

Transforming North Staffordshire Evidence Paper E: The Work Foundation's Approach

the work foundation



Prepared for the North Staffordshire Regeneration
Partnership

March 2008



The Work Foundation was asked to provide the North Staffordshire Regeneration Board with:

***A distinctive vision for the future of North Staffordshire
that is owned by the key stakeholders.***

It was agreed that this would be delivered by meeting the following three objectives:

1. An outline of a distinctive and evidence-based vision for the future of the North Staffordshire area in the knowledge economy.
2. A process to engage key stakeholders in agreeing a distinctive, evidence-based vision for North Staffordshire and in committing to actions to take the vision forward.
3. A launch event for the vision and next steps.

To achieve these objectives, we conducted a detailed research and consultancy project that sought to engage with key stakeholders throughout. There were two main phases to the project:

March – 9 May 2007 The first phase of background research was conducted and we interviewed approximately twenty key stakeholders in the local area. As a result of this work, we presented interim findings to a large group of local stakeholders and received their feedback about our findings (details are in Evidence Paper C).

10 May 2007 – November 2007 In the second phase of work we interviewed more stakeholders, investigated emerging issues in more depth, presented to a series of groups and pulled together our analysis and findings using our Ideopolis framework.

Throughout the project, three work-strands were running: background research; stakeholder engagement; and analysis and write-up. These are outlined in more detail below.

Work-strand 1: Background research

In order to understand the challenges facing North Staffordshire, it was necessary to review existing material. This background research focused on five strands:

- a. **North Staffordshire's history**
How North Staffordshire has changed in terms of population, industrial mix, image and success.
- b. **North Staffordshire's image**
How North Staffordshire is perceived as a place to live and work, based on newspaper reports, web presence, literature etc.
- c. **North Staffordshire now**
Literature and data evidence about how North Staffordshire works now, what its strengths and weaknesses are, and how it compares to other cities. This drew on existing survey data, eg quality of life surveys, surveys of businesses etc as well as data from national statistics and other sources.
- d. **North Staffordshire's vision of the future**
Review of existing visions for the future for North Staffordshire generated by key stakeholders inside and outside North Staffordshire, comparing similarities and differences between visions. This also involved a review of changes already planned by partner organisations for the area.
- e. **Relevant case studies**
Assessment of any international and UK case studies that have some relevance to North Staffordshire's situation so far, identifying where lessons could be learned. For example, some cities have tried to pursue particular strategies when their core industries declined which have been more or less successful (eg solely relying on creative industries has proved ineffective, creating more 'added value' elements to manufacturing has proved effective), and this was used to inform recommendations at a later stage for North Staffordshire.

Background research involved:

- **Literature reviews:** Reviewing available academic literature, newspaper reports and web material that related to North Staffordshire and/or relevant case studies, both national and international.
- **Data analysis:** Analysis of available data to assess North Staffordshire's historical and current industrial mix, population and knowledge intensity. Sources included: the Annual Business Inquiry dataset, the Labour Force Survey (now called the Annual Population Survey), the Census and the Annual Survey of Hours and Earnings. We also drew on Experian's analysis of Stoke-on-Trent and Newcastle-under-Lyme's Integrated Economic Development Strategy predictions.
- **Analysis of our existing bank of case studies:** We had already conducted twelve case studies of UK cities, and four of international cities, as well as collated data and information about a range of international cities. These examples were used in this work to inform both how we undertake the project with North Staffordshire and as a source of examples and insights.

Work-strand 2: Stakeholder engagement

Between March and May 2007 we conducted a series of interviews with key stakeholders. This informed and supported our background research. These were then further augmented through group meetings between May and November 2007. Those we spoke to are listed below.

Interviews/ groups

We conducted interviews in-depth on a one-to-one basis or small group basis between March and November 2007, either on the phone or face-to-face, with a number of people suggested by our steering group and on the basis of sector and area, to ensure a good balance of different interests and experience, as well as between different areas of the sub-region. We have also included some regional stakeholders and some more external stakeholders. Please note that some people were nominated as representatives by a more senior colleague. Also, that involvement in this process does not necessarily indicate that the views expressed in our independent report are endorsed by those people to whom we spoke.

