



Identification, Dissemination and Exchange of good practice in  
Local Employment development and promoting better governance

**<Shropshire Partnership-United Kingdom >**

**General details**

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**Details of activity**

Background to the case study	<p><b>Aims and objectives</b> Delivery of regeneration projects in Shropshire to stimulate the local economy.</p> <p><b>Brief rationale</b> The Objective 2 Strategic Packages within three of the five local authorities within Shropshire bring together a ‘package’ of local projects which focus on creating the conditions for employment growth. The Shropshire Action Plans are delegated grant schemes funded through Objective 2 funding and other funding sources.</p> <p><b>Implementing organisation</b> Strategic Packages – Local Authorities and project partners Action Plans - Shropshire County Council (Accountable body) and Shropshire’s Local Strategic Partnership</p> <p><b>Funders include:</b> European Regional Development Fund Objective 2 Advantage West Midlands – Regional Development Agency for the West Midlands Region Range of public sector funding including Heritage Lottery, Lottery Charitable grant giving trusts Private funding</p> <p>When activity started / end date?</p>
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European Commission

	Strategic Packages 2002 – 2007 Action Plans 2003 - 2008
Description of activity	<p>Outline of programme / activities and approaches used</p> <p>The District Councils for Bridgnorth, South Shropshire and Oswestry took the lead in developing the Strategic Packages under Priority 2 focusing on the development of growth sectors and the provision of quality sites and premises for their areas. The Districts worked with project partners such as tourist attractions, Shropshire County Council, British Waterways, Community &amp; Voluntary Sector organisations to develop a ‘package’ of projects that collectively met local needs and through joint working could deliver local and sub-regional impact. The Action Plans were developed to complement activities at the local level and deliver strategic activities identified through sector strategies and policies.</p> <p>The Regenerating Communities Action Plan (Objective 2, Priority 3) is focussed on specific disadvantaged wards within Shropshire, with committed spend of over £2 million. The Action Plan aims to deliver regeneration projects in rural areas to stimulate the local economy through support to voluntary and community groups, multi purpose community facilities and social and community enterprises.</p> <p>The Tourism Action Plan (Objective 2, Priority 1.8 2003 – 2008) has been funded through Government Office for the West Midlands and Advantage West Midlands. Just over £4 million funding has been allocated to deliver this programme to implement Shropshire’s Tourism Strategy through large, strategic and county wide tourism projects.</p> <p>The Creative Industries Action Plan (Objective 2, Priority 1.8 2003 – 2005) has been funded through Government Office for the West Midlands. £313,654 has been allocated to deliver strategic business projects which support and further develop the sector in Shropshire, encouraging the growth and prosperity of businesses and enhancing their capacity to contribute to the social and economic regeneration of the county.</p> <p>Organisations and partners within each of the sectors were heavily involved in the development of the programme objectives and in identifying projects to come forward through the programme. Sector representatives were involved in the</p>



development of the appraisal and approval system and in monitoring overall performance of the programmes through mechanisms established.

Origins – how it came about – bottom up / top down, grew from previous initiative (if so what)

The Strategic Packages were developed by the District Local Authorities. Local needs were identified through consultation with key stakeholders to develop the packages of projects.

The Action Plan model was put forward by Government Office for the West Midlands as a way of committing spend within the sub-regional areas for specific priorities. This approach supported the strategic packages developed at a district level which grouped projects to meet local needs of that area.

Who was involved in the design, management and delivery of the programme

Shropshire County Council, Shropshire's Local Strategic Partnership, LSP Partner organisations, Local Authorities, Key Stakeholders, Voluntary & Community Sector, and Tourism and Creative Industries Sector Groups.

Recognition – has the programme been recognised as good practice? If so, by whom?

GOWM has funded two Technical Assistance posts based at Shropshire County Council to assist the Packages, Action Plans and individual projects from application stage through to completion of the projects. In addition to the technical assistance provided, partners have benefited from assistance on the Horizontal Cross Cutting themes. A Sub-regional network was developed to promote the delivery of the horizontal themes. The group has assisted in the appraisal of projects relating to the horizontal themes and developed a Sustainability Pack which highlights social, economic and environmental considerations and issues.

The Tourism Action Plan has been recognised by Government Office for the West Midlands (GOWM), the Local Strategic Partnership and partners as a good model to deliver projects, and the programme has been recently awarded an extension of £2.2 million ERDF funding until 2008. The mechanism for delivering the Action Plan programmes through the Local Strategic Partnership with Shropshire County Council as the accountable body, together with the targeted technical support has been cited by Government Office for the West Midlands as an example of



