

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

Date: Wednesday, 25 March
2015
My Ref:
Your Ref:

Committee:
Enterprise and Growth Scrutiny Committee

Date: Thursday, 2 April 2015
Time: 10.00 am
Venue: Shrewsbury 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

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

Your Committee Officer is:

Julie Fildes Scrutiny Committee Officer
Tel: 01743 252893
Email: 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 held on 29th January 2015.

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 30th March 2015.

5 Member Question Time

To receive any questions, statements and petitions of which Members of Council have given notice. Deadline for notification is 5.00pm on Monday 30th March 2015.

6 Economic Growth Redesign Task and Finish Group Report (Pages 5 - 14)

To consider the report of the Economic Growth Redesign Task and Finish Group and make recommendations to the Portfolio Holder for Business Growth ip&e, Culture and Commissioning (North) as appropriate.

Report is attached marked 6

7 Business Rates

James Walton, Head of Finance, Governance and Assurance, will brief Members on the Business Rates System.

8 Future Work Programme for the Enterprise and Growth Scrutiny Committee (Pages 15 - 28)

To consider proposals for the future work programme. Draft work programme and Cabinet Forward Plan are attached for consideration.

9 Dates for Future Meetings

Thursday 2nd July 2015

This page is intentionally left blank



Enterprise and
Growth Scrutiny
Committee

2nd April 2015

10.00 am

Item
3
Public

**MINUTES OF THE ENTERPRISE AND GROWTH SCRUTINY COMMITTEE MEETING
HELD ON 29 JANUARY 2015
10.00 - 11.15 AM**

Responsible Officer: Julie Fildes
Email: Julie.fildes@shropshire.gov.uk Tel: 01743 252893

Present

Councillor Steve Davenport (Chairman)
Councillors Pauline Dee (Vice Chairman), Andrew Bannerman, Nicholas Bardsley,
Charlotte Barnes, Dean Carroll, John Hurst-Knight, Jean Jones and Peggy Mullock
(Substitute) (substitute for William Parr)

52 Apologies for Absence and Substitutes

Apologies were received from Councillor William Parr.

Councillor Peggy Mullock attended as substitute for Councillor William Parr.

53 Disclosable Pecuniary Interests

There were none disclosed.

54 Minutes

RESOLVED:

That the Minutes of the meetings held on 4th December 2014 and 9th December 2014 be approved as correct records and signed by the Chairman.

55 Public Question Time

There were no public questions.

56 Member Question Time

There were no questions from Members.

57 Financial Strategy 2015/16 to 2016/17

The Head of Finance, Governance and Assurance introduced the Financial Strategy 2015/16 – 2017/18 Report which had previously been considered by Cabinet in December 2014. He reminded Members that the Council Business Plan and Financial Strategy 2014/15 – 2017/18 had been agreed by Council in February 2014. The Financial Strategy was identified as a key document and part of the Council's Business Plan which reflected the financial implications of all the Council's plans and strategies.

He continued that the Financial Strategy was a dynamic rolling plan which was revised regularly throughout the financial year as circumstances altered. This report considered the information from the current year's monitoring reports and any implications for future budgets. It also contained revised information for years 2 and 3 of the Financial Plan and initial projections for 2017/18. The Plan had been refreshed to reflect changing circumstances and to accurately represent the Council's financial position.

It was noted that the refresh of the Plan was not yet complete but a final draft would be submitted to Council in February 2015, this would enable the setting of the Council's Budget for 2015/16.

Members discussed the Budget implications of increased costs for Adult Social Care.

A Member asked about the consultation process with regard to the removal of the Rate Support Grant given to Town and Parish Councils. The Head of Finance Governance and Assurance confirmed that he had received feedback on this from various Town and Parish Councils.

The Head of Finance, Governance and Assurance suggested that, should current trends continue, the Funding Revenue Support Grant would be completely withdrawn by 2020/21, due to this expectation a number of services currently financed by the Council were under continual review.

