

Shropshire Council  
Legal and Democratic Services  
Shirehall  
Abbey Foregate  
Shrewsbury  
SY2 6ND

Date: Wednesday, 1 October  
2014  
My Ref:  
Your Ref:

**Committee:**  
**Enterprise and Growth Scrutiny Committee**

**Date:** Thursday, 9 October 2014  
**Time:** 10.00 am  
**Venue:** Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate,  
Shrewsbury, Shropshire, SY2 6ND

You are requested to attend the above meeting.  
The Agenda is attached

Claire Porter  
Corporate Head of Legal and Democratic Services (Monitoring Officer)

**Members of Enterprise and Growth Scrutiny Committee**

Andrew Bannerman	Charlotte Barnes
Martin Bennett	Dean Carroll
Nicholas Bardsley	John Hurst-Knight
Steve Davenport (Chairman)	Jean Jones
Pauline Dee (Vice Chairman)	William Parr

Your Committee Officer is:

**Julie Fildes** Scrutiny Committee Officer  
Tel: 01743 252893  
Email: [Julie.fildes@shropshire.gov.uk](mailto:Julie.fildes@shropshire.gov.uk)

# AGENDA

## **1 Apologies for Absence and Substitutes**

To receive apologies for absence and any substitutes that may be notified.

## **2 Disclosable Pecuniary Interests**

Members are reminded that they must not participate in the discussion or voting on any matter in which they have a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

## **3 Minutes (Pages 1 - 4)**

To consider the minutes of the Enterprise and Growth Scrutiny Committee meeting held on 4<sup>th</sup> September 2014.

## **4 Public Question Time**

To receive any questions, statements and petitions of which members of the public have given notice. Deadline for notification is 5.00pm on Monday 6<sup>th</sup> October 2014.

## **5 Member Question Time**

To receive any questions, statements and petitions of which Members of the Council have given notice. Deadline for notification is 5.00pm on Monday 6<sup>th</sup> October 2014.

## **6 Supporting the Tourism Sector and Delivering Shropshire's Visitor Economy Strategies Through Destination Partnerships (Pages 5 - 22)**

To receive an update from the Visitor Economy Manager on the Visitor Economy Team's approach to supporting the tourism sector, and on progress made working with the Destination Partnerships and delivering the Visitor Economy Strategies in northern Shropshire, Shrewsbury, Shropshire Hills & Ludlow, and Bridgnorth.

## **7 Establishment of the Economic Growth Re-design Task and Finish Group (To Follow)**

To consider the draft terms of reference for scrutiny of the Economic Growth

Redesign and to consider whether to establish a Task and Finish Group to undertake this work.

**8 Future Work Programme of the Enterprise and Growth Scrutiny Committee**  
(Pages 23 - 42)

To consider the proposals for the future work programme. The current work programme and Cabinet Forward Plan are attached.

**9 Dates for Future Meetings**

**Thursday 6<sup>th</sup> November 2014 at 10.00 am – suggested additional date**

Thursday 4<sup>th</sup> December 2014 at 10.00 am

Thursday 29<sup>th</sup> January 2015 at 10.00am

Thursday 2<sup>nd</sup> April 2015 at 10.00 am

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Enterprise and  
Growth Scrutiny  
Committee  
  
9<sup>th</sup> October 2014  
  
10.00 am

Item  
**3**  
Public

**MINUTES OF THE ENTERPRISE AND GROWTH SCRUTINY COMMITTEE MEETING  
HELD ON 4 SEPTEMBER 2014  
10.00 - 11.20 AM**

**Responsible Officer:** Julie Fildes  
Email: [Julie.fildes@shropshire.gov.uk](mailto:Julie.fildes@shropshire.gov.uk) Tel: 01743 252893

**Present**

Councillor Steve Davenport (Chairman)  
Councillors Andrew Bannerman, Martin Bennett, Nicholas Bardsley, Charlotte Barnes,  
John Hurst-Knight, Peter Cherrington (Substitute) (substitute for Pauline Dee) and  
Jon Tandy (Substitute) (substitute for Jean Jones)

**12 Apologies for Absence and Substitutes**

Apologies were received from Councillors William Parr, Pauline Dee and Jean Jones.

Councillors Jon Tandy and Peter Cherrington attended as substitutes for Councillors Jean Jones and Pauline Dee respectively.

**13 Disclosable Pecuniary Interests**

Members were reminded that they must not participate in the discussion or voting on any matter in which they had a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

**14 Minutes**

**RESOLVED:**

That the Minutes of the meeting held on 28<sup>th</sup> July 2014 be approved as a correct record and signed by the Chairman.

**15 Public Question Time**

There were no public questions.

## 16 Member Question Time

There were no questions from Members.

## 17 Economic Growth Re-Design

The Economic Growth Re-design Manager up-dated Members on the work and activity that had been undertaken to redesign Shropshire's Economic Growth Services since the previous meeting of the Committee on the 28th July 2014.

She reported that as part of the on-going work under the Community Business strand of the redesign work Officers had considered how the Council engaged with businesses within their local community and how they could assist them to better understand the role they could have in creating local wealth. As part of this work Officers had attended the joint Pontesbury and Minsterley Parish Council meeting in August. The Parish Councils had undertaken 'the bucket as a local economy' exercise and found it useful. Officers had also attended the Minsterley Show in mid-August, which had been a good source of data. Community Group mapping, business and resident survey work had also continued to gather relevant and useful information.

In response to a Member's question, the Economic Growth Re-design Manager confirmed that she had identified 200 businesses in the Pontesbury area and this had been achieved using a variety of methods; from the use of commercial companies providing lists to word of mouth. She agreed that many small businesses who were not registered as Limited Companies and those that operated out of private homes and not paying business rates could be difficult to identify.

The Economic Growth Re-design Manager outlined some of the findings regarding the area's statistical profile and a Member commented that many of the characteristics of the area echoed a number of other areas in the County, with the development of tourism being a prime local priority.

In response to a Member's comments regarding tourism the Business and Enterprise Service Manager explained that the visitor economy formed a key part of the Economic Growth Strategy.

It was noted that the Economic Building Blocks and Areas of Focus had been identified. The Economic Growth Re-design Manager agreed with a Member's comment that a firm understanding of the needs of local businesses was essential for strategic planning. She continued that as part of the Strategic Growth Workstream, strong links with the Physical Growth Workstream had been identified and these provided an evidence base for successful delivery. Officers had also been considering how the eighteen Place Plan areas could be used for strategic delivery and how Parishes could be encouraged to be more proactive in finding resolutions to their own issues with the Council taking on more of an enablement role in the process.

Members noted that the next Decision Accelerator would be held on Monday 22<sup>nd</sup> September 2014, where all the findings and associated evidence would be examined. It was planned that common strands across the four individual work themes would be identified and taken forward into the next phase of the project. In addition, Officers would also be identifying and testing new operating models.

Answering a Member's query about the difficulties of scaling the project up to the whole County the Economic Growth Re-design Manager explained that the project was resource intensive because of the amount of learning being taken from it. This learning would be used to change processes and procedures and would result in other areas requiring fewer resources than the initial pilot area. She continued that the project would be rolled out in identified areas and tailored to the needs of each area, it would not be done in a single drop across the County.

A Member's comments about the way the Council communicated with businesses were noted. A Member suggested that a questionnaire could be enclosed with the annual business rates as a means of gathering information.

Members discussed the wider issues of communication, both digital and the strategic ones of road and rail transport. The Business and Enterprise Service Manager reminded Members that the Business Board was actively engaged in identifying the problem spots with the mobile phone network and working to improve it. Members suggested that the Council should be involved in this, particularly as it had featured as a topic on earlier work programmes of the Committee. Members discussed whether this could be an item for the future work programme. The Business and Enterprise Service Manager agreed to look into this further and update Members at a future meeting and look to invite representatives from the two main providers; EE and Vodaphone.

