

Shropshire Council  
Legal and Democratic Services  
Guildhall,  
Frankwell Quay,  
Shrewsbury  
SY3 8HQ

Date: Tuesday, 7 April 2026

**Committee:  
Cabinet**

**Date: Wednesday, 15 April 2026**

**Time: 10.30 am**

**Venue: The Council Chamber, The Guildhall, Frankwell Quay, Shrewsbury, SY3 8HQ**

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

There will be some access to the meeting room for members of the press and public, but this will be limited. If you wish to attend the meeting please email [democracy@shropshire.gov.uk](mailto:democracy@shropshire.gov.uk) to check that a seat will be available for you.

Please click [here](#) to view the livestream of the meeting on the date and time stated on the agenda (Please note that while we strive to live stream meetings, technical issues may occasionally occur. In the event of a technical disruption, the meeting will be paused to try to resolve the issue. Should it not be possible to resume the live stream, the meeting will proceed as scheduled, and a backup recording will be made available after the meeting. Any disruption to the live stream does not affect the legality of the meeting)

The recording of the event will also be made available shortly after the meeting on the Shropshire Council Youtube Channel [Here](#)

Tim Collard Service Director – Legal and Governance

**Members of Cabinet**

Heather Kidd  
Alex Wagner  
Bernie Bentick  
Roger Evans  
Andy Hall  
Ruth Houghton  
James Owen  
Rob Wilson  
David Vasmer  
David Walker

Your Committee Officer is:

**Ashley Kendrick** Democratic Services Officer

Tel: 01743 250893

Email: [ashley.kendrick@shropshire.gov.uk](mailto:ashley.kendrick@shropshire.gov.uk)

# AGENDA

## 1 Apologies for Absence

## 2 Disclosable Interests

Members are reminded that they must declare their disclosable pecuniary interests and other registrable or non-registrable interests in any matter being considered at the meeting as set out in Appendix B of the Members' Code of Conduct and consider if they should leave the room prior to the item being considered. Further advice can be sought from the Monitoring Officer in advance of the meeting.

## 3 Minutes (Pages 1 - 8)

To confirm the minutes of the meeting held on 11 March 2026.

## 4 Public Question Time

To receive any questions from members of the public, notice of which has been given in accordance with Procedure Rule 14. Deadline for notification is not later than 12 noon on Thursday 9 April 2026.

## 5 Member Question Time

To receive any questions from Members of the Council. Deadline for notification is not later than 12 noon on Thursday 9 April 2026.

## 6 Scrutiny Items

### a Scrutiny Item - Part One report of the Community Infrastructure Levy (CIL) Task and Finish Group (Pages 9 - 42)

Lead Member: Councillor Greg Ebbs, Chair of the Community Infrastructure Levy Task & Finish Group

Lead Officer: Claire Braddock, Scrutiny Officer

### b Scrutiny Item - Partnership Working Task and Finish Group Verbal Update

Lead Member: Councillor Dawn Husemann, Chair of the Partnership Working Task & Finish Group

Lead Officer: Claire Braddock, Scrutiny Officer

## 7 Financial Monitoring Period 11 (Pages 43 - 72)

Lead Member: Councillor Roger Evans, Portfolio Holder for Finance

Lead Officer: Duncan Whitfield, Interim Executive Director (S151)

## 8 Crisis Resilience Fund Update (Pages 73 - 100)

Lead Member: Councillor Roger Evans, Portfolio Holder for Finance

Lead Officer: Rachel Robinson, Executive Director for Public Health

**9 Introduction of Weekly Food Waste Collections (Pages 101 - 108)**

Lead Member: Councillor David Vasmer, Portfolio Holder for Highways & Environment

Lead Officer: Laura Tyler, Service Director - Commissioning

**10 Shrewsbury Town Centre Design Code (Pages 109 - 186)**

Lead Member: Councillor David Walker, Portfolio Holder for Planning

Lead Officer: Kassandra Polyzoides, Interim Service Director – Place Shaping

**11 Adoption of the Destination Management Plan (Pages 187 - 274)**

Lead Member: Councillor Rob Wilson, Portfolio Holder for Transport & Economic Growth

Lead Officer: Paula Mawson, Service Director – Communities & Customer

**12 Date of Next Meeting**

To note that the next meeting is scheduled to take place on Wednesday 6 May 2026.



