



# LOCAL ACTION PLAN

## CITY OF STOKE ON TRENT, UNITED KINGDOM



## 1. The context

### Introduction

The main objective of the Urban Network for Innovation in Ceramics (UNIC) project was to allow partner cities with a traditional ceramic economy and strong “heritage” value to move towards a sustainable innovation economy.

Stoke on Trent realised the importance of participating in the UNIC project from a very early stage. It was apparent that the economic transition from the industrial era towards an innovation economy had already begun in some of the project partner cities. Some experiments had varying success regarding integration and sustainable urban development. All of the UNIC partners wished to share these experiences, to capitalise on them and to give value to them through exchanges of know-how, knowledge and good practices within industry, education and the public sector.

### **The Stoke on Trent ceramics industry at a glance:**

- The area has over 300 ceramics based businesses employing around 20,000 people
- Stoke on Trent is a key destination for pottery and ceramics tourists with an estimated 3.5 million tourist visits a year. This generates around £183 million for the area’s economy and directly supports around 5,000 jobs
- The Potteries Museum and Art Gallery houses the world’s finest collections of Staffordshire ceramics. The Wedgwood Museum was awarded the 2009 UK Art Fund Prize for the most original museum or gallery
- The first British Ceramics Biennial in 2009 reinforced Stoke-on-Trent’s status as a capital of ceramics and attracted more than 35,000 visitors.

Since the mid 18<sup>th</sup> Century, Stoke-on-Trent in the United Kingdom has been recognised as a world leader in ceramic design and production.

Few cities across the globe are so defined by their core trade that they are universally recognised by the industry’s name. That Stoke-on-Trent is known far and wide as “the Potteries” is a tribute to the unique bond between the ceramic industry and the city.

The ceramic industry in Stoke-on-Trent already works as a successful cluster and the need to innovate and adapt to new challenges in recent years has seen much imaginative collaborative working and the formation of industry

groupings that are dedicated to the pursuit of improvement and innovation. As part of the ongoing evolution of the industry, we have accepted that this is not enough. We need a stronger vision for the future of the industry and a strategy for delivering innovation and growth, and do them collaboratively.

The UNIC Local Action Plan further encourages and enhances the innovative partnership currently underway to improve the ceramics industry and regenerate Stoke on Trent. The ceramic industry has grown organically over the last 300 years and has a number of actively functioning networks and partnerships, which have been established and developed over time, according to business needs and prevailing public sector policy and strategies. The presence of functioning networks and partnerships enabled the Local Support Group to form effectively. Participation was from broader geographical areas than just Stoke on Trent.

The Local Action Plan has been overseen and directed by a Local Support Group (LSG) which included high level representation from the industry, its existing Trade Association, networks and stakeholders.

The LSG of Stoke on Trent is tasked with accelerating the transformation of economic development of the industry of Stoke on Trent into a modern, cutting edge, research and design led sector. It should be noted that the future of the LSG is about expanding the businesses and engaging in higher value added activities. Terms of reference will be drafted when the plan of action is agreed.

Within the UNIC project, there are 5 themes. Stoke on Trent are concentrating on all 5 thematic areas to support the industry in key areas that drive productivity and competitiveness, namely: innovation, enterprise, skills and investment. All of the thematic areas should not be viewed as separate subject areas, but are inter-dependant on each other and overlap. Within the context of UNIC, these cover:

- WG1 : Promoting Innovation
- WG2 : Industry Strengthening
- WG3 : Urban Integration
- WG4 : Cultural and Tourism Potential
- WG5 : City Identity

These strategically significant initiatives are proposed as a package of measures which are focussed specifically on Stoke on Trent and on the upgrading and growth of its ceramic cluster, and to achieve the ambition of increasing its GVA by 50% over the next 15 years. It is crucial for success that businesses and the supply chain are beneficiaries from the initiatives. The recommended projects are:

- Establishing the worldwide reputation as a centre of excellence for Enterprise and Innovation in Ceramics. Driving growth and development of the sector
- Ensuring programmes and training initiatives are in place which align to meet the current and emerging needs, challenges and demands of the industry during this transformational period: This to be achieved by the establishment of a “Skills Academy” of Stoke on Trent
- Implementing a Ceramic Visitor Economy Development programme
- Establishing an enhanced mechanism for the future strategic development of the cluster in the form of a Ceramic Development Council

#### 1. Ceramic Development Council

Objective : to establish a body led by industry and including other cluster stakeholders that has the capacity to provide strategic leadership, direction and prioritised action plan to develop the ceramic cluster over the medium to long term.

#### 2. Enterprise and Innovation in Ceramics

Objective : to establish a centre of excellence for the ceramic cluster in the promotion and integration of support and to drive technological research, diversification and innovation within the formation of new businesses and of business growth.

#### 3. Ceramic Skills Academy

Objective : working with all appropriate national stakeholders to develop for the ceramic industry a collaboration involving local and national training providers and the local ceramic industry. Both to widen participation in training and to support the upgrading of technical, administration and business skills in the cluster. Importance will be placed on skills in emerging new technical markets, products and materials.

#### 4. Ceramic Visitor Economy Development Programme

Objective : adoption of relevant recommendations emerging from the Visitor Economy Strategy (2009 – 2014) including the British Ceramic Biennial. In addition to developments to attract visitors to retail outlets and museums, the vision of a growing cluster of world standing brings opportunities for the area from increased numbers of business visitors.

#### Ongoing Vision

Stoke on Trent is learning to anticipate, manage and address the industrial, cultural and social consequences of economic transition. We will continue the journey and begin to move effectively towards a sustainable innovation based economy linking research and education, culture and social and urban promotion.

Our approach to this project has been a very pro-active one and has challenged our thinking and extended collaboration across the EU. As the benchmarks in the Local Action Plan show, significant best practice has been gained across the UNIC partner cities and in turn has helped to shape our priorities.

## 2. The local actors

Before the UNIC Local Support Group (LSG), there was no one organisation that acted as a single strategic co-ordinating body for the Stoke on Trent Ceramic Cluster. Given the history and breadth of the cluster, and the wide variety of the issues that collectively need to be addressed, it is unsurprising that there were a number of separate industry organisations, each dealing with the specific matters for which they were established.

It is important that these organisations continue to function and are mutually supportive of one another. The LSG is made up of key stakeholders (Business, Knowledge Base, Political and the Public Sector) and discussions between the various organisations has been with a view to explore how best to exploit the European linkages and develop and implement the recommendations in the Local Action Plan.