	<p>good practice.</p> <p>The Strategic Packages have been very successful in delivering their targets and an evaluation of the Packages are planned which will examine good practice and succession strategies.</p> <p>The Highley Severn Multi Use Centre has been acknowledged by a number of national awards for the building design of the centre.</p>
Policy context within which the programme operates	<p>Describe the policy context in which the programme operates:</p> <ul style="list-style-type: none"> <li>• Is there an explicit relationship between policy priorities / local activities?</li> </ul> <p>Local needs have been met by the development of strategic packages at a district level. Local evidenced needs were driven by local strategies such as the Community Strategies. These dovetailed with the County level strategic Action Plans based on County Tourism and Creative Industries strategies, and needs identified through the Community Voluntary Sector.</p> <p>Is the policy context supportive / prohibitive?</p> <p>The approach used was appropriate for our region and provided the ability to ensure ‘local priorities’ can have a strategic driver.</p> <ul style="list-style-type: none"> <li>• Has the policy context changed during the life of the activity</li> </ul> <p>Policies have been reviewed since the inception of the programmes of activity.</p> <p>Which came first – local activities or policy priorities (i.e. is activity leading or following policy priorities)?</p> <p>Policy priorities have been the main drivers for most activities. However, activities have been developed or shaped to meet the funders’ criteria.</p>
Geographical focus of the case study	<p>At what level does the programme operate?</p> <p>Shropshire Objective 2 areas and Community Economic Development Wards for Priority 3 projects.</p>
Impact	<p>Describe the impact of the programme:</p> <ul style="list-style-type: none"> <li>• Outputs – scale and scope of people reached through the programme</li> </ul> <p>A wide range of outputs and results have been contracted and already achieved ranging from jobs created, increase in visitor numbers and spend, new sales, number of businesses assisted and capacity building initiatives.</p> <ul style="list-style-type: none"> <li>• Outcomes: <i>at local level</i> – what difference at local level and</li> </ul>



	<p>at <b>regional and / or national level</b> – what difference made?  Projects supported include Business Support, Creating Conditions for Growth, Regenerating Communities and training. A number of large tourism attractions have been supported through the Strategic Packages and Tourism Action Plans. The development of the Packages and Action Plans has provided the opportunity for maximising the strategic impact within the growth sector of Tourism.</p> <p>The focus of support both at a local and strategic level will give rise to a significant improvement in the sector’s performance with benefits being felt through the micro economy at the local level.</p> <ul style="list-style-type: none"> <li>• Any impact at European level? Not applicable.</li> </ul>
Partners’ details	<p>Name and briefly describe partner’s contributions to programme  Strategic partners at a sub-regional level include the Shropshire Local Strategic Partnership which includes partners in health, learning &amp; skills, voluntary sector, and the private sector, Herefordshire, Worcestershire and Shropshire County Councils, District Authorities within Shropshire, Government Office for the West Midlands, and Advantage West Midlands (Regional Development Agency for the West Midlands).</p> <p>At a local level to determine evidenced need, partners have included the District Authorities, Shropshire County Council, Local Partnerships, partners from the Community &amp; Voluntary Sectors, Tourism sector, Creative Industries Sector, Tourism Attractions, Tourism Marketing Groups etc.</p>

### Theme-Specific Questions

Who was targeted by the programme?	<p>Name target group / groups  Tourism businesses, attractions and organisations  Community &amp; Voluntary Sector Organisations  Creative Industries Small – Medium Enterprises  Community and Social Enterprises</p>
Which levels of government were involved, informed or consulted?	<p>The County and local authorities were heavily involved in developing and delivering the programmes. Government Office for the West Midlands has been involved since inception of the programme through regular update meetings with individual projects, Package and Action Plan Manager meetings etc.</p>



<p>What actions resulted in mainstreaming?</p>	<p>How did they do it? Serendipity / luck, contacts, drive, X factor? Where has programme been replicated? The Tourism Action plan has been granted an extension of funding. It is proposed that a number of projects developed within the original Action Plan and Packages will be developed further or rolled out to new areas. The planned reviews of the Packages and Action Plans will consider the potential for mainstreaming project activities.</p>
<p>Sustainability</p>	<p>What achieved / how funded?</p> <p>Shropshire's Successes</p> <p>Business Support activities (Objective 2 Priority 1) Funded by ERDF of just over £4 million. Projects include the Tourism Action Plan, Creative Industries Action Plan, Country Pubs initiative. Match funding includes funding through the Regional Development Agency (Advantage West Midlands), Public Sector funding, private investment etc.</p> <p>Creating Conditions for Growth (Objective 2 Priority 2) Funded by ERDF of just under £10 million. Projects include Oswestry Package, South Shropshire Package, Severn Valley Package and Switch on Shropshire. Examples of projects within the packages include Jackfield Development Project, Eco Business Park, Oswestry Built Environment etc Match funding includes funding through the Regional Development Agency (Advantage West Midlands), Public Sector funding, Heritage Lottery funding, private investment etc.</p> <p>Regenerating Communities (Objective 2 Priority 3) Funded by ERDF of just under £5 million. Projects include the Regenerating Communities Action Plan, Highley Multi Use Centre, Oswestry Community Enterprise Centres etc. Match funding includes funding through the Public Sector, Charitable Grant Giving Trusts, Lottery funding, Regional Development Agency (Advantage West Midlands), voluntary in kind support, private investment etc.</p>
<p>Successes / lessons learned</p>	<p>What contributed to the programme's success? What lessons have been learned?</p> <p>Working with partners at an early stage helped shape the programmes.</p>



	<p>Focusing on one or two key themes can help to maximise the impact of the investment and activity.</p> <p>Mechanisms established for the Actions Plans which involved partnership involvement are transferable to other activities.</p> <p>If they had their time again what would they do differently?</p> <p>Consider funding opportunities and how they could support identified needs as soon as information on grant funding is available. Prepare your bids as early as possible.</p> <p>Ensure enough time is allowed to encourage joint working between project partners and that links are made with other initiatives.</p> <p>Alternative Match funding sought and secured prior to start of project. Consider implications and contingency actions if match funding is not secured.</p> <p>Need for political support to ensure co-ordination of funding is required.</p> <p>Option of commissioning projects to deliver specific targets / outcomes should be considered.</p>
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