## Committee and Date

Cabinet

15 April 2026

## **CABINET**

### **Minutes of the meeting held on 11 March 2026**

**In the Council Chamber, The Guildhall, Frankwell Quay, Shrewsbury, SY3 8HQ  
10.00 am**

**Responsible Officer:** Ashley Kendrick

Email: ashley.kendrick@shropshire.gov.uk      Tel: 01743 250893

### **Present**

Councillor Heather Kidd (Leader)

Councillors Heather Kidd, Alex Wagner, Roger Evans, Andy Hall, Ruth Houghton, James Owen, Rob Wilson, Tom Dainty (Substitute) (substitute for David Vasmer) and Benedict Jephcott (Substitute) (substitute for David Walker)

### **In attendance**

Councillors Rosemary Dartnall (Group Leader – Labour), Duncan Kerr (Group Leader – Green & Progressive Independents), Brendan Mallon (Deputy Leader – Reform UK) Andy Boddington (remote), Harry Hancock-Davies, George Hollyhead.

Tanya Miles (Interim Chief Executive), Rachel Robinson (Executive Director for Public Health), Duncan Whitfield (Interim Executive Director S151), Tim Collard (Monitoring Officer), Ashley Kendrick (Democratic Services Officer)

Matt Farmer (Public Health, Biodiversity and Emergency Planning Manager), Jason Hughes (Street Lighting & Traffic Signals Manager), Lynn Parker (Local Nature Recovery Strategy Co-ordinator), Eddie West (Planned Policy & Strategy Manager)

## **140 Apologies for Absence**

Apologies have been received from Councillors Bernie Bentick, David Vasmer (substituted by Tom Dainty), David Walker (substituted by Ben Jephcott).

Apologies were also received from Councillor Dawn Husemann, Group Leader – Reform UK (substituted by Brendan Mallon) and Councillor Dan Thomas, Group Leader – Conservatives.

## **141 Disclosable Interests**

No declarations were received.

## **142 Minutes**

### **RESOLVED:**

That the minutes of the meeting held on 11 February 2026 be confirmed as an accurate record.

### 143 Public Question Time

One public question had been received:

Christopher James, in relation to Shrewsbury Railway Gyrotory. In response to a supplementary question, the Portfolio Holder for Transport and Economic Growth stated that there was currently no completion date for the Shrewsbury Railway Station gyrotory project as the council was waiting for the results of a road safety audit. This would determine whether additional works were required. The emphasis was on not spending further money until the audit confirms the correct actions, to ensure the scheme was completed properly.

The full question and response can be found on [Response to Public Questions - Cabinet 11.3.26.pdf](#)

### 144 Member Question Time

Five questions had been received:

Councillor Chris Lemon, in relation to Shrewsbury Bus Station. In response to a supplementary question, the Portfolio Holder emphasised the need to manage phasing carefully, noting concerns about losing space if development proceeds in the wrong order.

Councillor Andy Boddington, in relation to Ludlow Youth Centre. In response to a supplementary question, the Portfolio Holder stated there was no reason activities could not resume from July, subject to confirmation from officers. A more specific timeline would be provided outside the meeting.

Councillor Tom Dainty, in relation to Market Drayton Greenfields site. In response to a supplementary question, the Portfolio Holder confirmed that Cabinet recognised both immediate investment needs and longer-term aspirations.

Councillor Harry Hancock-Davies, in relation to the risk of fraud. In response to a supplementary question, the Portfolio Holder argued that a proper business case, authority, and governance framework must be in place before establishing a team, and that officers currently manage fraud risk appropriately.