The LSG may well lead to the establishment of a single co-ordinating cluster body providing the vehicle for better collaboration, communication and dialogue between all existing stakeholders.

It should be noted that there is considerable overlap between the members of the various boards and members of the LSG. It is not uncommon for companies to be represented on more than one board or partnership group and in some cases for that company's representative to be same person, thus affording a considerable degree of co-ordination across the various organisations, albeit in an informal way.

<h2 style="text-align: center;">Stakeholder interest analysis</h2> <p style="text-align: center;">For understanding the various interested parties</p>			
Issue:	<b>1./ PROMOTING INNOVATION</b>		
Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
<b>Primary stakeholders (Those Affected)</b>			
<b>Ceramic Companies</b>	<b>Globalisation, exporting, weak exchange rate</b>	<b>Increase in sales</b>	<b>Locally accessible business centre for new entrepreneurs</b>
<b>a) Existing Glazed whiteware companies</b>	<ul style="list-style-type: none"> <li>Innovation and design are key to increased sales</li> <li>Survival – especially on energy issues</li> </ul>	<b>New markets/ customers</b>	<ul style="list-style-type: none"> <li>Shared research &amp; innovation</li> <li>UK PLC</li> <li>Inward investment</li> </ul>
<b>b) Technical / advanced Ceramic companies</b>	<b>Life blood of their business</b>	<ul style="list-style-type: none"> <li>New markets/ customers</li> <li>New areas of business</li> <li>Diversification strategy</li> </ul>	<b>Increased R&amp;D grants.</b>
<b>c) Other ceramic companies (e.g. “heavy clay”, refractories)</b>	<b>Survival – especially on energy issues</b>	<b>New products</b>	<b>Inward investment</b>
<b>Supply Chain networks</b>	<ul style="list-style-type: none"> <li>Need customers to survive and grow</li> <li>If not undertaken could mean lost business</li> </ul>	<b>Work closer with businesses to establish their needs</b>	<ul style="list-style-type: none"> <li>Increased cluster involvement</li> <li>Materials improving customers products</li> </ul>

<p><b>Higher Education Institutions &amp; other research &amp; development organisations</b></p>	<ul style="list-style-type: none"> <li>• Implementing correct course strategies</li> <li>• Encourage talented people to enter the industry</li> </ul>	<ul style="list-style-type: none"> <li>• KTPs / access to researchers</li> <li>• Selling their services</li> </ul>	<ul style="list-style-type: none"> <li>• Better communication and work with companies</li> <li>• Increased involvement with business</li> </ul>
<p><b>Citizens/residents</b></p>	<p>Better opportunities in life, work and education</p>	<p>Ceramics is still one of our major industries and the undoubted USP of Stoke on Trent</p>	<p>Involve them in discussions on what they would like and what will they actually do to help</p>
<p><b>Politicians / Councillors</b></p>	<p>Influencing local policies and strategies</p>	<ul style="list-style-type: none"> <li>• Welfare of constituents</li> <li>• Improvement in many ways for the people they represent</li> </ul>	<ul style="list-style-type: none"> <li>• Improve area profile – visits from senior politicians</li> <li>• Improve funding for industry and area</li> <li>• Effective representation of industry as constituents</li> <li>• Show clear leadership and direction</li> </ul>

<p><b>North Staffordshire Regeneration Partnership</b></p>	<p><b>Growth of industry and diversification</b></p>	<ul style="list-style-type: none"> <li>• <b>Facilitating public/private partnerships to drive growth</b></li> <li>• <b>Creating the conditions for growth through planning and transport policy</b></li> <li><b>Infrastructure investment</b></li> <li>• <b>Change in planning legalities for land use across the City of Stoke on Trent</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Improve basic educational qualifications in schools</b></li> <li>• <b>Provide funding assistance</b></li> </ul>
<p><b>Secondary stakeholders (<i>Deliverers of Provison</i>)</b></p>			
<p><b>Staffordshire and Keele Universities</b></p>	<p><b>Low take up of graduates – locally, regionally and nationally</b></p>	<p><b>Increase in graduate and retention in the area</b></p>	<p><b>Access to academics, researchers and company knowledge</b></p>
<p><b>CIF (Formerly the Ceramic Industry Forum)</b></p>	<p><b>Established to help support this type of activity along with productivity improvement within the ceramic industry</b></p>	<p><b>Working with companies to innovate and bring design led programmes to companies</b></p>	<ul style="list-style-type: none"> <li>• <b>Support funding from bodies on innovative programmes</b></li> <li>• <b>Deliver programmes on innovation</b></li> <li>• <b>Use Manufacturing Advisory Service to assist</b></li> </ul>

<p><b>Ceramic Companies</b></p>	<ul style="list-style-type: none"> <li>• Globalisation</li> <li>• Exporting</li> <li>• Weak exchange rate</li> <li>• Loss of potential businesses</li> <li>• Closure of current businesses</li> </ul>	<p>Increase in sales</p>	<p>Locally accessible centre</p>
<p><b>British Ceramic Confederation</b></p>	<p>Representation of industry to regulators, government in UK and EU</p>	<p>Improve value and competitiveness of UK industry</p>	<ul style="list-style-type: none"> <li>• Representation support for newer companies and help to educate Centre to discuss the main company needs</li> </ul>
<p><b>Regional Development Agency</b></p>	<p>Lack of growth in the sector undermines regional industrial output targets</p>	<p>Regional Economic Strategy / Regional Innovation Strategy</p>	<p>Funding for the Local Action Plan</p>
<p><b>CERAM Research</b></p>	<ul style="list-style-type: none"> <li>• Centre of Excellence in Ceramic Technology</li> <li>• Good link with academics</li> </ul>	<ul style="list-style-type: none"> <li>• Significant expertise in applied research</li> <li>• Innovation creates wealth and spin-off in other areas</li> </ul>	<p>Work with Business Link, CIF and BCC to support entrepreneurs</p>