Local Authorities

NAME	POSITION	ORGANISATION
Mark Bailey	Policy Manager	Staffordshire Moorlands District Council
Jean Ball	City Centre Manager	Stoke-on-Trent City Council
Mark Barrow	Chief Executive	Newcastle-under-Lyme Borough Council
Pete Courtie	Creative Industries Team Leader	Stoke-on-Trent City Council
Mark Forrester	LSP Manager	Staffordshire Moorlands
Ron Hilton	Chief Executive (current, then Deputy Chief Executive)	Staffordshire County Council
Mark Meredith	Elected Mayor	Stoke-on-Trent City Council
Nigel Pursey	Chief Executive (former)	Staffordshire County Council
Steve Robinson	Chief Executive	Stoke-on-Trent City Council
Brian Davies	Planning	Stoke-on-Trent City Council

Renew/LSPs/NSRP

NAME	POSITION	ORGANISATION
Hardial Bhogal	Director	Renew North Staffs
Peter Bounds	Chair	Renew Board
James Capper	Enterprise and Innovation Strategy Manager	NSRZ
Aktar Choudhury	Chief Executive (at the time)	North Staffs Regeneration Zone
Tom Macartney	Managing Director	NSRP
David Rogers	Chair	Staffordshire Partnership

Business

NAME	POSITION	ORGANISATION
Bob Bell		Finest
Bryan Carnes	Chief Executive	North Staffordshire Chamber of Commerce and Industry
Sue Evans	Chief Executive	Ceramic Industry Forum
Kevin Farrell	Chief Executive	British Ceramic Confederation
Thomas Harrison		Morston Assets

Education and health

NAME	POSITION	ORGANISATION
Dr Jon Fairburn	Lecturer (Geography)	Staffordshire University
Janet Finch	Vice Chancellor	Keele University
Prof Brian Jacobs	Professor (Public Policy)	Staffordshire University
Eric Kelsall	Medical Technologies lead	Keele University
Graham Moore	Principal	Stoke-on-Trent College
Professor Chris Philipson	Pro-VC	Keele University
Paul Richards	Pro-VC	Staffordshire University
Lesley Rollason	Head of Strategic Planning	Staffordshire University
Graham Urwin	Chief Executive	Stoke-on-Trent PCT

MPs

NAME	POSITION
Charlotte Atkins MP	Staffordshire Moorlands MP
Paul Farrelly MP	Newcastle-under-Lyme MP
Mark Fisher MP	Stoke-on-Trent Central MP
Robert Ffello MP	Stoke-on-Trent South MP
David Kidney MP	Stafford MP
Joan Walley MP	Stoke-on-Trent North MP

Other organisations

NAME	POSITION	ORGANISATION
James Billingham	Regional Manager West Midlands	Skills for Logistics
Gill Brown	Chief Executive	Brighter Futures
Paul Hildreth	Adviser to CLG, worked with North Staffs before	University of Salford
Andy Lovatt	Consultant (leading on North Staffordshire creative industries project)	Burns Collett
Prof Brendan Nevin	Consultant	Nevin Leather Associates (former Director, Renew)

Other Methods of Contact

We did contact a number of other individuals but we were not successful in setting up interviews with all of them – some took a place on the Action Planning Group as an alternative.

We also sent questionnaires to a number of individuals, following the Forum event, to gain further views on the challenges facing North Staffordshire, and gained some very helpful responses in that way.

Other people very helpfully sent through documents, for example the tourism team at Stoke-on-Trent Local Authority.

**9 May
Forum Meeting**

At a meeting on 9 May in the Quality Hotel in the city centre of Stoke-on-Trent we presented interim findings from our background research and early interviews. Participants were asked to vote on the most important difficulties and opportunities and a degree of consensus about these was established (see Evidence Paper C for details). The event findings were used to help structure further research going forward. According to our records, attendees of the Forum event included:

Name	Organisation
Aktar Choudhury	North Staffs Regeneration Zone
Alan Slater	Stoke-on-Trent City Council
Andy Tharp	Renew North Staffs
Arthur Bailey	North Staffordshire Risk Capital Fund PLC
Belinda Ryan	University Quarter
Bob Bell	Finest
Brian Jacobs	Staffordshire University
Bryan Carnes	North Staffs Chamber of Commerce
Cllr Ann James	Stoke-on-Trent City Council
Cllr John Fisher	Staffordshire Moorlands District Council
Cllr Mike Tappin	Stoke-on-Trent City Council
Cllr Paul Billington	Stoke-on-Trent City Council
Cllr Simon Tagg	Newcastle-under-Lyme Borough Council
Colin Brown	Wardell Armstrong
Dave Bullock	Estuary Group
Dave Chetwyn	RTPI Planning Aid
Dave Fahey	Synetrix
David Blake	Advantage West Midlands
David Gage	North Staffordshire Risk Capital Fund PLC
David Ward	Spode
Diane Lea	Staffordshire Housing
Dr Jon Fairburn	Staffordshire University
Dr Steve Wyn Williams	Staffordshire University

Name	Organisation
Geoff Riley	Staffs and Black Country BiC
Gill Brown	Brighter Futures
Gina King	Housing Corporation
Graham Moore	Stoke-on-Trent College
Hardial Bhogal	Renew North Staffs
James Billingham	Skills for Logistics
James O'Hara	Radio Stoke
Jill Norman	Staffordshire Moorlands CVS
John de Kanter	Instaffs
Joan Walley MP	
John Moran	IPR Engineering
John Taylor	Staffordshire County Council
Jon Cotgreave	Groundwork Stoke-on-Trent
Julie Seddon	Stoke-on-Trent City Council
Karen Houghton	Urban Vision North Staffordshire
Kate Docherty	West Midlands Regional Assembly
Kevin Farrell	British Ceramic Federation
Laird Ryan	Stoke-on-Trent City Council
Marie Greer	Advantage West Midlands
Mark Barrow	Newcastle-under-Lyme Borough Council
Mayor Mark Meredith	Stoke-on-Trent City Council
Mick Downs	Urban Vision North Staffordshire
Neale Clifton	Newcastle-under-Lyme Borough Council
Nick Holdcroft	Stoke-on-Trent City Council
Patrick Wenger	Good Food Chain
Paul Feehily	Stoke-on-Trent City Council
Paul Spooner	English Partnerships
Peter Bounds	Renew North Staffs
Peter Davis	Synetrix
Peter Mawdsley	Stoke-on-Trent City Council

Work-strand 2: Stakeholder engagement

Name	Organisation
Phil Grattan	Hulme Upright Architects
Philip Potts	Staffordshire Connexions
Professor Geoff Pugh	Staffordshire University
Rachel Bestwick	Advantage West Midlands
Rachel Dodd	Synetrix
Rachel Goodman	Renew North Staffs
Rauf Mirza	Acumen
Reverend David Lingwood	Stoke Minster
Richard Lashmore	Knight & Sons
Rob Kilby	Housing Corporation
Rob Morrey	Leek College
Ros Gallagher	Keele University
Sarah Whittington	David Wilson Homes
Sharon Richards	Stoke YMCA
Sinead Butters	Aspire Housing
Stephanie Freeman	FM Marketing & PR
Steve Burrows	Staffordshire County Council
Steve Robinson	Stoke-on-Trent City Council
Steve Smith	Stoke-on-Trent City Council
Stuart Davies	Stoke-on-Trent City Council
Sue Evans	Ceramic Industry Forum
Sue Robinson	Learning & Skills Council
Teeranalal Ramgopal	Staffordshire University
Tim Edwards	Aspire Housing
Tom Macartney	North Staffordshire Regeneration Partnership
Val Tomlinson	Learning & Skills Council

**Presentations
to groups**

We have also, at various stages, presented to the following groups in North Staffordshire on this work:

- North Staffordshire Regeneration Partnership (NSRP) Board
- Leaders group meetings
- NSRP Marketing group
- NSRP Enterprise and Innovation group
- North Staffordshire Chamber of Commerce Annual Lunch
- Newcastle under Lyme Local Strategic Partnership
- Private business meeting
- Advantage West Midlands Board Meeting.

This has meant we broadened our reach to some of the following organisations/ individuals:

- Alton Towers
- Aspire Housing
- Children's Trust
- Communities Forum
- Hume Architects
- InStaffs
- Knight & Sons
- Michelin
- Moorcroft
- Newcastle College
- Newcastle-under-Lyme Councillors
- Police
- Potteries Shopping Centre
- Steelite
- St Modwen's
- Stoke City FC
- Voluntary Sector Forum
- Waterworld.