Councillor George Hollyhead, in relation to Shropshire Hills National Landscape Plan. In response to a supplementary question, the Portfolio Holder reiterated that the plan was widely scrutinised, permissive in nature, and aimed at long-term sustainability, with multiple opportunities for member input before adoption.

The full questions and responses can be found on [Response to Members Questions - Cabinet 11.3.26.pdf](#)

### 145 Scrutiny Items

There were no scrutiny items.

## 146 Financial Monitoring Period 10

The Portfolio Holder for Finance presented the report, which outlined the council's financial position at the end of January. The report noted a forecast improvement of £0.801m in the net overspend position, marking the first month in the financial year without a worsening forecast.

Members welcomed the improved clarity and presentation of the report.

In response to concerns raised regarding expenditure on the Northwest Relief Road, Members were advised that this related to necessary remedial works, with no significant further spend anticipated.

Members noted that savings proposals going forward would require clear, realistic delivery plans.

In response to a query, it was stated that the car-parking income variance was primarily due to charges being implemented later in the financial year.

It was noted that financial monitoring discipline and data quality had significantly improved, with a higher proportion of budgets being reported accurately and on time.

### **RESOLVED:**

That Cabinet:

- A. Confirmed that the s151 Officer continues to ensure that actions taken by other senior officers under the declared Financial Emergency to reduce the variation from budget at outturn are continued to include the updated Budget, Transformation and Change
- B. Noted the continued use of the Budget, Transformation and Change Panel (formerly the Operations Board) and the Workforce Review Board with a view to enhancing the control of spend and authorisation of projects.
- C. Noted the forecast overspend at Period 10 of £49.944m.
- D. Noted the forecast level of savings to be delivered by the end of the financial year at Period 10 of £17.730m (29.61%).
- E. Noted the forecast General Fund Balance of £5.000m.

## 147 Counter Fraud Options

The Portfolio Holder for Finance introduced the report which outlined options for the delivery of counter-fraud activity. Reference was made to earlier discussion during Members' Questions and to the council's current financial position.

It was emphasised that audit and counter-fraud arrangements should remain officer-led and not subject to political interference.

Members discussed the current absence of a dedicated counter-fraud team, noting that fraud-related activity is currently undertaken across the organisation, including through internal audit. However, work was underway to prepare for the establishment of a dedicated counter-fraud function, including identifying areas of risk and ensuring appropriate governance, authority and constitutional arrangements are in place. It was acknowledged that this must be properly resourced, authorised and sustainable, taking account of the council's financial constraints.

The importance of contract management and procurement controls in reducing fraud risk was highlighted.

**RESOLVED:**

That Cabinet considered the position presented in this report and including the following actions:

- Agreed that the Section 151 officer will prepare a proposal for the 2027/28 budget to create a corporate fraud team, dependent on an appropriate budget being identified.
- Noted the current arrangements for the management of counter fraud activity and fraud related investigations

**148 Local Nature Recovery Strategy**

The Deputy Portfolio Holder for Planning presented the strategy which has been developed over approximately two years with extensive partnership working, including landowners, farming organisations, environmental bodies, local authorities, town and parish councils, and statutory agencies.

Cabinet was advised that the development costs were fully funded by DEFRA, with additional transition funding provided, and that future delivery funding is expected through national grant mechanisms.

Members discussed consultation coverage, engagement with landowners and farmers, long-term funding certainty, and the importance of ensuring the strategy supports viable farming and rural communities.

**RESOLVED:**

That Cabinet:

- a. Noted the work of the Local Nature Recovery Strategy (LNRS) Steering Group and stakeholders in supporting co-ordinated biodiversity action, to enable nature recovery across Shropshire.
- b. Approved the LNRS Strategy (subject to parallel approval by Telford and Wrekin Council) and delegated to the Service Director for Strategy & Change, the authority to make minor amendments to the Strategy, in consultation with the Portfolio Holder

for Planning, prior to publication and notification to the Secretary of State as required.