Members discussed the Economic Growth Redesign work being undertaken and the changes that Central Government had made to the collection and localisation of Business Rates, which made promoting the establishment of businesses within the County more important. It was noted that the County's amenities, such as its museum provision, were important in attracting people to the County and it was suggested that these should be supported.

RESOLVED:

- i. That at a future meeting of the Enterprise and Growth Scrutiny Committee considers the age demographics of the County and the effect of this on the County in relation to employment and business;
- ii. that the report be noted.

58 Planning Task and Finish Group

The Planning Services Manager introduced the tabled Planning Committee Task and Finish Group Scoping Document.

Members noted that the Planning Services Manager had been requested to prepare a scoping document for a Planning Committee Task and Finish Group at the previous meeting and was based on the work undertaken by the previous Planning Task and Finish Group which had reported to the Enterprise and Growth Scrutiny Committee in October 2013.

A Member queried the definition of the term 'strongest Members' used in the scoping document. The Planning Services Manager explained that this referred to Members with a keen interest in the planning process, with a good understanding and knowledge of planning issues and the ability to challenge confidently. He continued that this was aligned to a good training programme.

A Member enquired why it was assumed that Planning Committees should last no more than three hours and suggested that should the Committee have a 10am start, a full day could be dedicated to the agenda and more items considered. The Planning Services Manager explained that this was the process agreed by Council and allowed site visits to be held on the morning of the Committee. Members discussed the arrangements for site visits and requested that the process for identifying sites to be visited and the timing for undertaking such visits should be added to the scoping document.

In response to a Member's question the Planning Services Manager confirmed that the process for identifying decisions for delegation could be made more clear and transparent. Although a process had been identified on occasion its application had been inconsistent.

Returning to the issue of Member training, Members agreed that regular planning training was essential for members of the Planning Committees. A Member suggested that learning was being lost due to a lack of organised training sessions following Planning Inspectorate appeal decisions. A Member added that due to short time scales for the decision making process, it was not always possible to arrange training on specific or unusual issues after an application had been received and before the decision had to be made.

RESOLVED:

That the terms of reference set out in the Planning Committee Task and Finish Group Scoping Document be agreed and the group established, with the addition that the group consider:

- i. the organisation of site visits;
- ii. training provision; and
- iii. the process for identifying decisions to be delegated and those to go to committee.

59 Future Work Programme for the Enterprise and Growth Scrutiny Committee

Members considered suggested future topics for the Committee’s work programme. Suggested topics included:

- Museums
- Bishop’s Castle Business Park and other Business Parks in the County
- LEP funding
- Mobile phone signal provision
- Leader Plus

The Chair of the Economic Growth Redesign Task and Finish Group explained that the Group had been looking at business parks and the Group’s final report would include a suitable recommendation on this issue.

Members suggested that it would be useful for the Portfolio Holder for Business Growth, ip&e, Culture and Commissioning (North) to attend the next meeting of the Committee to answer questions on the LEP funding.

60 Dates for Future Meetings

RESOLVED:

That the Committee next meets at 10.00am on Thursday 2nd April 2015.

Signed (Chairman)

Date:

ECONOMIC GROWTH REDESIGN SCRUTINY TASK AND FINISH GROUP

RECOMMENDATIONS & FINAL REPORT
March 2015

1.0 Background

In March 2014 a review began to identify all areas within Shropshire Council who were involved in the area of economic growth to see what opportunities could be realised by working differently and more collaboratively, in response to the changing operating environment. The approach was to bring representatives from service areas that had historically operated separately; transport & highways, voluntary sector, economic development (business & enterprise), skills, planning policy and research & intelligence together.

This work has developed over the course of 2014 and is now at the stage where a new operating model and associated 'new way of working' has been identified that encompasses all the areas who have a role in economic growth.

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.