<p><b>Manufacturing Advisory Service (MAS)</b></p>	<p><b>Increase in industry participation</b></p>	<p><b>Government established body to improve Innovation Direct policy support for the sector</b></p>	<ul style="list-style-type: none"> <li>• <b>Representing sector needs at national level</b></li> <li>• <b>Hold briefing sessions on what MAS can offer to the ceramic industry through Business Agency / CIF contacts</b></li> </ul>
<p><b>Partners in the GPrix Project (in particular, Staffordshire University (the UK Partner))</b></p>	<p><b>GPrix is a Framework 7 project: “Good Practices in Innovation Support Measures for SMEs”. It focuses on five “traditional” industries (including ceramics) in seven EU regions</b></p>	<p><b>GPrix is designed to support evidence based policy proposals for publicly funded innovation support in traditional manufacturing industries. The main objectives of GPrix are to identify and disseminate good practice. One of the five industries to be studied in detail is ceramics.</b></p>	<p><b>Two relevant actions are included in GPrix:</b></p> <ol style="list-style-type: none"> <li><b>1. stakeholder events to disseminate and discuss best practice in innovation support; and</b></li> <li><b>2. arising out of GPrix research and dissemination : proposals for the <i>Action Plans</i> of UNIC partners, including Stoke-on-Trent.</b></li> </ol>

<h2 style="text-align: center;">Stakeholder interest analysis</h2> <p style="text-align: center;">For understanding the various interested parties</p>			
<b>Issue:</b>	<b>2./ INDUSTRY STRENGTHENING</b>		
Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
<b>Primary stakeholders (<i>Those Affected</i>)</b>			
<b>Ceramic companies and supply chain</b>	<b>Not one body to speak for the whole industry</b>	<ul style="list-style-type: none"> <li>• <b>Several organisations have complimentary offerings to help the local industry</b></li> <li>• <b>Joined up thinking with all stakeholders</b></li> </ul>	<b>Ceramic Development Council</b>
<b>General public and local Government departments</b>	<b>A weak industry means potential closures and loss of jobs which leads to deprivation of the region</b>	<b>Motivation is generation of new jobs and industries</b>	<b>Government funding to assist regeneration of the industry</b>
<b>Secondary stakeholders (<i>Deliverers of Provison</i>)</b>			
<b>Managing Authority (Advantage West Midlands - Regional Development Agency)</b>	<ul style="list-style-type: none"> <li>• <b>The Ceramics industry is part of the Interiors &amp; Lifestyle Cluster and needs to be seen as performing</b></li> <li>• <b>Area growth and jobs</b></li> <li>• <b>Create wealth</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Regional Economic Strategy</b></li> <li>• <b>New jobs and industries to the region</b></li> <li>• <b>Help increase GVA for the region</b></li> </ul>	<b>Management and administration of projects in Local Action Plan and broker/facilitating funding applications</b>

<b>North Staffordshire Regeneration Partnership (NSRP)</b>	<b>Ceramics is a priority sector with growth potential identified in the NSRP Economic Development Framework</b>	<b>Transforming North Staffordshire / SQW Report / Local Economic Assessment</b>	<b>Management and administration of projects in Local Action Plan and broker / facilitating funding applications</b>
<b>British Ceramics Confederation</b>	<b>Emerging legislation that hinders industry's competitiveness</b>	<ul style="list-style-type: none"> <li>• <b>Ensure voice of industry to legislation which helps growth</b></li> <li>• <b>Raising of industry standards and profile</b></li> </ul>	<b>Continue to be voice of industry in discussions with regulators / government</b>
<b>CERAM</b>	<b>Additional technology required to diversify industry</b>	<b>Help develop and transfer technology</b>	
<b>CIF (Formerly Ceramic Industry Forum)</b>	<b>No industry, no CIF</b>	<b>Retain the industry for regions manufacturing jobs, economy and skills</b>	<b>Improve good practice for manufacturing systems engineering / marketing</b>
<b>UK Government - BIS (Department for Business Innovation and Skills)</b>	<b>Historically limited resource for the ceramic industry</b>	<b>Recognition that ceramics is "advanced and green manufacturing"</b>	<b>Continued representation by politicians to obtain practical (sector) and financial support.</b>
<b>Cerame-Unie</b>	<b>Representation of industry to regulators, government in EU</b>	<b>Improve value and competitiveness of European industry</b>	<b>Continue to link in through BCC and NSRP and share learning from European UNIC city best practice for industry</b>

<h2 style="text-align: center;">Stakeholder interest analysis</h2> <p style="text-align: center;">For understanding the various interested parties</p>			
Issue:	3./ URBAN INTEGRATION		
Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
<b>Primary stakeholders (Those Affected)</b>			
Local and UK ceramic construction companies (bricks, roof, wall and floor tiles, drainage pipes, sanitaryware)	<ul style="list-style-type: none"> <li>• Retention of business within the region</li> <li>• Improve skills base with new initiatives</li> <li>• Local companies demonstrating Corporate Social Responsibilities (CSR)</li> </ul>	<ul style="list-style-type: none"> <li>• Want to develop and use new products</li> <li>• Bid for work and demonstrate quality of product and installation of finished services</li> <li>• Demonstrate to employees CSR</li> </ul>	<ul style="list-style-type: none"> <li>• Become involved in supporting the local area</li> <li>• Ensure work completed is of an excellent quality</li> </ul>
Residents	<ul style="list-style-type: none"> <li>• Ceramics is important source of employment</li> <li>• Pride in area</li> <li>• Perception that industry is declining in area</li> <li>• Pride in local businesses being successful and demonstrating their commitment</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer skills in labour force</li> <li>• Involvement in actions to improve urban integration</li> <li>• Pride in area</li> </ul>	<ul style="list-style-type: none"> <li>• Increase jobs through inward investment</li> <li>• Become involved in local action groups</li> </ul>

<p><b>Visitors</b></p>	<ul style="list-style-type: none"> <li>• <b>Demonstration of what the local industry can put back into the local community</b></li> <li>• <b>Demonstrate use of local materials in urban environment</b></li> </ul>	<p><b>Visit area and purchase goods that have been demonstrated</b></p>	<p><b>Give feedback of successes and failures</b></p>
<p><b>Secondary stakeholders (<i>Deliverers of Provison</i>)</b></p>			
<p><b>Royal Institute of Builders &amp; Architects (RIBA)</b></p>	<ul style="list-style-type: none"> <li>• <b>Supporting local infrastructure and enhancing local region</b></li> <li>• <b>Reduced use of services if not supporting local region</b></li> </ul>	<p><b>Additional work within region</b></p>	<p><b>All contracts within region to show what additional work is being undertaken to support urban integration</b></p>
<p><b>Local Builders</b></p>	<ul style="list-style-type: none"> <li>• <b>People seeing local work</b></li> <li>• <b>Could improve ability to undertake further commissions</b></li> </ul>	<p><b>Additional work for local people</b></p>	<ul style="list-style-type: none"> <li>• <b>Provide some services free or at a low cost to help secure additional work</b></li> <li>• <b>Design new murals, structures that require the use of local materials manufactured in the region</b></li> </ul>