#### **149 Shropshire Council response to draft National Planning Policy Framework (NPPF)**

The Deputy Portfolio Holder for Planning presented the report which set out the Council's proposed response to the Government's consultation on the draft National Planning Policy Framework. Members were advised that the Council had been granted dispensation to submit its response after the consultation deadline to allow Cabinet approval.

Concerns were raised regarding the lack of clarity around spatial development strategies, including their geography, governance and resourcing.

Members highlighted the importance of ensuring the NPPF properly reflects the rural context, including the needs of hamlets and small villages, social sustainability, and the ability of rural communities to evolve.

Members were advised that the Council's response was broadly positive but sought clarification or amendment in several areas, including:

- The definition of settlements,
- Development outside settlements,
- Tenure flexibility,
- Support for rural business development.

Additional wording was proposed to strengthen references to health and wellbeing as a cross-cutting planning issue, and to reflect social sustainability in rural areas.

Cabinet noted that minor amendments could be made to the response prior to submission, in consultation with the Portfolio Holder and it was confirmed that the proposed response would be shared with the Portfolio Holder and Chair before submission.

#### **RESOLVED:**

That Cabinet:

1. Approved the submission of the response to the Government's consultation on reforms to the National Planning Policy Framework (NPPF) and associated reforms to the planning system, as set out in Appendix 1 to this report.
2. Delegated authority to the Service Director for Legal, Governance and Planning in consultation with the Portfolio Holder for Planning to agree any minor additional changes to the Council's response to the consultation ahead of its submission to the Government before 12th March 2026.

## 150 **The Local Electric Vehicle Infrastructure Fund - Funding Opportunity**

In the absence of the Portfolio Holder for Highways & Environment, the Portfolio Holder for Transport & Economic Growth introduced the report which provided an update on the opportunities presented through central Government funding to deliver new electric vehicle (EV) charge points across the County, and to seek approval to pursue those opportunities utilising funding made available by Government.

Members discussed the pace of EV uptake, the importance of matching rollout to demand, and the need to learn from other authorities' experience.

It was confirmed that site selection would involve consultation with local communities, town and parish councils, and use of mapping tools.

Issues raised included affordability, accessibility, equality impacts, grid capacity, pavement crossings, and ensuring infrastructure is located where it can be effectively used.

Cabinet noted the potential long-term income stream from concession arrangements and wider benefits for residents, visitors and air quality.

### **RESOLVED:**

That Cabinet:

1. Approved continued engagement with the Department for Transport (DfT) to draw down the LEVI Fund Capital and Capability funding.
2. Approved the continued delivery of Shropshire's LEVI Fund programme, including preparatory work for the necessary procurement.
3. Delegated authority for all matters relating to the LEVI Fund to the Service Director for Infrastructure, in consultation with the Portfolio Holder for Highways & Environment / Transport & Economic Growth, enabling procurement and contracting with a suitable Charge Point Operator.
4. Delegated authority for all matters relating to the EV Pavement Channels Grant to the Service Director for Infrastructure, in consultation with the Portfolio Holder for Highways & Environment / Transport & Economic Growth, enabling procurement and contracting with an appropriate hardware and installation provider.

## 151 **Strategic Partnerships and Spatial Development Strategies**

The Portfolio Holder for Transport & Economic Growth presented the report which outlined new duties on the Council to work collaboratively at a sub-regional level to produce a Spatial Development Strategy (SDS) and set out a recommended response to a government consultation on the preferred geographies for completing an SDS.

Members noted the importance of early engagement with partners across appropriate geographies to ensure Shropshire has influence over emerging strategic planning arrangements.

Reference was made to existing partnership working across a range of areas, including economic development, health, policing, transport and cross-border collaboration.