A Task & Finish Group commenced in November 2014 to make recommendations through the Economic Growth Scrutiny Group around the most effective methods of business engagement to take forward into the new Economic Growth operating model.

2.0 Recommendations

To follow is a summary of the recommendations the Group are proposing, a more detailed justification is provided within Section 6.0 alongside how the recommendations will be incorporated into the new operating model.

2.1 The Economic Growth Task & Finish Group is fully supportive of the aims of the Economic Growth Redesign proposals and recommends its rapid implementation.

- 2.2 Acknowledgement that Shropshire Council has responsibility for promoting Shropshire as a business location, working with our Partners to showcase what Shropshire can offer to businesses based here (both new and existing).
- 2.3 The Group recommends the need for more intelligent and cohesive business engagement than takes place currently. This must take place with businesses, investors, intermediaries and brokers of economic growth such as commercial property agents, developers and asset holders and investment makers to allow a more complete approach to facilitating economic growth for Shropshire.
- 2.4 The provision of a stand-alone website using the domain name www.investinshropshire.com which will be the shop window for the new Economic Growth Service, and will include what projects and activities are currently being implemented for business benefit.
- 2.5 Economic Development Assets (workshops & land) to be taken back into Corporate Landlord – with an Asset Management Strategy in place to align with the new purpose of the Economic Growth Service.
- 2.6 The need for Cabinet to make a strategic decision on what Shropshire Council's purpose is as a land / asset owner and who is subsequently best placed to manage and maintain those assets on its behalf.
- 2.7 The need for Cabinet to make a strategic decision on whether Shropshire Council will take, in the future, a proactive role as an investor and developer in Shropshire, to provide jobs and broker further investment.

3.0 Terms of Reference

Purpose of the Group

To make recommendations through the Economic Growth Scrutiny Group around the most effective methods of business engagement to take forward into the new Economic Growth operating model.

Membership

Cllr Dean Carroll (Chair)
Cllr Steve Davenport (Vice Chair)
Cllr Roger Evans
Cllr Peter Cherrington
Cllr Alan Mosley

Officers

Claire Cox
Emma Smith
Richard Edwards (part)

Duration of Group

From end November 2014 and report to Scrutiny in mid-February 2015, with weekly 1hr meetings.

Objectives of the Group

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 that could be used as a model or framework for engagement?

Background

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, alongside encouraging entrepreneurial activity.
- 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.

In summary the Economic Growth Redesign has taken place to create a more efficient way of working so Shropshire Council resources and others that it influences or sources are used in the best way possible to create economic growth and resilience across Shropshire.

4.0 Chairman's Report

As Chairman, I offer my sincere thanks to all who have contributed to this piece of work, particularly my fellow members who have contributed so much, and to our Lead Officer, Claire Cox for her tireless support of the group.

When we first came together in November 2014, we took the conscious decision to take a subtly different approach from normal Task and Finish Groups, outlined below is what I found to work well or not, and where further improvements can be made.

The group benefitted from having a very clear purpose. The process was structured at the first meeting in a way which gave order and ensured all aspects could be covered fully, but also allowed flexibility to look at issues that arose during the process such as Economic Development assets. We operated a policy of complete openness within the group, and also included other members as needed. At every stage we had confidence that opinions could be expressed and concerns shared without politicization, which was a credit to our members from across the spectrum. Without such frankness our work would have lacked many of its fundamental conclusions.

There were, however, two aspects of the process which proved stumbling blocks. The timescale originally allotted was too tight to properly look at the whole area in detail, as well as become familiar with the redesign work. With the agreement of Scrutiny we were able to extend the timeframe to enable a higher quality of work to be produced. The second element of difficulty was the breadth of our remit. The thorough research we carried out highlighted a number of further areas with Economic Development requiring attention, these have been identified within the report requiring further work.