Members noted that the Joint Meeting of Pontesbury and Minsterley Parish Councils had identified higher and further education provision as items for future development in the area. The Economic Growth Re-design Manager commented that it was for Parishes to identify areas of importance to them but the Council had to take a strategic overview on the provision of services and required a body of evidence regarding need before it would take the aspiration further. She continued that as the Council became a Commissioning Council it would move away from its traditional role of service provider and take on the role of service enabler. The Council would also have to consider who would be the most appropriate body to give businesses the support they required and whether there were other methods of supporting businesses more effectively.

## **18 Future Work Programme of the Enterprise and Growth Scrutiny Committee**

Members discussed establishing a Rapid Task and Finish group to work with the Economic Growth Re-design Manager on the business re-design process. A Member suggested that two Committee Members could shadow the Economic Growth Re-design Manager and the relevant Portfolio Holder to identify areas of work that a Task and Finish Group could usefully undertake, returning to the next meeting of the Committee with specific terms of reference for a time limited piece of work. Another Member suggested that the Committee had already identified areas

of work for a Rapid Task and Finish Group and a shadowing process was unnecessary. It was noted that, under the Constitution, the Committee as a whole had to agree the terms of reference and the scope of any working group that it appointed.

The Council's Performance Manager advised Members that the area of the business redesign was huge and their resources were limited. He agreed that setting up the Rapid Task and Finish Group would allow Members to be better integrated with the process and would allow them to act as a 'critical friend'. He continued that before deciding on the specific area to follow, Members should consider in which areas they were interested in and which they could influence. He suggested that Members may wish to take advice from Officers after the Decision Accelerator on the 22<sup>nd</sup> September as to where their efforts could be best directed.

Members agreed that Councillors Davenport and Barnes would attend and observe the Decision Accelerator in September. Following that work would be undertaken to scope out the terms of reference for a Rapid Task and Finish Group.

It was also agreed that a meeting of the Enterprise and Growth Scrutiny Committee Work Programme Working Group would be held before the next meeting of the full Committee to discuss suggested items for the work programme, to consider:

- Mobile Telecom connectivity;
- Planning – a broader scope;
- Licensing;
- Apprenticeships – although it was noted that this was best linked into the work on the economic growth; and
- Inviting Cabinet Members to attend meetings to update Members on performance issues.

Signed ..... (Chairman)

Date:





Committee and date  
Enterprise and Growth  
Scrutiny Committee

9 October 2014

Item

**6**

Public

## **DELIVERING SHROPSHIRE'S VISITOR ECONOMY STRATEGIES THROUGH DESTINATION PARTNERSHIPS**

### **Responsible Officer**

Email: [louise.cross@shropshire.gov.uk](mailto:louise.cross@shropshire.gov.uk)

Tel: 01743 252572

### **1. Summary**

The purpose of this report is to update Scrutiny Committee members on the Visitor Economy Team's approach to supporting the tourism sector and, as requested, on progress in working with the Destination Partnerships and delivering the Visitor Economy Strategies in northern Shropshire, Shrewsbury, Shropshire Hills & Ludlow, and Bridgnorth.

In tourism, where the 'product' consists of a number of different and differently owned elements, collaboration is the key to great visitor experiences and successful, competitive destinations. The Visitor Economy Team seeks to help develop and sustain strong partnership structures through which the sector can move forward strategically and together to increase visitor spend, economic growth and jobs. The team also works on county wide projects such as research with a focus on those activities that benefit the overall destination but for which individual tourism businesses often lack capacity to coordinate and/or invest in. This report focuses on the Destination Partnerships.

The Destination Partnerships are based on locality working across areas which are recognised by the consumer and within which stakeholders can work together on strategic issues and opportunities. The Visitor Economy Team works with all the Destination Partnerships as a major partner and facilitator. The precise role of the team varies between Destination Partnerships according to the needs of the area and involvement of other key stakeholders including tourism businesses, public and voluntary organisations.

A detailed progress update for each partnership is given in the Background section of the report. In each case the actions reflect the work of various partners and stakeholders not just Shropshire Council.

We have also taken the opportunity to set out some research and statistics on current visitors, and on volume & value of tourism in Shropshire. The main volume and value figures are summarised below and show the importance of tourism to Shropshire's economy and employment. A summary of the Visitor Survey findings for northern Shropshire and Shropshire Hills is attached as Appendix A.

We envisage that a large part of our work in the future will be focused on maximising the tourism opportunities from EU and other external funding programmes in Shropshire. We see our role as bringing together partners and projects into packages which fit with the programme themes, can draw down funding, secure match funding and help to deliver the priorities of the Visitor Economy Strategies. The Destination Partnerships will be important in this process as illustrated in recent guidance from DEFRA on the types of activity that the Local Enterprise Partnerships (LEPs) can support. A significant amount of EU funding will be channelled through DEFRA. Their guidance cites "working together to increase the attractiveness and accessibility of the destination through Destination Management Plans and Partnerships".

We are also working with our Marches LEP partners in Herefordshire and Telford & Wrekin to maximise investment and growth in the tourism sector.

### Economic Impact of Tourism in Shropshire \*

	Shropshire Borderlands	Shrewsbury	Shropshire Hills, Ludlow & Bridgnorth
Total no. of tourist trips	3,321,000	3,207,000	5,015,000
No. nights stayed	947,000	1,081,000	1,647,000
No. of day trips	3,004,000	2,845,000	4,510,000
Total Visitor spend	£137,096,000	£139,918,000	£211,497,000
Total FTE jobs supported	2,676	2,867	4,403

\*Economic Impact Study 2011/12 carried out by The Research Solution using the Cambridge Model, commissioned by Shropshire Council on behalf of Shropshire, Telford & Wrekin, Herefordshire Councils. Funded by the local authorities and The Marches Local Enterprise Partnership (LEP).

## 2. Recommendations

To note the progress made

To support a continued approach of delivering the strategies by working with the Destination Partnerships.

To support the proposed approach of focusing Shropshire Council resource to maximise opportunities from external funding to deliver strategy priorities through partnership working

## REPORT

### 3. Risk Assessment and Opportunities Appraisal

There is a risk that even working with partners we do not succeed in drawing significant external funding into Shropshire's tourism sector. The work done so far to establish partnerships and strategies puts Shropshire in a strong position to maximise opportunities from external funding. Guidance so far received suggests that much of the activity in the strategies is a good 'fit' with forthcoming funding programme priorities. Realistically however not all projects will be eligible or capable of producing the required outputs and expectations need to be managed.

The risk of not continuing to work to strategy and in partnership is that Shropshire's tourism sector will not maximise available funding through lack of evidence, coordination and capacity. An additional risk is that existing resources will be dissipated, not focused in the most effective way, and Shropshire will not compete effectively with other UK destinations.

### 4. Financial Implications

There are no additional financial implications for Shropshire Council

### 5. Background

In 2011 Enterprise & Growth Scrutiny Committee set up a Task & Finish Group to look at tourism, in particular the role and work of the three Destination Development Partnerships which had been established in Shropshire.

With the help of partner funding and input Visitor Economy Strategies were completed or well underway in Shrewsbury and in Shropshire Hills & Ludlow. It was clear though that without the same availability of big partner support the northern area was lagging behind.

The Task & Finish group concluded that a member working group from across the northern area should be created to support development of strategy and partnership structures for the northern area. The working group was instrumental in bringing additional resource to bear and enabling a Visitor Economy Strategy for Oswestry and north Shropshire to be completed. The Strategy was launched to stakeholders at the end of 2012 and subsequently endorsed by Scrutiny and Cabinet.

The following report updates on progress on the three strategies and on the development of a further partnership and plan for the Bridgnorth area.

The Coalition's Government Tourism Policy (Government Tourism Policy March 2011) supported Shropshire's strategy to support and facilitate public/private sector partnerships that are more than just marketing organisations. Draft guidance on future EU funding streams also indicates that strategies developed and supported by private/public partnerships will be key to successful funding bids and delivery.

