of themes and project types, including transport investment to improve and upgrade connectivity and accessibility, skills development projects to boost resident skills and respond to employer skills shortages and interventions to regenerate and revitalise the District's town centres.

These projects have been compiled, tested and added to through stakeholder consultations on the draft EPS.



	CCDC District Investment Fund £6m capital fund to invest in projects that drive economic prosperity.
	CCDC Housing Investment Fund £12m capital fund to build out new social housing across the District.
	Cannock Town Centre Regeneration & Prospectus 9 Council owned opportunity sites in the Town Centre; priority to regenerate the former Multi-storey car park site.
	McArthurGlen Outlet and Retail Skills Academy £160 Million Designer Outlet development in Cannock, opening in 2020 with linked Retail Training Academy.
	Rugeley Power Station Redevelopment Significant regeneration opportunity and potential for new exemplar low carbon community.
	Skills and Innovation Hub & Engineering Skills Academy Supporting skills levels within the District. £1.5m investment in Engineering Academy.
	Station Improvements / Upgrades Long term transformational upgrade of Cannock Railway Station and short term enhancements to Cannock, Hednesford & Rugeley Town.
	Pentalver Rail Freight Hub Investment in a new road-rail interchange facility in Cannock.
	A5 Corridor Project (connecting M6 to M1) Exploring growth opportunities along the strategic A5 corridor and addressing congestion / air quality management issues.
	2022 Commonwealth Games Mountain biking events as part of the Commonwealth Games 2022 in Birmingham and potential to create a legacy for the District, so long as this is managed in a sustainable manner.



These short to medium term projects align well with the five overarching economic ambitions that frame the EPS vision, as illustrated below. They offer real potential to demonstrate early progress and delivery against key strategy themes to boost resident skills, maximise the economic contribution played by the District's visitor economy and to start moving the District's economic and business activity up the value chain.




	Destination Cannock Chase 	A more productive economy 	Boosting resident skills 	Enterprising Cannock Chase 	Town Centres driving change 
Cannock Town Centre Regeneration	✓			✓	✓
McArthurGlen Outlet	✓			✓	
Rugeley Power Station Redevelopment	✓	✓	✓	✓	
Retail Skills Academy		✓	✓		✓
Skills and Innovation Hub & Engineering Skills Academy		✓	✓		
Station Improvements/Upgrades	✓	✓			✓
Pentalver Rail Freight Hub		✓		✓	
A5 Corridor Investment	✓	✓		✓	
2022 Commonwealth Games	✓			✓	

Wider Projects and Opportunities

Alongside these more immediate projects and interventions, this EPS identifies a series of wider opportunities that offer potential to deliver against the economic vision and ambitions, subject to further development over the coming months and years.

Timescale: S: up to 3 years, M: 4 to 6 years, L 7: 10 years


Theme	Potential Actions	Timescale
<p>1 Destination Cannock Chase</p> 	<ul style="list-style-type: none"> i. Develop a coherent offer and brand as a basis for future marketing and promotion activity; promote this brand through targeted marketing campaign(s) and apply this branding to local initiatives & events and consider wider regional marketing opportunities. ii. Identify the potential to develop an investment prospectus to promote Cannock Chase regionally and nationally as an excellent location for inward investment, business expansion and as a place to live whilst being conscious of the clean growth objectives of the Council. iii. Support the successful integration and continuous development of the McArthurGlen Outlet into the wider local economy and one off opportunities such as the Commonwealth Games to ensure a legacy is achieved. iv. Work with Tourism Providers to create opportunities for linked trips and encourage day visitors to stay longer. Develop a Tourism/Visitor Economy Strategy that grows and maximises the visitor economy in the District in a way which is sustainable to the AONB and SAC. 	<p>S/M</p> <p>M</p> <p>S</p> <p>S/M</p>
<p>2 A more productive economy</p> 	<ul style="list-style-type: none"> i. Identify key growth opportunities to inform our investment proposition and identify opportunities to create a clean growth economy. ii. Work with key partners to retain growing existing businesses and promote the District as an inward investment location for the identified key growth industries. iii. Improve our local transport and digital (5G) infrastructure in order to accommodate inward investment and business expansion on key employment sites- ensuring that infrastructure supports our clean growth ambitions. iv. Through our Local Plan, ensure that our planning policies support the growth of high value sectors and where possible limit growth in sectors that do not meet our clean growth ambitions. 	<p>S</p> <p>On-Going</p> <p>M / L</p> <p>M / L</p>