<p><b>Stoke on Trent City Council / North Staffordshire Regeneration Partnership</b></p>	<ul style="list-style-type: none"> <li>• <b>Planning constraints and specifications</b></li> <li>• <b>Loss of jobs, reduced employment</b></li> <li>• <b>Loss of income into the region and a gradual reduction in the infrastructure of the area</b></li> </ul>	<p><b>Local pride and employment</b></p>	<ul style="list-style-type: none"> <li>• <b>Support local businesses and applications for improvements within manufacturing companies</b></li> <li>• <b>Planning permission for new and refurbished buildings requires extensive use of ceramics from ceramic construction sectors</b></li> </ul>
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<p align="center"><b>Stakeholder interest analysis</b> For understanding the various interested parties</p>			
<p><b>Issue:</b></p>	<p align="center"><b>4./ CULTURAL AND TOURISM POTENTIAL</b></p>		
<p><b>Stakeholders</b></p>	<p><b>Interests and how affected by the issue</b></p>	<p><b>Capacity and motivation to bring about change</b></p>	<p><b>Possible actions to address stakeholder interests</b></p>
<p><b>Primary stakeholders (Those Affected)</b></p>			
<p><b>Residents / citizens</b></p>	<p><b>Been affected by company closures. Need a renewed interested in the ceramics industry in Stoke on Trent</b></p>	<p><b>Desire to renew an industry that is predominant in Stoke on Trent</b></p>	<p><b>Show that the industry is not just ‘tableware’ but also made up of high technology components and arts and crafts sector</b></p>

<b>Customers of ceramic companies (Business and industry)</b>	<b>Major companies have closed Perception that industry is in decline Perception that products are not made in Stoke on Trent</b>	<b>Brand awareness</b>	<b>Raise brand loyalty</b>
<b>Visitors / tourists</b>	<ul style="list-style-type: none"> <li>• Perception that products are not made in Stoke on Trent</li> <li>• Poor offer will mean less tourism and a reduced income to the region</li> </ul>	<b>Areas of the country to visit and enjoy</b>	<ul style="list-style-type: none"> <li>• Use existing 'big branded names' as the hook for smaller companies</li> <li>• Better package of visits within region to reach a larger audience of visitor types</li> </ul>
<b>Hotels / restaurants</b>	<b>Lack of good quality hospitality provision</b>	<b>Additional business through tourism</b>	<b>Open new restaurants and quality hotels so people have a better choice when planning to visit the region</b>
<b>Secondary stakeholders (Deliverers of Provision)</b>			

<b>North Staffordshire Regeneration Partnership</b>	<b>Ceramics is a crucial part of the Business Plan and an area of specific sector development</b>	<b>Retain jobs in the region and improve its appeal to tourists around the world</b>	<ul style="list-style-type: none"> <li>• <b>British Ceramic Biennial</b></li> <li>• <b>Help manufacturers reduce bureaucracy in opening factories to tourists</b></li> <li>• <b>Funding assistance</b></li> <li>• <b>Strategic leadership and coaching</b></li> </ul>
<b>Staffordshire Destination Management Partnership</b>	<b>Using ceramic sector as a lever for industrial heritage tourism</b>	<b>Increase in tourism levels / increase in hotel stays etc</b>	<b>Apply for National status for ceramics collection June 2010</b>
<b>Manufacturers of ceramics</b>	<b>Want to expand sales</b>	<b>Seen as key part of community</b>	<b>Visitor economy network with a ceramic tourism element</b>
<b>Hotels / restaurants</b>	<b>Lack of good quality hospitality provision</b>	<b>Additional business through tourism</b>	<b>Open new restaurants and quality hotels so people have a better choice when planning to visit the region</b>

### Stakeholder interest analysis

For understanding the various interested parties

<b>Issue:</b>	<b>5./ CITY IDENTITY</b>		
<b>Stakeholders</b>	<b>Interests and how affected by the issue</b>	<b>Capacity and motivation to bring about change</b>	<b>Possible actions to address stakeholder interests</b>

**Primary stakeholders (Those Affected)**

<ul style="list-style-type: none"> <li>• All shops and entertainment areas</li> <li>• Employers in all sectors who require improved quality of employees who demand a good living environment</li> </ul>	<ul style="list-style-type: none"> <li>• All are affected by the poor image of the region</li> <li>• Lack of high skilled people who will not work in the current local environment</li> </ul>	Improved business opportunities and employment potential	<ul style="list-style-type: none"> <li>• Support programmes to receive funding into the area</li> <li>• Work on/with teams who are willing to lead change within the region</li> </ul>
<b>Secondary stakeholders (Deliverers of Provision)</b>			
<b>Local council</b>	<ul style="list-style-type: none"> <li>• Pride in city</li> <li>• Reduced number of visitors to the region</li> </ul>	<ul style="list-style-type: none"> <li>• Pride in city</li> <li>• Increased income from increased visitors</li> </ul>	<ul style="list-style-type: none"> <li>• Clean up city</li> <li>• Improve housing</li> <li>• Improve schooling</li> <li>• Improve services offered</li> <li>• Support local businesses better</li> <li>• Try to attract better quality businesses and shops into the region</li> </ul>
<b>Local businesses</b>	Lack of income	Increased sales and therefore income Improved employment potential	<ul style="list-style-type: none"> <li>• Clean up their own businesses environment</li> <li>• Improve their image and appearance</li> </ul>
<b>North Staffordshire Regeneration Partnership</b>	Lost opportunity to improve region	Demonstrate an improved region	Provide funding and support