Members were advised that Government consultation on SDS geographies is underway, with a requirement for the Council to submit a response by the end of March.

**RESOLVED:**

That Cabinet agreed to:

1. Delegate to the Chief Executive, in consultation with the Leader and Portfolio Holders for both Planning and Transport and Economic Growth, responsibility to respond to the Government consultation on SDS geographies by 26th March with a preferred proposal for Shropshire.
2. Delegate to the Chief Executive, and, once appointed, the Executive Director for Communities, Growth & Partnerships, responsibility for undertaking proactive strategic partnership engagement with neighbouring local authorities within England to understand SDS proposals.
3. Delegate to the Chief Executive, and, once appointed, the Executive Director for Communities, Growth & Partnerships, responsibility to undertake proactive strategic partnership engagement with infrastructure providers via formation of a Strategic Infrastructure Forum.
4. Delegate to the Chief Executive, and, once appointed, the Executive Director for Communities, Growth & Partnerships, in consultation with the Leader and Portfolio Holders for Planning and Transport and Economic Growth, responsibility for taking forward work on the preparation of an SDS, including but not limited to building a strategic planning team to lead the SDS and work alongside the team preparing Shropshire’s Local Plan, in accordance with government requirements and regulations.

**152 Date of Next Meeting**

Members noted that the next meeting was scheduled for 15 April 2026.

Signed ..... (Chairman)

Date: .....





**Cabinet**  
**15.04.2026**

**Item**  
**Public**



## Part One Report of the Community Infrastructure Levy (CIL) Task and Finish Group

<b>Responsible Overview and Scrutiny Officer:</b>	Claire Braddock		
<b>email:</b>	claire.braddock@shropshire.gov.uk	<b>Tel:</b>	01743 258913
<b>Portfolio Holder:</b>	Councillor David Walker		
<b>Task and Finish Group Chair:</b>	Councillor Greg Ebbs		

### 1. Synopsis

This is the first report of the Transformation and Improvement Overview and Scrutiny Committee's Task and Finish Group concerning the Community Infrastructure Levy (CIL) as applied by Shropshire Council. The Task and Finish group have explored the processes of CIL allocation, governance, and member involvement to ensure that funds collected from developers are effectively used to support local and strategic infrastructure needs arising from new developments and make the recommendations detailed at 3.0 in light of their investigations.

The report was presented at Transformation and Improvement Overview and Scrutiny Committee on the 13<sup>th</sup> April 2026, it outlines Phase One of the Task and Finish Groups work concerning CIL allocations and is coming to Cabinet at this time to align with the development of the Local Plan. The Task and Finish Group intend to investigate CIL Charging as part of Phase Two of their work and will report back to both committees on this element at the appropriate time.

### 2. Executive Summary

Shropshire Council were one of the first adopters of CIL in 2012. Therefore, it was felt by the Transformation and Improvement Overview and Scrutiny

Committee that it would be timely to establish a Task and Finish Group, with cross-party membership, to review CIL processes. The Task and Finish Group formed in November 2025 with the aim of assessing whether the current CIL allocation process meets community needs and to explore options around increased member involvement in this process.

The terms of reference of the Task and Finish Group were later expanded to develop a comprehensive understanding of CIL charging, alongside CIL allocation, to provide more robust holistic recommendations to the Overview and Scrutiny Committee and Cabinet.

The group's objectives included:

- Making recommendations on the allocation process and member roles.
- Reviewing the suitability of the 90/10 split between CIL Local and CIL Strategic funds.
- Examining the criteria and timing of member involvement and awareness of funding decisions.
- Considering transparency, communication and access for town and parish Councils to apply for CIL funding.