Theme	Potential Actions	Timescale
<p>3 Boosting resident skills</p> 	<ul style="list-style-type: none"> i. Work collaboratively with businesses, education and training providers to identify current and future skills needs and demands - to encourage an increase in higher skilled, better paid jobs and Apprenticeships. ii. Work with Skills Hubs to develop a more proactive approach to maximise alignment between resident skills development and local employer requirements. iii. Make use of local development projects as opportunities for skills development and training through apprenticeships and local labour initiatives including modern methods of construction within the housing sector iv. Look into the potential to continue developing sector specific academies to raise local residents’ skills and aspirations in emerging economic sectors, i.e. Retail, Engineering, Digital. 	<p>On-Going</p> <p>S</p> <p>M / L</p> <p>M / L</p>
<p>4 Enterprising Cannock Chase</p> 	<ul style="list-style-type: none"> i. Identify the feasibility of establishing new Cannock Chase business hubs, providing high quality modern work-space for start-up and growing firms, with access to business coaching and mentoring services and identify those sites that could provide these opportunities. ii. Continue to work with local Growth Hubs, Skills Hubs and other partners to provide business support and funding to our local business community focusing on our key growth sectors and ensuring that future programmes are aligned with our Economic vision and themes. iii. Seek to work with partners to secure funding for initiatives to support local businesses to improve their energy productivity and efficiency. 	<p>M / L</p> <p>On-Going</p> <p>On-Going</p>
<p>5 Town Centres driving change</p> 	<ul style="list-style-type: none"> i. Promote key opportunity sites identified in the Cannock Town Centre Development Prospectus to achieve our vision to repurpose the town as a culture and leisure hub encouraging town centre living and maximise the opportunity to capitalise on visitors to the McArthurGlen Outlet and utilising Heritage assets where possible. ii. Work with local businesses and stakeholders to identify the appetite to establish Business Improvement Districts (BID) for key town centres to oversee/steer improvements to the business environment and public realm. iii. Seek to ensure that the re-development of Rugeley Power Station acts as a catalyst for the regeneration of Rugeley Town Centre and consider the potential to create a Development Prospectus for Rugeley Town Centre. 	<p>L</p> <p>M / L</p> <p>M / L</p>

The EPS will be reviewed on a regular basis. The Council will seek to review and refresh the evidence gathered during the development of the Strategy and consider:

- If the Vision statement and priorities remain relevant or consider whether adjustments are necessary
- Progress on the delivery of the short term and wider projects and opportunities is being made or if adjustment to the projects (including the addition of new opportunities) is required
- Status reports on all expected outcomes and carry out any necessary remedial actions
- New joint working opportunities with partners
- Any lessons learnt / best practice

A number of key performance indicators have been identified which relate directly to the key themes within the EPS. The table below presents these and sets out how the District is faring in comparison to regional and national performance (where data is available). These indicators will be kept under regular review.

Theme	Key Performance Indicator (KPI)	Monitoring period	Cannock Chase	West Midlands	Great Britain (* or UK, ** England)	Cannock Chase 5 years ago	Direction of Travel 5 years on
Destination Cannock Chase 	Employment Land Supply	Not until 2022	N/A	N/A	N/A	N/A	N/A
	Council Housing Completion	2018	28	250	2630**	0	↑
	Housing affordability (median house price vs median gross annual residence based earnings)	2018	6.12	6.8	8.0 **	5.08	↑
	Life satisfaction levels	2017/2018 (out of 10, 0 = poor)	7.87	7.67	7.67*	7.48	↑
	CO2 Emissions Per capita (t)	2017	4.1	5.3	5.3	5.0	↑
	Day trips	2018	1,634,000	121 Million	1.703 Billion	1,404,000 (2014)	↑
	Over night trips	2017	117,700	18.4 Million	1.431 Billion	117,800 (2014)	↓

Theme	Key Performance Indicator (KPI)	Monitoring period	Cannock Chase	West Midlands	Great Britain (* or UK, ** England)	Cannock Chase 5 years ago	Direction of Travel 5 years on
A more productive economy 	GVA per head figure	2016	£18,441	£21,823	£26,621	£14,540	↑
	Annual GVA growth	2016	+6.8%	3.9%	3.7%*	+5.9%	↑
Boosting resident skills 	Employment rate	April 2018 - March 2019	75.7%	73.8%	75.4%	69.2%	↑
	Unemployment figures - Out of work benefits	August 2019	2.2%	3.6%	2.8%	1.6%	↓
	Total number of jobs	2017	41,000	2,558,000	29.3m	38,000 (2015 figure)	↑
	NVQ Level 3 data	Jan – Dec 2018	51.1%	51.9%	57.8%	51.6%	↓
	NVQ Level 4 data	Jan – Dec 2018	26.6%	33.1%	39.3%	23.4%	↑
	Weekly average earnings of full time working residents by residence	2018	£530pw	£536.60pw	£571.10pw	£477.90pw	↑
	Weekly average earnings of full time working residents by workplace	2018	£496pw	£536.60pw	£570.90pw	£463.80pw	↑
Enterprising Cannock Chase 	Number of Business Births	2017	425	30,735	375,030	350	↑
	Business Survival Rates	2012 births. 5 Year survival (2017)	150 of 350 42.9%	8715 of 19,645 44.4%	114,525 of 265,315 43.2%		—
	Growth Hub enquiries (GBSLEP and SSLEP)	2018-2019	132	N/A	N/A		—
	Vacancy Rates - Cannock	2018-2019	10.9%	10.2%	9.2%		↓
	Vacancy Rates - Hednesford	2018-2019	4.6%	10.2%	9.2%		↑
	Vacancy Rates - Rugeley	2018-2019	4.8%	10.2%	9.2%		↑



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