In concluding my brief remarks, I would like to share the most important factors in the success of this Task and Finish Group. Member Leadership of Task and Finish Groups is vital to achieving the most valuable conclusions. Whilst the work programme of such a group must be structured to meet its objectives, it must also retain a degree of flexibility to reach its full potential and add value to the work it undertakes. As has been discussed above, frankness must accompany the work of Task and Finish Groups. Finally, I hope we can foster a two-way dialogue between a Task and Finish Group and both Scrutiny and the Executive. This would be for the benefit of large pieces of work where some recommendations could be implemented whilst newly identified areas could be given to the existing group to incorporate into its work.

In conclusion, this Task and Finish Group worked very well in a slightly different format, and the aspects above each played an important role in arriving at the conclusions it did.

5.0 Work undertaken to inform Recommendations

A number of pieces of work and investigations were undertaken by the Group to inform and shape the recommendations made. These are summarised below, if further detail is required these can be made available upon request.

- 5.1 A review of Shropshire Council’s Geographic and Statistical Neighbours Economic Growth Activity. This was a web-based study and included Telford & Wrekin, Herefordshire & Staffordshire alongside Lincolnshire, Suffolk, Wiltshire, Devon and Dorset.
- 5.2 A Review of how the Economic Development Portfolio is managed internally and the transactions that take place with businesses for successful lettings and management. This work was originally undertaken by Steve Taylor and reviewed by the group to inform their understanding.
- 5.3 A site visit was undertaken on 8/12 to view ED Assets - the Shropshire Food Enterprise Centre and Harlescott Barns in Shrewsbury to greater understand the type of units held and to meet businesses who rent them.
- 5.4 Maps were provided detailing where all the ED workshops and land holdings were across Shropshire.
- 5.5 Financial information was obtained for Economic Development Assets detailing current value, income generated (and how much is surplus/deficit) and rates of return, both for individual assets and the Portfolio overall.
- 5.6 A Business questionnaire was formulated (on paper and electronically via Survey Monkey) and disseminated out via Members to businesses to assess their business engagement experience with Shropshire Council.
- 5.7 A process map proposing how engagement will take place in the new Economic Growth model was discussed and examples were talked through it to ensure it captured all the meaningful intelligence available.
- 5.8 A meeting took place with two prominent commercial property agents on 21/1 for the Group to discuss their findings to date, and discuss ways in which Shropshire Council’s engagement with businesses and facilitators of Economic Growth could be improved.

6.0 Recommendations and how they sit within new Proposed Operating Model for Economic Growth

6.1 The Economic Growth Task & Finish Group is fully supportive of the aims of the Economic Growth Redesign proposals and recommends its rapid implementation.

The work of the Task & Finish Group on behalf of Economic Growth Scrutiny Group has understood the need for change and the reasons why that change is necessary. Through

the work of the Group the original findings from the Economic Growth Redesign have been ratified. Most notably:

- There is a lack of clear direction that is corporately adhered to; all service areas are not taking decisions in conjunction with other services and not seeing the bigger picture of 'economic growth' and the role they have in it.
- Income relating to the proceeds of Economic Growth is collected by individual service areas and not prioritised corporately for re-use to facilitate further Economic Growth. In some instances it is not collected or monitored.
- The process for prioritising projects and activities is not robust; it can be funding or politically led and not based on evidenced need (in some cases).
- Shropshire Council / the Public Sector are not the first port of call for businesses looking for support....unless the business believes the council can directly influence e.g. planning, licencing or access to land or grant funding.
- We are not set up to take advantages of opportunities – both new and existing that provide real benefit to the Shropshire economy.

The need for a widespread change in approach with an associated change in culture has been demonstrated by the findings made by the Group and the willingness of the Group to engage and remain engaged is testament to the desire to see things change.

6.2 Acknowledgement that Shropshire Council has responsibility for promoting Shropshire as a business location, working with our Partners to showcase what Shropshire can offer to businesses based here (both new and existing).

There should be an ongoing process of benchmarking and learning from our 'Neighbouring Authorities' (Geographic and Statistical) to capture intelligence and trends.