### Shropshire Borderlands (North Shropshire & Oswestry)

The Shropshire Borderlands Visitor Economy Strategy has ten strategic aims. The prime aim is to increase the number of visitors and value of visitor spending by 5% each year. The aims are supported by an Action Plan with ten priority actions and a structure comprising three Delivery Groups working to an Executive Group. The Executive Group reports twice a year to the full Destination Partnership. Membership of the Executive Group and the Delivery Group leads are appointed by the full Partnership. Membership of the Partnership is open to any tourism or tourism related businesses and organisations in the Shropshire Borderlands area (including near neighbours across the borders).

There are three Delivery Groups, Marketing; Market Towns; and Business & Product Development, focused on 'doing' and tackling most of the priority actions. This section of the briefing paper looks at the work of these groups.

Priority Action	Progress on Action	Issues	Opportunities
1. Collaborate to Compete  Working together and with cross-border partners	DP structure & delivery groups established. Working cross borders on major projects and smaller initiatives.	Maintaining momentum. Staying focused on strategy. Reducing public resources.  Large & diverse area	Major projects - Meres & Mosses, Montgomery Canal Partnership & Pontcysyllte WHS. Walking with Offa. Private sector cross border working
2. Who Do You Think You Are?  Identifying the personality and visitor offer of the Shropshire Borderlands and	Visitor survey supplemented by research on words and images carried out by Shropshire Council's Research & Visitor Economy	Lack of money for a full commercial branding exercise.  Future funding for materials (photographs, writing, design) to	Develop & encourage use of image bank. Improve writing about the area to reflect consistently what consumers find

<p>expressing this to the visitor.</p>	<p>teams. Results used to commission new photos of the area now available to stakeholders free of charge and copyright – stored on the web.</p>	<p>enable strong consistent messages to reach the consumer. Getting consistent messages out.</p>	<p>appealing. Increase &amp; improve presentation of area in partner promotions and other promotional material - websites etc...</p>
<p>3. Memorable Marketing</p>	<p>Oswestry Borderland Tourism redesigned their brochure for 2014 and adjusted distribution to more effectively target consumers. OBT took into account the visitor &amp; image research undertaken.  Brochure and distribution funded by OBT through business advertising and membership.  Some pleasing media coverage of area particularly Meres and Mosses, Pontcysyllte Aqueduct and Canal World Heritage Site, Llanymynech</p>	<p>No equivalent piece of print for businesses in the eastern side of the area. Identifying and funding effective, targeted distribution. Sustaining quality print. Often overshadowed by other areas in media coverage</p>	<p>Maximise resource for all interested parties to best effect. Further use of development projects, events and anniversaries to raise the destination profile of Shropshire Borderlands through the media.  Explore digital opportunities</p>
<p>Priority 4 Focus on Market Towns</p>	<p>Five town plans now completed. Shropshire Council's Community support officers and Visitor Economy officers working with each town - at different stages. The plans helping to embed</p>	<p>Keeping focus and momentum. Identifying resources – time and money</p>	<p>To deliver priorities through forthcoming funded programmes if match funding can be secured.  'Joining up' to maximise resources.</p>

	tourism within wider planning.		Working with Town Councils & stakeholders
<p>Priority 5 Better Business</p> <p>Activities to promote Business Improvement and Growth</p>	<p>B &amp; B start-up training days held to address perceived shortage of serviced accommodation. Social media and customer care skills identified as next training priorities.</p>	<p>Identifying resource for bespoke tourism training &amp; support.</p>	<p>Current and future small grant schemes. To deliver some priorities through forthcoming EU funded programmes. Use of best practice and expertise already within the area.</p>
<p>Priority 6 Sharing Our Shropshire</p> <p>To increase knowledge of the area amongst tourism businesses and organisations.</p>	<p>Programme of Learning Journeys planned and two well attended Learning Journeys held. Very positive feedback from businesses.</p> <p>Web based visitor itineraries prepared and disseminated as easy to print downloads from main destination websites.</p>	<p>Time pressures on partners/businesses</p>	<p>To harness stakeholder enthusiasm &amp; expertise for continued programme of activity. Exploit digital media</p>
<p>Priority 7 Surprising Specialisms</p>	<p>St. Michael's Church, Llanyblodwel supported in building tourism into successful Heritage Lottery Bid. Initial look at links with other churches – e.g. Molverley – to encourage church tourism.</p> <p>WW1 anniversary projects funded through HLF/Arts Council</p>	<p>Finding resource for product development.</p> <p>Weak/patchy product opportunities in some areas.</p>	<p>Encourage joint working between sites &amp; with Parishes.</p> <p>Other special interests and anniversaries</p>

Priority Action 5 Welcoming Walkers This priority action point is addressed mainly by groups already established and through the work of Shropshire Council's Outdoor Recreation Team.	Major developments in walking trails and footpath access launched in the Meres and Mosses. - All Access trails, history trails, plus extensions to Shropshire Way. Good media coverage.	Resources.  Relatively few walking routes on east side of area.	Niche tourism – accessible outdoor experiences.  Walking with Offa Project phase 2  Health agenda
Priority Action 9 Access All Areas	Less progress except in Walking developments see Priority Action 8 above.	Consumer resistance to alternative transport.  Major capital funding requirements.	Improve & promote offer if funding can be secured.
Priority Action 10  Extended Experiences	Less progress	Variable offer evenings and Sundays.	Events.  Improve offer if funding can be secured.  Cross border working.

## Shropshire Hills & Ludlow Sustainable Tourism Strategy

The Shropshire Hills & Ludlow Sustainable Tourism Strategy has seven strategic action areas which form the basis of the following update. The Strategy is delivered by partners overseen by a Board comprising representatives of tourism organisations and the private sector. The Shropshire Hills AONB is a lead partner.

Priority Action	Progress on Action	Issues	Opportunities
1 Raising Awareness	Destination logo designed and rolled out. New image library reflecting the core destination values started. On-line	Few joint marketing campaigns and out of season & family promotion.  Getting marketing	Continued roll out of logo and development of image library. Implement on-line strategy & align activity. Social

	marketing strategy completed. Annual marketing print produced. Outdoor writers' weekend hosted & good media coverage generated.	activity aligned across sector	Media. Merge accommodation & events print. Improve PR coordination. Further develop walking activity.
2 Delivering the Hills Experience	Farmers supported to obtain agri-environment grants. Walkers are Welcome towns collaborative promotion. Extensive programme of new walking routes, interpretation, trails, & business training in development. New cycling routes & bridleway routes developed. Range of wildlife & geology events. Young people's trails. First Shropshire Hills Arts week.	Limited cycling routes.  Outdoor activities promotion needs to be more 'joined up'	Next stage of Walking with Offa development.  Continue to develop offer & deliver priorities through forthcoming EU funded programmes.  On demand access to outdoor experiences.  Dark Skies initiative.  Collective promotion.  Guided walks.
3 Delivering the Market Town Experience	Town websites in place. Bishops Castle Town Hall development. LAR redevelopment. Walking with Offa Days Out published linking countryside & towns	Events listings need to be 'joined up'.  Funding	Encourage wider use of logo by towns. Support heritage links to tourism Coordinate events especially off season.
4. Delivering the Local Food Experience	Media visits to Ludlow Food Centre. Open Days to food & drink providers plus range of Buy Local & Local Food websites. Grow,	Funding  Limited use of Buy Local website	EU & other funding programmes  More coordination



	Cook, Learn at SHDC		
5 Orientating and Informing Visitors	VIC new arrangements progressing. Destination Partnership bulletin issued & partners issuing email updates. Viewranger used to promote walks.	VIC changes impact on visitors. Signage reviews needed. Lack of resource.	Ambassadors scheme
6 Promoting Sustainable Access & Management	New coach drop off in C.S. Walking with Offa Days Out. Shuttles Days Out & Rail Walks. All with public transport connections. Sustainability event held. Piloted donations request from event.	Reduced public transport provision.	Develop Visitor giving scheme.
7 Supporting Local Enterprise	Sustainable Business Scheme. B & B Start-up training held. Social Media Training offered. Networking meetings. Innovative tourism product developments – HF Holidays, Clee Hill Heritage.	Lack of research & cost/benefit analysis	Forthcoming EU funded programmes

### Destination Shrewsbury

Destination Shrewsbury was the first of the partnerships to be established (in 2010) and works to the Visitor Economy Strategy which was launched in 2011. The Strategy has three main action areas.