### 3. The problems

<b>Problems and solutions table</b> For analysing issues and brainstorming possible solutions.		
Area:	1./ PROMOTION OF INNOVATION	
Problems	Solutions	Resources (Benchmarks)
<p><b>Support innovation in the ceramics industry that has experienced some difficulties with diversification and lack of innovation in the past. Ability to fund the innovations.</b></p>	<ul style="list-style-type: none"> <li>• To establish and operate for at least 5 years a centre of excellence for the ceramic cluster in the UK. To promote and integrate new firm formation and of business growth through innovation and diversification. The Centre will also engage in pro-active ‘market development’.</li> <li>• Identify opportunities for research &amp; Development / Design (Product and process development)</li> <li>• Improve issues of co-ordination and external perceptions</li> <li>• Knowledge generation and exchange with EU partners through the GPrix project.</li> </ul>	<ul style="list-style-type: none"> <li>• European Ceramics Centre – Limoges</li> <li>• Instituto de Tecnologia Ceramics – Castellon</li> <li>• Innovarcilla – Sevilla</li> <li>• GPrix project: new knowledge and dissemination activities on best practice in innovation support, informed by seven EU partners; and corresponding <i>Action Plan</i> proposals on innovation support for the UNIC partners (see further under: “Stakeholder Interest Analysis”, “Promoting Innovation”, Secondary Stakeholders”)</li> </ul>
<p><b>Developing design talent and companies being more design led / savvy</b></p>	<ul style="list-style-type: none"> <li>• Designer-in-residence programme with UK universities</li> <li>• Masterclass programmes with key speakers</li> <li>• Knowledge transfer partnerships</li> <li>• Industry sponsorship of projects</li> <li>• Sandwich courses /</li> </ul>	<ul style="list-style-type: none"> <li>• Refractories and technical sector is better at this.</li> <li>• BCC and CERAM establish stronger links with SCERN</li> </ul>

	<p>vacation students</p> <ul style="list-style-type: none"> <li>Universities to encourage design and innovation within their curricular</li> <li>Encourage other universities who teach ceramics to become involved in region</li> <li>Central St Martins University in London and Staffordshire University run the best Ceramic courses in the UK</li> </ul>	
<p>Future funding from UK National Government largely ignores clarity for the ceramics sector : DTI/BIS 'New Industries, New Jobs'</p> <ol style="list-style-type: none"> <li>Low Carbon</li> <li>Medical Technologies</li> <li>Business &amp; Professional Services</li> <li>Advanced Materials</li> <li>Digital Industries</li> </ol>	<ul style="list-style-type: none"> <li>Make industry aware of the possible solutions to diversify i.e. ceramics are part of the low carbon solution; uses in medical devices low lifecycle carbon footprints etc</li> <li>Encourage new and existing Advanced Ceramic manufacturing companies to the region</li> </ul>	Carbon Trust
<p>Lack of good materials, science undergraduates / postgraduates from universities specialising in ceramics and joining the industry</p>	<ul style="list-style-type: none"> <li>Knowledge transfer partnerships</li> <li>Industry sponsorship of projects</li> <li>Sandwich courses / vacation students</li> </ul>	<ul style="list-style-type: none"> <li>Refractories and technical sector</li> <li>BCC and CERAM establish stronger links with SCERN and European Ceramic Society (ECERS)</li> <li>CIF to establish stronger links with the National Association for Ceramics in Higher Education (NACHE)</li> </ul>
<p>Opportunity to enter new markets with new products</p>	<ul style="list-style-type: none"> <li>Research into materials, innovation clay bodies, glazes</li> <li>In return, better quality products and lower scrap rate</li> <li>Increase in overall Research &amp; Development</li> </ul>	<ul style="list-style-type: none"> <li>Supply chain network</li> <li>Higher Education Institutions</li> <li>Research &amp; Development</li> <li>Continue to work with UKTi to export products (Trade Missions)</li> </ul>
<p>Improve environmental footprint and health and safety</p>	<ul style="list-style-type: none"> <li>Support for occupational health and healthy lifestyle</li> <li>Support for health and safety training</li> </ul>	Grants for research and development

<p><b>Products Design</b></p>	<ul style="list-style-type: none"> <li>• Product diversification</li> <li>• Forecasting trends</li> <li>• Designing for specific markets</li> <li>• Making products that SELL</li> </ul>	<ul style="list-style-type: none"> <li>• Universities and specialist design houses</li> <li>• Competitions and rewards for designs</li> </ul>
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**Problems and solutions table**  
For analysing issues and brainstorming possible solutions.

Area:	2./ INDUSTRY STRENGTHENING	
Problems	Solutions	Resources (Benchmarks)
<p>Lack of investment in the local capability and local engagement relevant to all firms in the ceramic industry, including the supply chain network</p>	<p>To use Proskills as a Ceramic Skills Academy. The proposed initiative offers a local, co-ordinating and developmental mechanism to ensure that the industry gains optimal benefit from funding resources, and indeed the benefits from other 'generic' skills based initiatives that are relevant to the ceramic companies.</p>	<ul style="list-style-type: none"> <li>• Training Programme for Jobs Preservation – Aveiro</li> <li>• Proskills</li> </ul>
<p>Lack of one single body to co-ordinate and respond to the industry needs (also issues of co-ordination external perceptions)</p>	<p>Establishment of a Ceramic Development Council with a clear remit, structure, objectives and planned outputs, unencumbered by predecessors</p>	<ul style="list-style-type: none"> <li>• Local businesses, business support agencies and Managing Authority</li> </ul>
<p>Emerging environmental legislation policies force companies to be leaner and greener (Low carbon, energy, waste taxation etc)</p>	<ul style="list-style-type: none"> <li>• Continued representation by BCC</li> <li>• New processes, equipment, products and business practice tools/toolkits, including ways to help the industry adapt to a low carbon economy</li> <li>• Collaborative 'Green manufacturing task group'</li> </ul>	<ul style="list-style-type: none"> <li>• Grants for Research &amp; Development</li> <li>• Innovation Vouchers</li> <li>• Implement loans for the industry</li> <li>• Potential SMART Cities EU project</li> <li>• Grants for Chemical Industry decarbonisation in Teeside (UK)</li> <li>• Support from Business Link West Midlands for delivery</li> </ul>

	<ul style="list-style-type: none"> <li>• Sell the ecological / ethical nature of the products i.e. 'Fair Trade' and low carbon lifecycle footprint</li> <li>• More inward investment for Heavy Clay industry – accelerate planning process – low emission “Etruria marl” clay seams are important</li> </ul>	
<p><b>Enabling existing businesses to become more competitive</b></p>	<ul style="list-style-type: none"> <li>• Less dependency on 1 or 2 sub sectors (i.e. tableware and sanitary ware)</li> <li>• Increase in exporting (facilitating Trade Missions organised by UKTi)</li> <li>• Increase the number of companies</li> <li>• Start Ups (ceramic studio potters/craft market)</li> <li>• Attract start ups of technical nature (spinouts from University)</li> <li>• Continue to hold and promote “ceramics supply chain event”</li> <li>• Encourage new advanced ceramic companies into the region</li> </ul>	<ul style="list-style-type: none"> <li>• Continue the success of the ‘Stoke on Trent Ceramics Supply Chain’ event in May 2009 attracted over 300 people and created new business</li> <li>• Business start up grants</li> <li>• Relocation grants</li> <li>• Mentoring support</li> <li>• Referrals to and from higher education establishments under the NINJ agenda.</li> <li>• Ongoing and regular dialogue on innovation supported by Business Link and its partners</li> <li>• Innovation Networks: Bringing 3+ companies together to collaborate and share knowledge, facilitated by higher education and access to their resources.</li> </ul>
<p><b>Perceived lack of attractiveness for Inward Investors</b></p>	<ul style="list-style-type: none"> <li>• Glazed ceramics v. Technical ceramics (traditional and non traditional)</li> <li>• Pack of employer information: what’s on offer for a potential new company to the area? Skill sets? Supply Chain?</li> <li>• Geographically central</li> <li>• Improve and increase support to companies wishing to re-locate</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing communications campaign – scope, reach, budgets</li> <li>• Case studies compilation</li> </ul>