It was evident from the learning that was achieved from the Review that there are similar Authorities to Shropshire who are taking a similar approach to Economic Growth and have similar 'strategies' and do take responsibility for promoting their area as a business location. More notably there were similar Authorities taking different, more innovative approaches that we can learn from and this is where we should be looking to benchmark.

Moving forward to implementation

Stage 1 of the new operating model places great emphasis on learning from best practice, research, strategies and identifying opportunities and priorities. The cohesive nature of this approach will ensure that good practice is captured, utilised and promoted.

6.3 The Group recommends the need for more intelligent and cohesive business engagement than takes place currently. This must take place with businesses, investors, intermediaries and brokers of economic growth such as commercial property agents, developers and asset holders and investment makers to allow a more complete approach to facilitating economic growth for Shropshire.

There have been a number of instances and examples that have been identified through the work of the Group that illustrate that the current situation and the siloed and insular working approach does not produce the best results for the Shropshire Economy.

This can be best summarised by the acknowledgement of a Commercial Agent that he was working with 6 or 7 companies who were looking to relocate in the Shrewsbury area but he felt that it was not something he could share with Shropshire Council for fear of it not remaining confidential. Although he did have a willingness to work far more collaboratively with the Council if things were different and that there was valuing in the sharing of intelligence. Whilst the comments are made from one sector (who were involved primarily to discuss the Economic Development Asset Portfolio) they are systematic of the business engagement that takes place currently. This illustrates the need for the Council to foster relationships not just with the business community to enable a meaningful two way exchange in confidence.

The Group re-iterates and supports the need for a single point of contact (similar to account management) to maintain business confidence and maintain integrity and build trust. The capturing of data in a uniformed manner would ensure that data and subsequent intelligence can be easily shared (confidentially if necessary).

Moving forwards towards implementation

The value the Relationship Managers will have in the new model will be in the relationships that they foster, broker and effectively manage. As resources diminish it will be necessary to work far more collaboratively and become highly-skilled facilitators who are able to influence and channel resources to where they can be used most appropriately.

6.4 The provision of a stand-alone website using the domain name www.investinshropshire.com which will be the shop window for the new Economic Growth Service, and will include what projects and activities are currently being implemented for business benefit.

The lack of a web-based presence was noted and highlighted as a serious missed opportunity to promote Shropshire as a place to do business and invest (refer to 6.2). It is noted that there is limited information within the Council's main website but this is not enough to enable us to compete against our statistical and geographical neighbours.

The Group noted that there must have a clear route for business engagement and the presence of an effective website will enable this to happen. It will ensure that a larger number of the county's businesses and those looking to relocate here will be able to effectively engage through a channel they are comfortable using.

It was accepted that in the future the Marches Growth Hub will be looking to provide a comprehensive web-based resource to provide businesses with relevant, generic support across the Marches Local Enterprise Partnership area. The purpose of the new Shropshire Council website will be to promote the county, to inward investors and indigenous

companies and would then link to the Marches Growth Hub (which is what the other Authorities within the LEP will do.)

The new site will need to showcase all development that is taking place across the county and also link to partners / collaborators sites. The site must also include development opportunities and show Shropshire as a viable investment location both now and in the future whilst showcasing the benefits of Shropshire including our quality of life etc. The website that the Group believe should be benchmarked against was www.investinsuffolk.com which had the right mix of investor information and call to action.

Going forward towards implementation

This had also been identified within the Redesign and revenue to allow for the creation of a new website (within 6 months of the new model being operational) has been recognised as a requirement. It is estimated that between £15-20,000 will be required to include the build of the stand-alone site, and associated copy and imagery via open tender.

In addition the Business Development function would have responsibility for maintaining relevant content on the website and dealing with the enquiries that are made via that route.

6.5 Economic Development Assets (workshops & land) to be taken back into Corporate Landlord – with an Asset Management Strategy in place to align with the new purpose of the Economic Growth Service.