Priority Action	Progress on Action	Issues	Opportunities
1. Effective Marketing	<p>Marketing Strategy completed.</p> <p>Brand developed, launched and rolled out throughout main visitor promotion material</p> <p>Main brochure, website &amp; town map print redesigned on brand &amp; advertising financed.</p> <p>New Visitor research being undertaken</p> <p>Media visits &amp; coverage.</p> <p>Coach &amp; Travel Trade promotion re-established.</p>	<p>Finding funding/time resource.</p> <p>Use of brand is currently limited beyond main marketing channels</p>	<p>Deliver some priorities through/with support of Shrewsbury BID Programme.</p> <p>Deliver some priorities through externally funded programmes.</p> <p>Build on findings of visitor research.</p> <p>Use new developments &amp; awards to get attention</p> <p>Direct London-Shrewsbury rail service</p>
2. Enhanced Visitor Experience	<p>Economic Impact studies of festivals completed.</p> <p>Diverse &amp; successful new events established.</p> <p>Wayfinding Phase 1 completed.</p> <p>New Town Centre Toilets built and open.</p> <p>Church Trail leaflet published.</p> <p>Interactive Town Map developed</p>	<p>Finding funding</p> <p>Complexity of traffic, signing and access issues – different interests.</p> <p>Non eligibility of retail/catering &amp; town centre businesses, for some funding programmes.</p> <p>Postponement of Riverside retail development.</p>	<p>New Music Hall &amp; Shrewsbury Museum &amp; Art Gallery.</p> <p>Recent investment &amp; enhancement at St. Mary's.</p> <p>The Flax Mill development.</p> <p>Deliver some priorities through externally funded programmes</p> <p>Deliver some priorities through/with</p>

	<p>and available on line.</p> <p>Redeveloped Music Hall &amp; Shrewsbury Museum &amp; Art Gallery completed &amp; open.</p> <p>New interpretation &amp; visitor facilities at St. Mary's</p>		<p>support of Shrewsbury BID Programme.</p>
<p>3. Effective Leadership &amp; team approach</p>	<p>Shrewsbury BID voted in and established.</p> <p>Mayor's Awards incl. tourism awards established.</p> <p>Shrewsbury in Bloom Gold Awards</p> <p>Coach Friendly Award achieved 2012/13</p> <p>VE funded Flood Recovery Business Support workshops held.</p> <p>Flower Show stand showcasing Destination Shrewsbury.</p>	<p>Reduced public sector resource.</p> <p>Time constraints on private sector partners.</p> <p>Maintaining focus on Strategy.</p>	<p>Enthusiasm for Shrewsbury amongst stakeholders.</p> <p>Shrewsbury BID</p> <p>External funding opportunities</p> <p>Capitalise on awards</p>

### **Bridgnorth Area Tourism Action Group**

The Bridgnorth Area Tourism Action Group was the last of the Destination Partnerships to be formed. Consultation on a new Tourism Strategy was carried out during 2013 and the Group first met in November 2013.

The Group is chaired by Bridgnorth & District Tourist Association Chairman Anthony Webb and brings together representatives of the towns, tourism organisations and attractions, two principal local authorities (Shropshire Council & Telford & Wrekin) and others with an interest in a flourishing visitor economy.

The Group is action focussed and is monitoring and co-ordinating what partners deliver under the 8 strategic priorities which are as follows:-

1. Raising the awareness of the Bridgnorth area destination
2. Making the most of market towns and villages
3. Maximising the benefit of Bridgnorth's many and varied attractions
4. Delivering the distinctive experience that the Bridgnorth area can offer
5. Supporting the local food and drink offer
6. Informing and orientating visitors
7. Promoting sustainable access and management
8. Supporting local enterprise

The Group meets 2-3 times per year. At the last meeting in June one of the main topics for discussion was the new opportunity from the extension of the Shropshire Hills LEADER area over the Bridgnorth district.

The formation of the Group involved the Visitor Economy Team in consultation visits to the various towns in the area. A consequence of these visits was the formation of a new Tourism Group in Shifnal as a body sitting within the framework of the Shifnal Economic Forum.

**List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)**

Visitor Economy Strategy for North Shropshire & Oswestry

A Strategy and Action Plan for Sustainable Tourism in The Shropshire hills and Ludlow

Destination Shrewsbury Visitor Economy Strategy

Bridgnorth Area Tourism Strategy and Action Plan

All the above strategies can be downloaded from:

<http://www.shropshire.gov.uk/economic-development/tourism-reports-and-industry-information/>

**Human Rights**

There are no human rights issues associated with this paper

**Environmental Appraisal**

The environmental impacts of activity have been considered in the development of each of the Visitor Economy Strategies.

**Cabinet Member (Portfolio Holder)**

Councillor Steve Charmley, Portfolio Holder for Business Growth, and Councillor Tina Woodward, Deputy Cabinet member responsible for Tourism.

**Local Member**

**Appendices**

Appendix A Summary of Visitor Survey findings

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## DELIVERING SHROPSHIRE'S VISITOR ECONOMY STRATEGIES THROUGH DESTINATION PARTNERSHIPS

### Appendix A

During summer and autumn 2013 Visitor Surveys were carried out across Shropshire Borderlands (northern Shropshire) and Shropshire Hills & Ludlow area. A summary of key findings is presented below. A visitor survey is currently being undertaken in Shrewsbury area by some of the key Destination Shrewsbury partners - Shropshire Council, Shrewsbury BID and Shrewsbury Town Council.

	<b>Shropshire Borderlands (north)</b>	<b>Shropshire Hills &amp; Ludlow (south)</b>
<b>Who visiting with?</b>		
Spouse/partner	35%	42%
Family	40%	27%
With children (under 16)	37%	20%
<b>Socio Economic Group*</b>		
ABC1	53%	70%
C2DE	47%	30%
Been before	80%	71%
Frequent visitor	62%	63%
<b>Where from</b>		
Day Visitors	West Midlands & Wales	West Midlands
Staying visitors	North West, West Midlands, South East	West Midlands, North West, South East, South West
<b>Age</b>	52% aged 45 + 20% aged over 65	72% aged 45+ 23% aged over 65

<b>Transport used</b>	Car 88%	Car 90%
Would definitely use Public Transport if available	7%	15%
<b>Top activities undertaken</b>	Exploring scenery & landscape Shopping or looking round shops Short walks Exploring towns & villages Eating out	General sightseeing** Short walks Pubs/restaurants Visiting a heritage attraction Long walk Shopping
<b>Satisfaction with visit</b>	9% gave their trip 5 out of 5  89% gave their trip 4 out of 5	91% gave 5 out of 5  8% gave 4 out of 5;

*\*Standard categories based on income of main earner in household A = highest income*

*\*\*Landscape & scenery already established in a previous question as the main appeal of the Shropshire Hills so not offered as a specific option here.*

Visitor types across Shropshire are broadly very similar but it is worth noting some of the differences between visitors in the northern and southern parts of the county.

Over one third of the visitors to Shropshire Borderlands have children in their party, which is significantly more than in Shropshire Hills & Ludlow where just one fifth include children.