<p><b>Business Support</b></p>	<ul style="list-style-type: none"> <li>• To promote and integrate new firm formation with existing networks</li> <li>• Business growth through innovation and diversification</li> <li>• More varied incubation space for new companies</li> <li>• Grow on space for expanding companies</li> <li>• ‘Appropriate’ business support</li> <li>• Upskilling / re-skilling / preserving dying techniques unique to this part of the world</li> </ul>	<ul style="list-style-type: none"> <li>• RDAs Integrated Employer Offer – working with education establishments and industry</li> <li>• Embracing of skills agenda from National Government (BIS)/Managing Authority/Business Link</li> <li>• Co-ordinated approach / buy-in from existing incubator units</li> <li>• Cross-functional approach from business support agencies</li> </ul>
<p><b>Better Leadership Management</b></p>	<ul style="list-style-type: none"> <li>• Entrepreneurialism</li> <li>• Access to skilled workforce/training</li> <li>• Recognise changes in skill sets as companies grow (i.e. Increased automation)</li> <li>• Explore the collaboration and co-operation models</li> </ul>	<ul style="list-style-type: none"> <li>• Proskills</li> <li>• AWM Leadership &amp; Management</li> <li>• Business Link – Director Development</li> <li>• PTP – Leadership workshops</li> <li>• Best practice case studies – compilation</li> <li>• ‘Back to the Floor’ activity</li> <li>• Experiences from other industries – rest of business community</li> <li>• Selected sponsors</li> </ul>
<p><b>Better working relationships between specifically SME companies with the knowledge base</b></p>	<ul style="list-style-type: none"> <li>• Exploring and capturing existing mechanisms with other industries (i.e. ICT and computing, Media, Forensics).</li> <li>• Identify and facilitate technical ceramic expertise from the National and International HE base</li> </ul>	<ul style="list-style-type: none"> <li>• Best practice from other university faculties</li> <li>• Knowledge Transfer Partnerships</li> <li>• Graduate Internships</li> <li>• Innovation Networks</li> <li>• Business Link support to broker above solutions</li> </ul>
<p><b>Lack of graduates to the industry</b></p>	<ul style="list-style-type: none"> <li>• Transfer of various disciplines from other creative and scientific sectors</li> <li>• Improve basic literacy and numeracy in local skills</li> </ul>	<p>Design Council scheme - Golden Hello’s</p>

<b>Low numbers of school leavers into industry (wrong perception)</b>	<b>Raise profile to schools and link in 'industry days out'</b>	<b>Local businesses – large and smaller, throughout the supply chain</b>
<b>Lack of small business accommodation</b>	<ul style="list-style-type: none"> <li>• <b>Co-location of smaller companies</b></li> <li>• <b>Sharing of materials and equipment (clay, glazes, kilns)</b></li> </ul>	<b>Northern Italian Co-operative</b>
<b>Heavy Clay industries</b>	<ul style="list-style-type: none"> <li>• <b>Streamline and speed up planning process</b></li> <li>• <b>Improve education level in schools</b></li> </ul>	

## Problems and solutions table

For analysing issues and brainstorming possible solutions.

<b>Area:</b>	<b>3./ URBAN INTEGRATION</b>	
<b>Problems</b>	<b>Solutions</b>	<b>Resources (Benchmarks)</b>
<b>Lack of ceramics in the public realm</b>	<ul style="list-style-type: none"> <li>• <b>Public works of art to be commissioned</b></li> <li>• <b>Ceramic 'trail'</b></li> <li>• <b>Innovative ceramic materials in public buildings</b></li> <li>• <b>Road names on walls to be made of ceramic tile</b></li> <li>• <b>The use of Potteries Museum &amp; Art Gallery collection to inspire design including Staffordshire Hoard. Ceramics trail for visitors to the exhibition so it reflects the modern industry e.g. Moorcroft 'Field of Gold' vase</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Commission of LOCAL artists and ceramicists – fresh faces = injection of new creativity into the city</b></li> <li>• <b>Combination of ceramics with other materials/vehicles/media</b></li> <li>• <b>More democratic approach to selection of public art projects</b></li> <li>• <b>Positive public opinion</b></li> </ul>
<b>Lack of predicting trends to ensure products are consumer focussed</b>	<b>Conduct consumer and business research to better understand market characteristics and demographics</b>	<b>The Colour Centre</b>

<ul style="list-style-type: none"> <li>• Ruling governing the land use of brownfield sites</li> <li>• Lack of use of Section 106 agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Better and improved liaison with Planning Authority at Stoke on Trent City Council</li> <li>• Clearer policy issues and guidelines</li> <li>• Extensive use of ceramic construction materials in schools, housing, civic buildings etc</li> </ul>	<ul style="list-style-type: none"> <li>• Higher occupancy from current levels and greater business survival rates</li> <li>• Lead by Castellon’s example</li> </ul>
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**Problems and solutions table**  
For analysing issues and brainstorming possible solutions.