The analysis that was provided by SC Finance looking at the ED Assets did show differences in the type of facilities within the portfolio and the subsequent revenue generated.

It showed troubling differences within the performance of the portfolio with some market under-performance. Some of the assets held had only tenuous links to economic development and appeared to be masking under-performance.

Of most concern was the long term picture; giving the declining condition of the units and workshops with no apparent provision made for scheduled maintenance and improvement requirements the minimal return on investment will likely prove untenable in the long term.

The discussions with Estates/Corporate Landlord did provide some learning on how better to engage with businesses who are interested in Shropshire Council run units and has identified the type of information that needs to be captured and subsequently utilised to create meaningful intelligence around demand and take up of commercial premises.

Going forward towards implementation

The maintaining of a 'client function' for the Economic Development Asset Portfolio, which is subsequently managed by Estates Services is not seen as a necessary function of the Economic Growth Team. The most appropriate place for the assets (with immediate effect) would be for them to be managed and maintained by Corporate Landlord.

The capturing of the information is still relevant and will be fed into Stage 1 of the operating model to help identify demand and subsequent opportunities to create the conditions for economic growth.

6.6 The need for Cabinet to make a strategic decision on what Shropshire Council's purpose is as a land / asset owner and who is subsequently best placed to manage and maintain those assets on its behalf.

The Group recommends this, and if there is additional work to be done to best answer that question it would be keen to be involved (although it appreciates it would not be within the Economic Growth Scrutiny Groups remit as Estate Services / Corporate Landlord sit elsewhere).

The Group has also identified the need for a Condition Survey to be carried out to further identify any opportunities or potential liabilities and assess the value for money of individual assets (not just those within the Economic Development Portfolio).

The decision on who would be best placed to manage and maintain the Assets would then better inform the new Economic Growth Service, and in doing so start to identify where the income should sit and where any profit should be reinvested to enable further economic growth. This would then allow for disposals or investments to be made that can support the new service to achieve purpose – by investing in the most appropriate vehicles / activities for the creation of economic growth and resilience.

Discussions with the Commercial Property Agents and the financial analysis of the Economic Development asset portfolio validated the recommendation that is being made.

Going forward towards implementation

This decision can be made at the appropriate time and with the appropriate evidence by Cabinet with no detrimental effect on the Economic Growth Redesign implementation. The Assets can transfer to Corporate Landlord (as 6.5) with the appropriate Asset Management Strategy in place that can be subsequently amended to reflect the decision when it is made.

6.7 The need for Cabinet to make a strategic decision on whether Shropshire Council will take, in the future, a proactive role as an investor and developer in Shropshire, to provide jobs and broker further investment.

This recommendation follows on from 6.6 and looks to gain clarity on where best to re-invest income from SC owned asset sales and rental, or where new investment should be made to increase the availability of employment land and commercial property. The Group believes that a more proactive stance by Shropshire Council will bring new businesses into the county and allow Shropshire companies to expand – both creating new jobs and creating economic growth and resilience.

Going forward towards implementation

The new Economic Growth operating model takes a robust, and uniformed approach to identifying, developing and implementing (via a commissioned model) projects and activities that create the conditions for economic growth in Shropshire.

This model will ensure that any potential investment is tailored to meet the demands of the county's businesses, is feasible and deliverable with a return on the investment and other funds (where available) can be brokered to support Shropshire Council's initial investment. This approach will ensure that Council funds, or those that it controls are only used to create measured outcomes and will provide identified and quantifiable benefit the Shropshire economy.

7.0 Potential for Further Work

During the work it was apparent that there were a number of other areas worthy of further exploration but were not directly covered by the Terms of Reference detailed in Section 3. These include:

7.1 Identification of Shropshire's Economic Growth Areas / Sectors

To identify how we actively identify, promote and grow Shropshire's growth areas / sectors. A further piece of work to evaluate if current methods are facilitating growth, how that can be effectively measured and if there are other more effective methods and strategies that should be employed.