The number of visitors aged 65 + is similar across both areas but there are significantly more aged 45 + in the Shropshire Hills & Ludlow. In the north there are more in younger age groups.



A more even split (typical of the UK population as a whole) between the two halves of income scale in the north suggests more budget conscious visitors. In the south there are more visitors in the higher income categories.

Not shown in the above table but worth mentioning is that caravans (touring and static) and boats are particularly important accommodation sectors in Shropshire Borderlands with over half of visitors staying in these types of accommodation. In Shropshire Hills and Ludlow only 14% of staying visitors use caravans and boats do not feature at all.

Resistance to giving up the car in favour of public or alternative transport is high across the county. In the north only 7% said they would definitely do this. In Shropshire Hills the number doubled but was still only 15%. Walking as a leisure activity undertaken as part of the trip has however increased in popularity and not just in the traditional hillwalking areas.

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## ECONOMIC GROWTH REDESIGN - TASK AND FINISH GROUP

### Context

Since March 2014 there has been a 'transformation' / redesign programme within the area of Economic Growth. The initial scope included the service areas of Business & Enterprise, VCS, Research & Intelligence, Skills, Policy Planning and Highways & Transport alongside the assets (land and property) held by Business & Enterprise. The first stage of work came to an end in June 2014 and since that time prototyping has taken place within a locality (Pontesbury & Minsterley) concentrating on 4 key themes: Business Growth, Physical Growth, Strategic Growth and Community Business Growth.

Subsequently a new operating model for the identification, prioritisation and subsequent commissioning of activities and projects in the area of Economic Growth has been put forward, and was agreed at the Decision Accelerator that took place on 22 September 2014.

The new purpose of Shropshire Council's Economic Growth Function is to create the conditions for Economic Growth & Resilience in Shropshire. This will be done by:

- § Creating a culture and operating model around Shropshire's businesses and communities.
- § Delivering a new operating model that will enable Shropshire's businesses and communities to thrive.
- § Attracting the right investment into the county.
- § Responding successfully to economic challenges, opportunities and pressures.
- § Providing clarity on Shropshire Council's role in creating the right conditions and sharing our vision with our stakeholders.

A key element of the Economic Growth Redesign and the new culture it wishes to foster lies in the relationships it manages with businesses and stakeholders and the two way mechanism that exists that when combined with data will create meaningful intelligence.

Stakeholder engagement done at the strategic and local level is a key activity within Economic Growth. As part of the new operating model how these relationships are managed will be an important element in its success going forward.

It is noted that one of the main findings from the prototype work that took place between July and mid-September 2014 was "Businesses are not engaged in the place plan / place shaping conversation that takes place in a locality..... but are integral to its sustainable economy".

### Objectives

1. To ascertain if the current mechanisms in place around Business Engagement are effective. What works well? What needs improvement?
2. How can the conversations / business engagement activities that are undertaken become two way and feed back into Shropshire Council to create meaningful intelligence? Is it

different for local engagement and strategic engagement and who is best placed to undertake these activities? Is it a different set of Council representatives?

3. Identify what will ensure that Shropshire Businesses do become engaged in their respective localities, and help shape activities that can create the conditions for economic growth? How do they currently engage in their local area – are some areas better than others? Or is it the types of businesses / sectors that matters?
4. Are there areas of best practice across the UK (and in Shropshire specifically) that could be used as a model or framework for engagement?

### **Information Required From Officers**

A research framework identifying the profile of the businesses within Shropshire alongside any other research and intelligence the Task & Finish Group deems necessary.

Identification of what information needs to be obtained from businesses in order for meaningful intelligence to be gathered and used for Economic Growth & Resilience purposes.

How is the intelligence currently provided by businesses being fed into Shropshire Council?

### **Other Sources of Information**

Shropshire Business Board & Ambassadors

### **Methods To Be Used**

Appropriate to the work that needs to be done.

The following are expected:

Desktop research and analysis.

Engagement activity at a countywide and local level – to include Town and Parish Councils.

### **Timescales**

Research and engagement activity – October to December 2014

Report back to Economic Growth Scrutiny Group – 22<sup>nd</sup> January 2015

### **Key Results Expected**

Recommendations around the most effective methods of business engagement to take forward into the new operating model.

## Annual Scrutiny Work Programme

The use of a template has helped to focus the activity of Task and Finish groups, and is probably one reason why they have been so successful in probing specific issues over the life of the last council.

We would like to introduce something similar for Scrutiny so that Members have a better opportunity not only to suggest topics, but also understand why other members may be bringing forward their suggestions. The standardisation will also help to assess the relative merits of the topics brought forward and make prioritising and choosing between possibly competing topics easier and more transparent – because it will be a more objective process.

This template sets out the key features of topics for the Scrutiny Work Programme. Members proposing topics should be able to set out why the topic should be included in the work programme – and be able to indicate what the ‘Expected benefits/Outcomes’ will be.

If they have some ideas on the approach they believe should be used, who they would like to hear from in the work, and the types of evidence they want to receive they can also include this information. However this is not as essential because these elements of the work programme can be worked up with support from relevant officers once the topic has been agreed for inclusion by the Scrutiny Committee and the Scrutiny Chairs.

Timescales for completion and inclusion in the schedule of Scrutiny Committee meetings will also be confirmed when the approach that will be used to undertake the work and any more detailed Terms of Reference [and Project Plan e.g. for Task and Finish group Work] have been agreed.

### Evaluating the proposed topics

The following criteria should be used by the Scrutiny Committee and will be used the Scrutiny Chairs to support their evaluating and prioritising each proposed topic for the Scrutiny Committee work programmes. With support from Officers the Scrutiny Chairs will co-ordinate topics that would fall within more than one Committee, identifying where joint working will take place or which Committee will take the lead.

CRITERIA FOR SELECTING TOPIC	CRITERIA FOR POSSIBLY REJECTING TOPIC
<ul style="list-style-type: none"><li>• Does the issue affect more than one area in the county?</li><li>• Is it a key issue for the public?</li><li>• Is it or has it been a poor performing service?</li><li>• Is there or has there been a high level of user dissatisfaction with the service?</li><li>• Is there a high level of budgetary commitment to the service?</li><li>• Is there a pattern of budgetary overspends?</li><li>• Does the topic relate to the Council corporate priorities / central government priorities?</li><li>• Has new government guidance or legislation been released?</li><li>• Is there scope to involve the service users/ the public in a review?</li><li>• Can scrutiny members reasonably expect to add value?</li></ul>	<ul style="list-style-type: none"><li>• Is the issue being, or soon to be, examined by Cabinet/officer group/other internal body and changes imminent?</li><li>• Is new legislation or guidance expected within the next year?</li><li>• Has the topic been covered by an in-depth scrutiny review in the 3 years?</li><li>• Is the topic being proposed because of an individual complaint?</li></ul>