4./ CULTURAL AND TOURISM POTENTIAL		
Area:		
Problems	Solutions	Resources (Benchmarks)
<ul style="list-style-type: none"> <li>• Lack of high visibility of the industry and quality visitor information</li> <li>• Greater investment needed for promotion</li> </ul>	<ul style="list-style-type: none"> <li>• North Staffordshire Visitor Economy Strategy &amp; Action Plan to be aligned with ceramic aspirations</li> <li>• Briefing/training for local service sector staff engaging with visitors</li> <li>• Visitor information at gateways to the City</li> <li>• More banners, marketing</li> <li>• A need for more substantial marketing investment to ensure that there is regional, national and international promotion of the City as a visitor destination</li> </ul>	<ul style="list-style-type: none"> <li>• Local companies – good news stories</li> <li>• Internal Ceramics Exhibiton – Limoges</li> <li>• Porcelain-Pecs-Zsolnay Art Symposium - Pecs</li> </ul>
<p>Accessibility, absence of ‘association marketing’ between ceramic brands, co-ordination and imperfect information</p>	<ul style="list-style-type: none"> <li>• Ceramic Visitor economy development programme</li> <li>• Enhanced market research intelligence</li> <li>• An appropriate level of resource to support industry marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of retail outlets selling ceramics</li> <li>• Education in schools</li> <li>• Roadshows - take ceramics to the people</li> <li>• Ceramic Tourism Route Guide (CENFAL) – Aveiro</li> </ul>

	<ul style="list-style-type: none"> <li>development</li> <li>Ceramic 'trail'</li> </ul>	<ul style="list-style-type: none"> <li>German Porcelain Trail</li> </ul>
Need to integrate local industry with artists and residents	<ul style="list-style-type: none"> <li>British Ceramic Biennial</li> <li>Potential to be linked up with other UNIC cities running similar festivals</li> <li>Focus on new emerging talent</li> </ul>	<ul style="list-style-type: none"> <li>Faenza Biennale</li> <li>European Ceramic Work Centre (EKCW)</li> <li>Limoges International Ceramics exhibition</li> </ul>
Support for ceramics companies wanting to offer tours	<ul style="list-style-type: none"> <li>Co-ordinate insurance, best practice, buses, minimise bureaucracy, publicity, tour routes</li> </ul>	Visitor economy network – ceramic group
Re-interpretation and display of the Potteries Museum and Art Gallery, emphasising developments in innovation and technology	<ul style="list-style-type: none"> <li>Exchanges with other UNIC partners, the V&amp;A and the Potteries Museum &amp; Art Gallery</li> <li>Apply for National ceramic status</li> <li>Re- display of ceramics at the Potteries Museum &amp; Art Gallery</li> <li>Bottle oven conservation at Gladstone Pottery Museum and others</li> </ul>	<ul style="list-style-type: none"> <li>Clarity of objectives and citywide strategy to get buy-in</li> <li>Porzellanikon Museum - Selb</li> </ul>

## Problems and solutions table

For analysing issues and brainstorming possible solutions.

Area:	5./ CITY IDENTITY	
Problems	Solutions	Resources (Benchmarks)
<ul style="list-style-type: none"> <li>Lack of confidence, belief, aspiration, education and achievement</li> <li>Poor educational base, lack of basic reading, writing and numeracy skills when leaving school</li> <li>Disenfranchised under 25s and high levels of</li> </ul>	<ul style="list-style-type: none"> <li>Raise the skills agenda and make it more prominent</li> <li>Improve schooling</li> <li>Give young people something to aspire to and something to work for</li> <li>Inspire and lead – create</li> </ul>	<ul style="list-style-type: none"> <li>North Staffordshire Creative Economy Forum</li> <li>New ceramics group</li> <li>Destination Management Partnership strategy</li> <li>Better public areas</li> <li>Follow examples of Best Practice from places that have reversed their fortunes</li> </ul>

<b>unemployment</b>	<b>a strong vision</b>	
Stoke-on-Trent has not been seen as a pretty city. Never been a 'fashionable' or 'in' city where the smart people flock to	<ul style="list-style-type: none"> <li>• Cultural and arts events</li> <li>• Higher profile sponsors/patrons</li> <li>• More positive media coverage</li> <li>• Reputation management</li> </ul>	<ul style="list-style-type: none"> <li>• Communications campaign that celebrates the differences but embraces</li> <li>• Remember Stoke on Trent's motto : VIS UNITA FORTIA</li> </ul>
Poor facilities to show ceramic museum articles within a modern facility	Build a new multi purpose building housing a worthy museum, university facility and conference centre	<ul style="list-style-type: none"> <li>• AWM</li> <li>• Museum funding</li> </ul>
Unkempt roads and poor housing stock	Better road cleaning programmes and renovation of current housing stock	

#### 4. The proposed actions

The following strategically significant initiatives are proposed as a package of measures focused specifically on Stoke on Trent, UK and on the upgrading of our ceramic cluster. We will involve large manufacturers, studio ceramicists and firms within the local supply chain network.

<b>Activities table</b>					
For specifying activities and outputs to achieve a given objective					
Thematic Area:		1./ PROMOTION OF INNOVATION			
Activity title	Lead partner	Description of activity (brief)	Intended outputs and indicators	Timescale	Resources per annum and funding sources
Ceramic Centre for Enterprise & Innovation	Staffordshire University; BCC / CiF / CERAM / National Association for Ceramics in Higher Education	To establish a centre of excellence for the UK ceramic cluster in the promotion and		5 years	€2.2m

	(NACHE) and other relevant national institutions (e.g. Proskills)	integration of support of new firm formation and of business growth through innovation and diversification. “Traditional” strengths in ceramics will be sustained and further developed through commitment to design and quality. An enhanced responsiveness to customers and to new market opportunities will be exploited.			
Ceramic Industry Skills Academy	Ceramic Development Council; Proskills; Staffordshire University; Stoke on Trent College; CIF	To enhance local capacity and capability to support the vision of a growing and diversifying ceramic cluster in North Staffordshire.  The proposed	Customised, local and proactive set of mechanisms to address the challenges facing the UK ceramic industry, including its supply chain, to promote the vale of investment in people both to remain competitive in	3 years	€0.6m

		<p>initiative offers a local, co-ordinating and developmental mechanism to ensure that the cluster gains optimal benefit from resources, and indeed the benefits from other “generic” skills-based initiatives relevant to ceramic firms.</p> <p>Public realm strategy linked to Planning policy and procurement of the use of ceramics in the City.</p>	<p>traditional areas</p> <p>Concentrating in diversified markets and products</p> <p>Providing and leveraging responses which upgrade the level of skills across the ceramic industry</p> <p>Staff attraction and staff retention</p>		
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**Activities table**  
For specifying activities and outputs to achieve a given objective

<b>Thematic Area:</b>		<b>2./ INDUSTRY STRENGTHENING</b>			
<b>Activity title</b>	<b>Lead partner</b>	<b>Description of activity (brief)</b>	<b>Intended outputs and indicators</b>	<b>Timescale</b>	<b>Resources per annum and funding sources</b>
<b>Ceramic Development Council</b>	<b>North Staffordshire Regeneration</b>	<b>The Council would provide the whole ceramic</b>	<b>Meet 5 times per year to move forward the Local</b>	<b>Over a period of 5 years</b>	<b>€2.4m</b>