7.2 How are the tenants in all Shropshire Council owned property managed and are their needs met to enable them to grow and flourish and create economic growth

To undertake a survey of tenants and identify what they need from Shropshire Council as a Landlord and also as a Local Authority. This will provide intelligence from a captive audience to better inform economic growth activity and identify if there are further opportunities to support and facilitate their growth.

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

1st October 2014

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

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>	<p>One item Agenda for Committee to monitor the progress of strategy.</p>	<p>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>	<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

Topic	Expect Benefits/Outcomes	Approach	Activities	Witnesses/ Evidence required	Resources and other requirements	Lead Committee/ Lead Scrutiny Member
<p>Possible topics for future inclusion in work programme:</p> <ul style="list-style-type: none"> • Museum Service • Bishop's Castle Business Park and other business parks in the county • LEP funding • Mobile phone signal provision • Leader Plus • Business rates 						

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). 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; 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://shropshire.gov.uk/committee-services/mgCommitteeDetails.aspx?ID=130>

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 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.

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 or telephone 01743 252729.

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

CABINET FORWARD PLAN FOR 1 MARCH 2015 ONWARDS

DECISION MAKER - Special Cabinet - 25th March 2015

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 Wednesday, 25th March, 2015	Schools Admissions Arrangements	Yes	Deputy Leader of the Council and Portfolio Holder for Children's Services, Transformation and Safeguarding		Anne Gribbin anne.gribbin@shropshire.gov.uk	Friday, 19 December 2014
Wednesday, 25 March 2015	Shrewsbury Town Council Service Level Agreement For Grounds Maintenance Work	Yes	Steve Charmley, Portfolio Holder	Exempt	Chris Edwards, Area Commissioner South chris.edwards@shropshire.gov.uk	Wednesday, 4 March 2015

DECISION MAKER - Cabinet - 8th April 2015 - CANCELLED

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 - Special Cabinet - 20th May 2015

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, 20 May 2015	<p>Consideration of the services to transfer into ip&e Ltd</p> <p>Cabinet will consider papers in relation to transferring selected Education Support Services (Inspire to Learn) and Customer Services into ip&e Ltd.</p>	Yes	Keith Barrow, Leader of Council	Part Exempt	Clive Wright, Chief Executive Tel: 01743 252702 clive.wright@shropshire.gov.uk	Monday, 23 February 2015
Wednesday, 20 May 2015	<p>Schools Hot Meal Subsidy</p>	Yes	Deputy Leader of the Council and Portfolio Holder for Children's Services, Transformation and Safeguarding	Exempt	Karen Bradshaw, Director of Children's Services Tel: 01743 254201 Karen.Bradshaw@shropshire.gov.uk	Monday, 23 March 2015
Wednesday, 20 May 2015	<p>Kempsfield Residential Care Home Contract Award</p> <p>Cabinet will consider an exempt report by the Head of Social Care Improvement and Efficiency on the contract award for Kemp'sfield Residential Care Home.</p>	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, 20 May 2015	<p>Connecting Shropshire Phase 2 Procurement</p>	Yes	Portfolio Holder for Business Growth, ipe, Culture and Commissioning (North)	Exempt	Chris Taylor, Programme Manager - Connecting Shropshire Programme Tel: 01743 252205 chris.taylor@shropshire.gov.uk	Wednesday, 11 March 2015
Wednesday, 20 May 2015	<p>Update re Business Case for Oxon link road, Shrewsbury Integrated Transport Package and Oswestry Innovation Park</p>	Yes	Portfolio Holder for Business Growth, ipe, Culture and Commissioning (North)	Exempt	Andrew M Evans, Head of Business Growth and Prosperity Tel: 01743 253869 andy.evans@shropshire.gov.uk	Monday, 23 March 2015