Action Planning Group

Many organisations who did not participate in the interviews early on were involved in the Action Planning Group. This was a series of workshops taking place on a regular basis between June and September 2007 and involved working with a team of key stakeholders in North Staffordshire to seek consensus around core components of the vision, and prioritising next steps. Participants (although not everyone attended for all sessions) included people from the following organisations:

NAME	ORGANISATION
Rachel Bestwick	Advantage West Midlands
Hardial Bhogal	Renew
Bryan Carnes	North Staffs Chamber of Commerce
Neale Clifton	Newcastle Borough Council
Stuart Davies	Stoke-on-Trent City Council
John De Kanter	InStaffs
Rachel Dodd	Synetrix
Mick Downs	Urban Vision North Staffordshire
Tim Edwards	Aspire Housing
Daniel Flynn	Stoke YMCA
Ros Gallagher	Keele University
Nick Holdcroft	Stoke-on-Trent City Council
Brian Jacobs	Staffordshire University
Eric Kelsall	Keele University
Liz Larkin	West Midlands Regional Assembly
David Mather	Stoke-on-Trent City Council
Bill Murray	Staffordshire University
Richard Pilkington	Stoke College
Philip Potts	Connexions Staffordshire
Geoff Pugh	Staffordshire University
Sue Robinson	LSC
Laird Ryan	Stoke-on-Trent City Council
Steve Wyn Williams	Staffordshire University

Work-strand 3: Analysis and report writing

Throughout the work the framework for our analysis has been The Work Foundation's research into the drivers of successful knowledge cities and knowledge city regions. This research, building on literature reviews, data analysis and fourteen UK and international case studies¹, identified the concept of the 'Ideopolis', a sustainable knowledge intensive city that drives growth in the wider city region as a vision with which local authorities and Regional Development Agencies could identify and to which they aspired. It also identified nine drivers of successful knowledge cities:

1. **Creating the physical knowledge city** – having the architecture and accommodation that knowledge intensive businesses and workers require;
2. **Building on what's there** – recognising existing strengths and weaknesses and playing to these;
3. **'Diverse specialisation'** – having a diverse range of economic specialisms for which the city or city region is known;
4. **High skill organisations** – organisations that rely on the 'high road' to productivity through high quality jobs and highly skilled people;
5. **Vibrant education sector embedded in community and economy** – one or more universities linking closely with the city or city region and businesses, supported by good education institutions helping all individuals develop their skills;
6. **Distinctive 'knowledge city' offer** – a distinctive offer for knowledge intensive businesses and workers who are considering investing, working and living in the city or city region, supported by diverse cultural and leisure facilities;
7. **Leveraging strong connectivity within and outside the city region** – good communications infrastructure combined with quick links both within the city/city region and to other cities/city regions via air, rail and road;
8. **Strong leadership around knowledge city region vision, supported by networks and partnerships** – civic or private sector leadership around the vision of a knowledge intensive city region, based on strong networks across different industries;

¹ The full Ideopolis: Knowledge City-Regions report is available for download from <http://www.theworkfoundation.com/futureofwork/research/ideopolis/index.aspx>

9. **Investing in communities** – investing in strategies to ensure the whole community experiences the benefits of knowledge intensity and that quality of life is increased.

These drivers provide a structure against which places can assess their strengths and weaknesses in the knowledge economy, and have been tested on a number of UK and international cities² before being applied to North Staffordshire.

The final report makes use of these drivers to structure our analysis and recommendations and sets out the results of our conversations with you, as well as our independent review of available literature and on data analysis. The overview paper sets out why you need to act, the vision you aspire to and what needs to be done to address the difficulties you face. The detailed analysis, including a statistical review of where North Staffordshire is now, the results of our consultation with stakeholders and our detailed recommendations, are in the five supporting evidence papers (of which this is the fifth):

- Evidence Paper A – Overview of shifts towards the knowledge economy;
- Evidence Paper B – Further detail on North Staffordshire now;
- Evidence Paper C – Action Planning Group’s recommended vision and actions;
- Evidence Paper D – Detailed analysis of what North Staffordshire needs to do;
- Evidence Paper E – The Work Foundation’s approach.

² The Department for Communities and Local Government is one of the sponsors of the next phase of research into this framework, whilst HM Treasury, the Department for Innovation, Universities and Skills and the Department for Transport are on the Advisory Group and have commented on how we should further develop this framework and concept

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