	<p><b>Partnership (but predominantly led by Private Sector)</b></p>	<p><b>industry (firms in the supply chain, prime manufacturers , studio ceramicists) locally and it's associated stakeholders with an effective and inclusive mechanism to consider and respond, including proactively, to strategic challenges to the strength and competitiveness of the cluster.</b></p> <p><b>Advise on the requirements for new business and relocation space. Cluster development through appropriate channels in existence in the industry</b></p>	<p><b>Action Plan initiatives'</b></p> <p><b>Deliver a prospectus</b></p> <p><b>Promote and deliver inward Investment</b></p> <p><b>Trade missions to other countries utilising UK</b></p> <p><b>Have a high quality web presence by enhancing the ceramic element of both the www.visitstoke.co.uk and www.makeitstamfordshire.com websites, and industry led bodies i.e. CIF, BCC, Ceram as well as individual companies</b></p> <p><b>Increase in the number of new and current ceramic businesses with growth potential</b></p> <p><b>Productivity improvements by local producers through collaborative research &amp; development and demonstration</b></p>		
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			<p><b>project leading to process innovation</b></p> <p><b>Enhance use of rapid manufacturing leads to more firms successful in optimising new product/market niches in traditional ceramics</b></p> <p><b>Growth in advanced/technical local ceramic businesses</b></p> <p><b>Double the size of the industry and increase in GVA</b></p>		
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**Activities table**  
For specifying activities and outputs to achieve a given objective

<b>Thematic Area:</b>		<b>3./ URBAN INTEGRATION</b>			
<b>Activity title</b>	<b>Lead partner</b>	<b>Description of activity (brief)</b>	<b>Intended outputs and indicators</b>	<b>Timescale</b>	<b>Resources per annum and funding sources</b>
<b>Sort out confusion on where city centre is within Stoke-on-Trent / Improve signage on main gateway roads into</b>	<b>Stoke-on-Trent City Council</b>	<b>Clear signage of mail attractions on one or two signs</b>	<b>Work with planners to enhance signage</b>	<b>2 years</b>	<b>€0.5m</b>

the city					
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**Activities table**  
For specifying activities and outputs to achieve a given objective

Thematic Area:		4./ CULTURAL AND TOURISM POTENTIAL			
Activity title	Lead partner	Description of activity (brief)	Intended outputs and indicators	Timescale	Resources per annum and funding sources
Visitor Economy Programme	North Staffordshire Regeneration Partnership	<p>The renewed dynamism and international profile of the local ceramic industry has driven change in the provision of services associated with the local visitor economy, for both leisure and business visitors, and this has had knock-on effects on leisure services which enhance the quality of life of local residents</p> <p>Redisplays of ceramics and the Potteries Museum &amp;</p>	<ul style="list-style-type: none"> <li>Increased visitors</li> <li>Ceramics in the public realm</li> <li>Briefing/training for local service sector staff engaging with visitors</li> <li>Research &amp; intelligence on ceramic tourism</li> <li>Restoration of old public buildings /development of existing stock</li> <li>Develop a ceramic trail including Etruria Industrial Museum</li> <li>Blue Plaques for historical significance</li> <li>Ceramics becomes subconsciously part of urban fabric</li> </ul>	3 years	€1.8m

		<p><b>Art Gallery/ Gladstone Pottery Museum bottle kiln development</b></p> <p><b>Increased tourism in factories and sales in factory shops</b></p>			
<p><b>British Ceramics Biennial (BCB)</b></p>	<p><b>North Staffordshire Regeneration Partnership</b></p>	<p><b>To establish a highly effective Cultural and Artistic Festival with a programme that stimulates activity in the ceramic sector. The BCB will also contribute to indigenous businesses within the target cluster, attracting new business start ups and supporting existing companies wishing to diversify into other markets. This festival will be done in conjunction with other UNIC partners</b></p>	<p><b>2 full festival programmes</b></p> <p><b>10+ international programme activities</b></p> <p><b>10 actions involving communities</b></p> <p><b>5 major international exhibitions</b></p> <p><b>3 industrial residencies per year</b></p> <p><b>10 graduate opportunities per year</b></p> <p><b>10 new business start ups</b></p> <p><b>40+ SME supported activities</b></p> <p><b>5 HE/industry collaborative activities</b></p>	<p><b>5 years</b></p>	<p><b>€1m</b></p>

<h2 style="text-align: center;">Activities table</h2> <p style="text-align: center;">For specifying activities and outputs to achieve a given objective</p>					
Thematic Area:		5./ CITY IDENTITY			
Activity title	Lead partner	Description of activity (brief)	Intended outputs and indicators	Timescale	Resources per annum and funding sources
Improve cleanliness	Stoke on Trent Council	Clean streets and entrance corridor to the city	Additional twice yearly thorough clean of major roads	Twice yearly	€0.5m
Improve housing stock	Stoke-on-Trent City Council	Refurbish housing stock	Work closely with Renew	8 years	
Build new upper market homes	Private housing	Build new houses which will encourage more affluent people to live in the city area	Influence private housing developers	10 years	€0.1m
Sort out confusion on where city centre is within Stoke-on-Trent / Improve signage on main gateway roads into the city	Stoke-on-Trent City Council	Clear signage of main attractions on one or two signs	Work with planners to enhance signage	2 years	€0.5m

## 5. Political statement and signatures

In order to survive, grow and prosper in extremely difficult economic times, the Stoke on Trent ceramics cluster has, and continues, to respond in an organised and thought-through way to the key threats affecting its future. The industry has responded positively to the major changes in customer preferences; the considerable cost of continuing to reduce the industry's carbon footprint and developing and attracting the newer segments of the industry, especially technical/advanced ceramics which are now increasingly being used with medical and engineering applications.

Our industry recognises its importance to build upon and enhance its brand image; regenerate and revive its skill base. Learning from success, building on strong relationships with European cities, knowing and valuing customers, the unique qualities of the products and its fantastic artisan skill base will sustain its performance.

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Johannes Hahn, Commissioner for Regional Policy, European Commission

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Henriette Lyttle-Breukelaar, Advantage West Midlands, Managing Authority

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Tom Macartney, Managing Director, North Staffordshire Regeneration Partnership