DECISION MAKER - Cabinet - 10 June 2015

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, 10 June 2015	Transport Policy for Adult Social Care and Children's Services	Yes	Portfolio Holder for Highways and Transport		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	Friday, 9 January 2015
Wednesday, 10 June 2015	Greenacres Day Opportunities - Award of Contract	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	Tuesday, 13 January 2015
Wednesday, 10 June 2015	Quarter 4 Performance Report 2014/2015	Yes	Tim Barker, Portfolio Holder		Tom Dodds, Performance Manager Tel: 01743 252011 tom.dodds@shropshire.gov.uk	Thursday, 26 February 2015

DECISION MAKER - Cabinet - 14 October 2015

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, 14 October 2015	Improved Swimming Facilities for Shrewsbury	Yes	Portfolio Holder for Business Growth, ipe, Culture and Commissioning (North)		George Candler, Director of Commissioning Tel: 01743 255003 george.candler@shropshire.gov.uk	Thursday, 31 July 2014
Wednesday, 14 October 2015	Quarter 1 Performance Report 2015/2016	Yes	Tim Barker, Portfolio Holder		Tom Dodds, Performance Manager Tel: 01743 252011 tom.dodds@shropshire.gov.uk	Thursday, 26 February 2015
DECISION MAKER - Cabinet - 9th December 2015						
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, 9 December 2015	Quarter 2 2015/2016 Performance Report	Yes	Tim Barker, Portfolio Holder		Tom Dodds, Performance Manager Tel: 01743 252011 tom.dodds@shropshire.gov.uk	Thursday, 26 February 2015
DECISION MAKER - Cabinet - 10th February 2016						
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, 10 February 2016	Quarter 3 2015/2016 Performance Report	Yes	Tim Barker, Portfolio Holder		Tom Dodds, Performance Manager Tel: 01743 252011 tom.dodds@shropshire.gov.uk	Thursday, 26 February 2015
-----------------------------	---	-----	------------------------------	--	---	----------------------------

DECISION MAKER - Portfolio Holder for Adult Services and Commissioning (South) - Lee Chapman - 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 - Deputy Leader and Portfolio Holder for Children's Services - Ann Hartley - 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 Health - Karen Calder - 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 Business Growth, ip&e, culture and Commissioning (North)

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
-----------------	--------------------------	--------------	------------------	------------------------------	--	-------------------------

					decision maker	
Friday, 27 March 2015	Future of Church Stretton Library	Yes	Portfolio Holder for Business Growth, ipe, Culture and Commissioning (North)		Kate Garner, Locality Commissioning Manager Tel: 07990085506 kate.garner@shropshire.gov.uk	Wednesday, 25 February 2015

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 Monday, 9th February, 2015	Targeted De-commissioning and Removal of Non-Essential Street Lights 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 Performance - Tim Barker - 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 Planning, Housing and Commissioning (Central) - Malcolm Price

--	--	--	--	--	--	--

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 Friday, 6th March, 2015	Minor Amendments to the Shropshire Affordable Housing Allocations Policy and Scheme	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)		Andy Begley andy.begley@shropshire.gov.uk	Thursday, 28 August 2014
Not before Tuesday, 31st March, 2015	Shropshire Towns and Rural Housing Tenancy Policy	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)		John Sheil, Senior Policy Officer Tel: 01743 252431 john.sheil@shropshire.gov.uk	Friday, 23 January 2015
Friday, 24 April 2015	Community Infrastructure Levy [CIL]: Exceptional Circumstances Relief	Yes	Portfolio Holder for Planning, Housing and Commissioning (Central)		Andrew M Evans, Head of Business Growth and Prosperity Tel: 01743 253869 andy.evans@shropshire.gov.uk Tel: 01743 252003 andrew.m.evans@shropshire.gov.uk	Monday, 16 March 2015
DECISION MAKER - Portfolio Holder for Resources, Finance and Support - Mike Owen - 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