# Scrutiny Committee Work Programme Template – Guiding Questions For Suggesting Topics and Completion

Topic	Expect Benefits/Outcomes	Approach	Activities	Witnesses/ Evidence required	Resources and other requirements	Lead Committee/ Lead Scrutiny Member
	<ul style="list-style-type: none"> <li>• What do you want to achieve by looking at this topic?</li> <li>• What difference will Scrutiny make by looking at the topic have?</li> <li>• How will you know that you have made a difference?</li> <li>• How does this topic further the priorities of the Council?</li> <li>• How does this topic address concerns/issues raised by the community?</li> <li>• What value will scrutinising this topic add?</li> <li>• Will service users and the public be involved in the work?</li> </ul> <p>Overall view – will the impact of the scrutiny be more than the cost of doing it? Is it worth the investment?</p>	<p>What is the best way for you to scrutinise the topic to achieve your outcomes?</p> <p>e.g.</p> <ul style="list-style-type: none"> <li>• Task and finish groups</li> <li>• Select Committee (including preparation and pre-meeting)</li> <li>• Concurrent meetings on a single topic</li> </ul>	<p>How would you undertake your scrutiny activity?</p> <p>e.g.</p> <ul style="list-style-type: none"> <li>• Sites visits</li> <li>• Live audio or video streaming</li> <li>• Member led research</li> <li>• Desk based research</li> <li>• Visits to other counties</li> <li>• Focus groups</li> <li>• Meeting people in the community</li> <li>• Customer experience</li> <li>• Preparation for Select Committee</li> <li>• Opportunity Risk Assessments</li> </ul>	<p>Who do you need to hear from? e.g.</p> <ul style="list-style-type: none"> <li>• Which officers</li> <li>• Which organisations</li> <li>• Individuals</li> <li>• Community reps</li> </ul> <p>What do you need to know? e.g.</p> <ul style="list-style-type: none"> <li>• Service user experience</li> <li>• Customer intelligence</li> <li>• Performance information</li> <li>• Service usage information</li> <li>• Cost and budget information</li> </ul> <p>How do you want to receive it?</p> <ul style="list-style-type: none"> <li>• Presentations</li> <li>• Reports</li> <li>• Briefing papers</li> <li>• Graphs</li> <li>• Tables</li> <li>• Videos</li> </ul>	<p>What do you need to have to support you to deliver your work?</p> <p>e.g.</p> <ul style="list-style-type: none"> <li>• How much Scrutiny officer support time?</li> <li>• How much member time?</li> <li>• What type of skills?</li> <li>• Any budget requirement e.g. to cover cost of travel, surveys, focus groups?</li> <li>• Is there anything that you need to have in place before you start or to finish your work? i.e. Dependences and interdependences</li> </ul>	<p>e.g.</p> <ul style="list-style-type: none"> <li>• Identify specific committee or whether a joint exercise</li> <li>• Identify Lead Scrutiny Member</li> </ul>

# Scrutiny Committee Work Programme Topics, 2014-15

## Committee: Enterprise and Growth Scrutiny Committee

Topic	Expect Benefits/Outcomes	Approach	Activities	Witnesses/ Evidence required	Resources and other requirements	Lead Committee/ Lead Scrutiny Member
Economic Redesign Work	<p>To use Members' experience and knowledge to act as critical friend in the Economic Redesign Work which will improve the economy of Shropshire</p> <p>Supporting effective commissioning</p> <p>Contributing to the shaping of improved systems and processes for the Council</p> <p>Supporting transformation of services/transition to different delivery models</p>	<p>Initial report and Presentation to the Committee by Economic Growth Programme Manager for context and understanding</p> <p>Task and Finish group to work alongside Economic Redesign work timetable – feeding in views to decision accelerator events</p>	<p>Site visits to see the project in Minsterley and Pontesbury</p> <p>Meeting people in the community</p> <p>Desk based research</p>	<p>Economic Redesign Work programme</p> <p>Claire Cox and Redesign Team</p> <p>The difference between current and future Council support for the economy</p> <p>Portfolio Holder/s</p>	<p>Officer time</p> <p>Claire Cox and Redesign Team</p> <p>Potential Site visit costs</p>	Cllr Steve Davenport
Fulcrum (formally known as RaBBS)	<p>Paul McCreary invited to attend Committee to answer questions and concerns raised by the RAG and the Committee. To then explore if further work is required.</p> <p>To understand new Public Protection working methods and any conflicts that this may cause.</p>	<p>Briefing paper to be sent to Members on new operating model, with an Officer to attend committee to answer questions.</p>	<p>Members to Question the Head of Public Protection with a view to deciding whether further scrutiny is required. If so, to establish the remit of investigation and to scope that enquiry which may take the form of rapid action task</p>	<p>Paul McCreary</p> <p>Users of Fulcrum Services</p> <p>Portfolio Holder/s</p>	<p>Officer time</p>	Cllr Steve Davenport

Topic	Expect Benefits/Outcomes	Approach	Activities	Witnesses/ Evidence required	Resources and other requirements	Lead Committee/ Lead Scrutiny Member
			and finish group			
Tourism	<p>To explore if further work is required on Tourism and the Visitor Economy following the implementations of recommendations from the Enterprise and Growth Scrutiny Committee Task and Finish Group in 2011.</p> <p>Following the formation of the Bridgnorth Tourism Group, Destination Partnerships have now been set up throughout the County and the Committee may wish to explore how effectively these work together and whether coverage of the County is now sufficiently comprehensive.</p>	<p>Briefing Paper sent to Members for review informing Members of the outcomes from earlier work. Also to include subsequent increase in service provision.</p> <p>Tourism Officer to attend Committee to answer Members' questions arising from the briefing paper</p>	<p>Members to question the Tourism Officer with a view to deciding whether further scrutiny action is required.</p> <p>If so, to establish the remit of investigations and to scope that enquiry which may take the form of a one item agenda meeting of the committee or the establishment of a rapid action task and finish group.</p>	<p>Louse Cross</p> <p>Any local businesses / representatives of the local tourism partnerships / members of the public</p> <p>Portfolio Holder/s</p>	<p>Officer Time</p> <p>Tourism strategy</p>	Cllr Steve Davenport
Shropshire Economic Growth Strategy	<p>Annual review of the Shropshire Economic Growth Strategy which the Committee had an active role in developing and monitoring.</p> <p>To ensure that the strategy is still current and of benefit to the economy of Shropshire.</p>	One item Agenda for Committee to monitor the progress of strategy.	Members to have the opportunity to receive feedback from the Shropshire Business Board Chair and Chief Executive of the Chamber of Commerce on the effectiveness of the strategy.	<p>Shropshire Business Board Chair Mandy Thorn</p> <p>Chief Executive of Chamber of Commerce Richard Sheehan</p> <p>Portfolio Holder/s</p>	<p>Officer Time</p> <p>Shropshire Economic Growth Strategy</p> <p>Mark Pembleton</p>	Cllr Steve Davenport



Topic	Expect Benefits/Outcomes	Approach	Activities	Witnesses/ Evidence required	Resources and other requirements	Lead Committee/ Lead Scrutiny Member
Planning- broad scope	To explore if further work is needed on the working of the Planning Committees	<p>Briefing Paper sent to Members for review informing Members of the outcomes from earlier work.</p> <p>Planning Officer to attend Committee to answer Members' questions arising from the briefing paper</p>	<p>Members to question the Planning Officer with a view to deciding whether further scrutiny action is required.</p> <p>If so, to establish the remit of investigations and to scope that enquiry which may take the form of a one item agenda meeting of the committee or the establishment of a rapid action task and finish group.</p>	<p>Planning Officers</p> <p>Portfolio Holder</p>	Officer time	Cllr Steve Davenport
Telecom Connectivity	To review the service provided by the telecommunications companies since the final report of the Task and Finish Group previously established to examine this.	<p>Briefing Paper sent to Members for review informing Members of the outcomes from earlier work.</p> <p>Officer to attend Committee to answer Members' questions arising from the briefing paper</p>	For Members to have the opportunity to receive feed-back from representatives of the telecommunication s industry on the provision of service in the County	<p>Representative s from telecommunications industry</p> <p>Representative from the Shropshire Business Board</p>	<p>Mark Pembleton</p> <p>Officer time</p>	Cllr Steve Davenport

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## THE CABINET FORWARD PLAN

This Notice, known as the Cabinet Forward Plan, sets out the Decisions, including Key Decisions, which are likely to be taken during the period covered by the Plan by either Cabinet as a whole or by individual members of the Executive. The Plan is updated each month and at least 28 clear days before a key decision is to be taken and is available from Council Offices, libraries and on the Council's Internet site ([www.shropshire.gov.uk](http://www.shropshire.gov.uk)). This edition supersedes all previous editions.

### Further Information

Cabinet is comprised of the following members: Mr K Barrow (Leader); Mrs A Hartley (Deputy Leader); Mr T Barker; Mr G butler; Mrs K Calder; Mr L Chapman; Mr S Charmley; Mr M Owen; Mr M Price; and Mrs C Wild. To view more details, please click on the following link :

<http://shropsdemserv.web.coop/CommitteeServices/CouncilMeetingsAndDecisions/Cabinet>

A Key Decision is one which is likely to result in income, expenditure or savings of £500,000 or greater, or to have a significant effect, on, two or more Electoral Divisions. In two member divisions i.e. Oswestry and Market Drayton, these are to be treated for the purpose of a key decision as two divisions.

Members of the public are welcome to attend full Cabinet meetings and ask a question and/or make a statement in accordance with the Council's Procedure Rules. If you would like further details please email [penny.chamberlain@shropshire.gov.uk](mailto:penny.chamberlain@shropshire.gov.uk) or telephone 01743 252729.

Members of the public are also welcome to submit a request to address or to ask a question of the Member making the Portfolio Holder decision. Any request should be submitted in writing to the Chief Executive at the address below by no later than 2 clear working days before the proposed Member Session. This is to ensure that the individual member has sufficient time to decide whether or not to hear such persons and if so the arrangements to be made. If you would like further details please telephone 01743 252729 or email [penny.chamberlain@shropshire.gov.uk](mailto:penny.chamberlain@shropshire.gov.uk).

All Executive including individual member decisions (except in extreme urgency) are subject to call-in and Scrutiny.

Documents submitted for decision will be a formal report, which if public, will be available on this website at least 5 clear working days before the date the decision can be made. If you would like to request such a document, please email [penny.chamberlain@shropshire.gov.uk](mailto:penny.chamberlain@shropshire.gov.uk) or telephone 01743 252729.

Documents shown are listed at Shropshire Council, The Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND.

## CABINET FORWARD PLAN FOR 3 OCTOBER 2014 ONWARDS

**DECISION MAKER - Cabinet 15 October 2014**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
Wednesday, 15 October 2014	<b>Report of the Discretionary Housing Payments Task and Finish Group</b>	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)		Nigel Bishop, Head of Service Support, Marketing and Engagement Tel: 01743 252348 nigel.bishop@shropshire.gov.uk	Tuesday, 9 September 2014
Wednesday, 15 October 2014	<b>Report 2 - Financial Strategy 2014/15 - 2024/25</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Tuesday, 20 May 2014
Wednesday, 15 October 2014	<b>Revenue Monitor 2014/15 Period 5</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Tuesday, 20 May 2014
Wednesday, 15 October 2014	<b>Capital Monitor 2014/15 Period 5</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Tuesday, 20 May 2014

Wednesday, 15 October 2014	<b>Quarter 1 Performance Report</b>	No	Portfolio Holder for Transformation Performance		Tom Dodds, Performance Manager Tel: 01743 252011 tom.dodds@shropshire.gov.uk	Monday, 1 September 2014
Wednesday, 15 October 2014	<b>ip&amp;e Ltd - Business Plan</b>	Yes	Portfolio Holder for Business Growth, ip&e and Commissioning (North)	Exempt	Nigel Bishop, Head of Service Support, Marketing and Engagement Tel: 01743 252348 nigel.bishop@shropshire.gov.uk	Friday, 5 September 2014

**DECISION MAKER - Cabinet from November 2014 onwards**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
Not before Monday, 10th November, 2014	<b>Shropshire Council Smallholding Estate</b>	Yes	Mike Owen, Portfolio Holder	Exempt	Steph Jackson, Head of Commercial Services Tel: 01743 253862 steph.jackson@shropshire.gov.uk	Thursday, 4 September 2014

**DECISION MAKER - Cabinet 10 December 2014**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
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Wednesday, 10 December 2014	<b>Financial Strategy 2014/15 - 2024/25 - Report 3</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Friday, 30 May 2014
Wednesday, 10 December 2014	<b>Treasury Management Update - Quarter 2 2014/15</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Friday, 30 May 2014
Wednesday, 10 December 2014	<b>Treasury Strategy 2014/15 - Mid Year Review</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Friday, 30 May 2014
Wednesday, 10 December 2014	<b>Capital Strategy 2014/15 - 2018/19 - Draft</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Friday, 30 May 2014
Wednesday, 10 December 2014	<b>Setting the Council Tax Taxbase for 2015/16</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Friday, 30 May 2014

Wednesday, 10 December 2014	<b>Fees &amp; Charges 2015/16</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Friday, 30 May 2014
Wednesday, 10 December 2014	<b>Quarter 2 2014/15 Performance report</b>	No	Portfolio Holder for Transformation Performance		Tom Dodds, Performance Manager Tel: 01743 252011 tom.dodds@shropshire.gov.uk	Monday, 1 September 2014
Wednesday, 10 December 2014	<b>Shropshire Marches and Natural Growth LEADER Programmes (2014 - 2020): Shropshire Council as Accountable Body</b>	Yes	Portfolio Holder for Business Growth, ip&e and Commissioning (North)		Andrew M Evans, Head of Business Growth and Prosperity Tel: 01743 253869 andy.evans@shropshire.gov.uk	Monday, 1 September 2014
Wednesday, 10 December 2014	<b>Shrewsbury West Sustainable Urban Extension: Implementation of the development including costs and contributions to development and infrastructure</b>	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)	Exempt	Chris Hill, Team Leader Investment and Infrastructure, Business and Enterprise Team Tel: 01743 252273 chris.hill@shropshire.gov.uk	Tuesday, 24 September 2013
Wednesday, 10 December 2014	<b>Marches Local Enterprise Partnership Local Growth Fund and Priority Projects</b>	Yes	Portfolio Holder for Business Growth, ip&e and Commissioning (North)	Exempt	Andrew M Evans, Head of Business Growth and Prosperity Tel: 01743 253869 andy.evans@shropshire.gov.uk	Tuesday, 26 August 2014

Wednesday, 10 December 2014	<b>Kempsfield Residential Care Home Contract Award</b> Cabinet will consider an exempt report by the Head of Social Care Improvement and Efficiency on the contract award for Kempshfield Residential Care Home.	Yes	Portfolio Holder for Adult Services and Commissioning (South)	Exempt	Ruth Houghton, Head of Social Care Improvement and Efficiency Tel: 01743 254203 ruth.houghton@shropshire.gov.uk	Friday, 28 February 2014
Wednesday, 10 December 2014	<b>Aquamira and Albert Road Day Opportunities Contract Award</b> Cabinet will consider an exempt report by the Head of Social Care Improvement and Efficiency on the Aquamira and Albert Road Day Opportunities Contract Award.	Yes	Portfolio Holder for Adult Services and Commissioning (South)	Exempt	Ruth Houghton, Head of Social Care Improvement and Efficiency Tel: 01743 254203 ruth.houghton@shropshire.gov.uk	Friday, 28 February 2014
Wednesday, 10 December 2014	<b>Connecting Shropshire - Phase 2 Procurement</b>	Yes	Portfolio Holder for Business Growth, ip&e and Commissioning (North)	Exempt	Andrew M Evans, Head of Business Growth and Prosperity Tel: 01743 253869 andy.evans@shropshire.gov.uk	Friday, 26 September 2014
Wednesday, 10 December 2014	<b>West Midlands Rail Devolution</b> A report detailing context, progress to date and requesting Council support through Cabinet for the continuation of the development of the proposal.	No	Portfolio Holder for Highways and Transport		Matt Johnson, Transport Planning Commissioner (North) matt.johnson@shropshire.gov.uk	Tuesday, 30 September 2014
<b>DECISION MAKER - Cabinet - 11 February 2015</b>						



Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
Wednesday, 11 February 2015	<b>Revenue Monitor Quarter 3 2014 to 2015</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Thursday, 31 July 2014
Wednesday, 11 February 2015	<b>Capital Monitor Report Quarter 3 2014 to 2015</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Thursday, 31 July 2014
Wednesday, 11 February 2015	<b>Financial Strategy 2014 to 2015 final report</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Thursday, 31 July 2014
Wednesday, 11 February 2015	<b>Robustness of Estimates and Adequacy of Reserves</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Thursday, 31 July 2014

Wednesday, 11 February 2015	<b>Estimate Collection Fund Outturn 2014 to 2015</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Thursday, 31 July 2014
Wednesday, 11 February 2015	<b>Treasury Management Update Quarter 3 2014 to 2015</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Thursday, 31 July 2014
Wednesday, 11 February 2015	<b>Treasury Strategy 2015 to 2016</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Thursday, 31 July 2014
Wednesday, 11 February 2015	<b>Capital Strategy 2014 to 2015 and 2018 to 2019 final report</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Thursday, 31 July 2014
Wednesday, 11 February 2015	<b>Housing Revenue Account 2014 to 2015</b>	Yes	Portfolio Holder for Resources, Finance and Support		James Walton, Head of Finance, Governance and Assurance (Section 151 Officer) Tel: 01743 255001 james.walton@shropshire.gov.uk	Thursday, 31 July 2014

Wednesday, 11 February 2015	<b>Improved Swimming Facilities for Shrewsbury</b>	Yes	Portfolio Holder for Leisure, Libraries and Culture		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	Thursday, 31 July 2014
Wednesday, 11 February 2015	<b>Outcome of Hubs/Libraries/Registrars Consultation</b>	Yes	Portfolio Holder for Leisure, Libraries and Culture		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	Thursday, 31 July 2014
Wednesday, 11 February 2015	<b>Quarter 3 2014/15 Performance Report</b>	No	Portfolio Holder for Transformation Performance		Tom Dodds, Performance Manager Tel: 01743 252011 tom.dodds@shropshire.gov.uk	Monday, 1 September 2014
Wednesday, 11 February 2015	<b>Final Business Case for the Development of a new delivery model for Planning, Public Protection, Environmental and Business Support Services</b>	Yes	Malcolm Price, Portfolio Holder	Exempt	Paul McCreary, Head of Public Protection Tel: 01743 253868 paul.mcgreary@shropshire.gov.uk	Thursday, 31 July 2014
<b>DECISION MAKER - Portfolio Holder for Adult Services and Commissioning (South) - Lee Chapman - no items known to date</b>						
Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
<b>DECISION MAKER - Deputy Leader and Portfolio Holder for Children's Services - Ann Hartley</b>						
Date of	Purpose and Report title	Key	Portfolio Holder	Report	Contact for further	Date

Meeting		Decision		Exempt / confidential	information re documents / report to be submitted to decision maker	Uploaded onto Plan
Not before Tuesday, 7th October, 2014	<b>Education Psychology Service</b>	No	Deputy Leader of the Council and Portfolio Holder for Children's Services, Transformation and Safeguarding		Karen Bradshaw, Director of Childrens Services Tel: 01743 254201 Karen.Bradshaw@shropshire.gov.uk	Monday, 4 August 2014
<b>DECISION MAKER - Portfolio Holder for Health - Karen Calder</b>						
Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
Not before Tuesday, 7th October, 2014	<b>Location of Offices used by the Registrar's Service</b> The Portfolio Holder for Health will consider a report by the Registration and Coroners Services Manager/Superintendent Registrar on the future location of offices used by the Registrar's Service.	Yes	Portfolio Holder for Health		Karen Burton, Registration and Coroners Service Manager Tel: 01743 281356 karen.burton@shropshire.gov.uk 01743 281356 karen.burton@shropshire.gov.uk	Friday, 28 February 2014
<b>DECISION MAKER - Portfolio Holder for Business Growth, ip&amp;e and Commissioning (North)</b>						
Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan

Not before Tuesday, 7th October, 2014	<b>Shropshire Council CCTV Monitoring Centre Review</b>	Yes	Portfolio Holder for Business Growth, ip&e and Commissioning (North)		Paul McCreary, Head of Public Protection Tel: 01743 253868 paul.mcgreary@shropshire.gov.uk	Thursday, 16 January 2014
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**DECISION MAKER - Portfolio Holder for Highways and Transport - Claire Wild**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
Not before Tuesday, 7th October, 2014	<b>Targeted De-commissioning and Removal of Non-Essential Street Lights</b> The Portfolio Holder for Highways and Transport – Cllr Claire Wild – will consider a report on the targeted decommissioning and removal of non-essential street lights.	Yes	Claire Wild, Portfolio Holder		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	Tuesday, 21 January 2014

**DECISION MAKER - Portfolio Holder for Leisure, Libraries and Culture - Gwilym Butler - no items known to date**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan

**DECISION MAKER - Portfolio Holder for Performance - Tim Barker - no items known to date**

Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt /	Contact for further information re documents /	Date Uploaded

				confidential	report to be submitted to decision maker	onto Plan
<b>DECISION MAKER - Portfolio Holder for Planning, Housing and Commissioning (Central) - Malcolm Price</b>						
Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to decision maker	Date Uploaded onto Plan
Not before Tuesday, 7th October, 2014	<b>Minor Amendments to the Shropshire Affordable Housing Allocations Policy and Scheme</b>	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)		Andy Begley andy.begley@shropshire.gov.uk	Thursday, 28 August 2014
Not before Tuesday, 7th October, 2014	<b>Home Improvement Agency Service : Consolidation of Housing Services to facilitate future Commissioning</b>	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)	Exempt	Andy Begley andy.begley@shropshire.gov.uk	Thursday, 28 August 2014
Monday, 20 October 2014	<b>Bicton Parish Neighbourhood Plan: Designation of Plan Area</b>	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)		Andy Mortimer, Policy and Environment Manager Tel: 01743 252566 andy.mortimer@shropshire.gov.uk	Monday, 8 September 2014
Monday, 20 October 2014	<b>Shifnal Parish Neighbourhood Plan: Designation of Plan Area</b>	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)		Andy Mortimer, Policy and Environment Manager Tel: 01743 252566 andy.mortimer@shropshire.gov.uk	Monday, 8 September 2014

Monday, 20 October 2014	<b>Shropshire Council Draft Local Development Scheme 2015-2018</b>	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)		Andy Mortimer, Policy and Environment Manager Tel: 01743 252566 andy.mortimer@shropshire.gov.uk	Monday, 8 September 2014
Monday, 10 November 2014	<b>Empty Homes Strategy 2014 to 2017</b>	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)		Karen Collier, Service Manager - Environmental Health Tel: 01743 251711 karen.collier@shropshire.gov.uk	Friday, 12 September 2014
Thursday, 8 January 2015	<b>Collaborative Working Proposal for the Management of Local Flood Risk between Shropshire Council and Staffordshire County Council</b>	Yes	Malcolm Price, Portfolio Holder			Thursday, 17 July 2014
Not before Wednesday, 29th October, 2014	<b>Shropshire Housing Group - Change in Constitution (Meres &amp; Mosses Housing Association)</b>	Yes	Deputy Portfolio Holder Planning and Housing		Paul McGreary, Head of Public Protection Tel: 01743 253868 paul.mcgreary@shropshire.gov.uk	Monday, 29 September 2014
Not before Wednesday, 29th October, 2014	<b>Shropshire Housing Group - Change in Constitution (South Shropshire Housing Association).</b>	Yes	Deputy Portfolio Holder Planning and Housing		Paul McGreary, Head of Public Protection Tel: 01743 253868 paul.mcgreary@shropshire.gov.uk	Monday, 29 September 2014
<b>DECISION MAKER - Portfolio Holder for Resources, Finance and Support - Mike Owen - no items known to date</b>						
Date of Meeting	Purpose and Report title	Key Decision	Portfolio Holder	Report Exempt / confidential	Contact for further information re documents / report to be submitted to	Date Uploaded onto Plan

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Date of Publication – 26 September 2014