### 3. Recommendations

The Task and Finish Group propose the following recommendations which are evidence based as a result of their various investigations to date. Recommendation 8 as detailed below is specifically for the Transformation and Improvement Overview and Scrutiny Committee to consider -

#### **Recommendation 1 – Consideration of the revision of the 90/10 split between CIL Local and CIL Strategic funds.**

The Task and Finish Group felt in the majority although not unanimously, that they were unable to reach a fully informed decision on this point at this stage. It was therefore agreed that any determination should be deferred until further information becomes available. The group recognised that ultimate decision-making authority rests with Cabinet and that Cabinet may be better placed to make an informed decision, with the findings of this report contributing to that process.

The group also recognised that towns impacted by developments in neighbouring wards do not necessarily benefit from CIL and demand on local services is not limited to place plan areas but is more fluid. The group therefore resolved to revisit this matter at a later date, once further information is available or for a decision to be made by a more informed party such as Cabinet.

### **Recommendation 2 – Annual CIL Strategy**

The Task and Finish Group recommend that the overall direction and prioritisation of CIL Strategic and CIL Local money be subject to an annual strategy document that is developed by Cabinet and agreed by Council. This would be implemented by officers through the Internal Infrastructure Group.

### **Recommendation 3 – Internal Infrastructure Group (IIG)**

The Task and Finish Group ask that Cabinet review the decision making structure of the IIG by amending its composition to allow more Member insight. It is recommended that Cabinet and Portfolio Holders should be invited to observe IIG meetings, via MS Teams.

IIG quarterly reports, annual statements, formal minutes and actions should be routinely shared with Cabinet and Portfolio Holders.

IIG meeting minutes should be formal, standardised and shared with those Local members affected by the developments discussed and made available on the Member Gateway.

Reporting should also include the outcome and completion of previous CIL funded projects, as well as those applications that have been unsuccessful together with an explanation as to why.

A regular CIL spending report should also be presented to the relevant Scrutiny Committee, including updates on smaller schemes and their delivery status, to improve transparency and information sharing.

### **Recommendation 4 – Alternative Models**

The Task and Finish Group were particularly impressed with the Cornwall model (Appendix B) regarding its methods of determination, member involvement and allocation, and favoured a community led approach that Cornwall adopt. After further discussion the T&F Group were not in favour of the Cheshire East model (Appendix C) due to limited community involvement and large sums of money spent on a small number of projects.

Members recommend that Cabinet explore the Cornwall model in more detail, with a view to seeing how this could work in Shropshire.

### **Recommendation 5 – Town and Parish Council Communication and Awareness**

Ongoing and regular communication and guidance around CIL should be shared with Town and Parish Councils through Clerks Networks and the Shropshire Association of Local Councils (SALC)

Provision of CIL training events could be explored with SALC as well as increased promotion through digital media via video and literature format.

The Shropshire Council websites planning pages should include signposting to CIL for ease of user engagement and include clarification of the application processes and fund usage, in order to address ongoing confusion and ensure effective use of funds. Inclusion of information about previously successful projects would help in providing guidance to Town and Parish Councils.

In addition, it is recommended that options are explored for a member dashboard or BOT specifically for town and parishes. This could contain CIL information as well as wider town and parish communications and information.

#### **Recommendation 6 – Member Communication and Awareness**

The Task and Finish Group propose that a button is added to the Member Gateway which will give them access to the most up to the minute and live data available, detailing CIL spend in local areas, including progress of applications, completion, timescales and outcomes.

A document on the planning portal could also show how CIL money has been used.

#### **Recommendation 7 – Resident Communication and Awareness**

Enhance communication to residents by highlighting tangible benefits from CIL-funded developments both in physical and in digital format.

Increase resident understanding and awareness through publicising completed projects as a result of CIL applications

Increase community groups understanding of what CIL is, how to apply for it and explore ways to make it accessible not just to Town and Parish councils, but the wider community through digital means. Some discussion was put forward that Members should be actively engaged to inform their parishes on how CIL works.

#### **Recommendation to Transformation and Improvement Overview and Scrutiny Committee –**

#### **Recommendation 8 – Community led boards**

The Task and Finish Group propose that work is undertaken through the Transformation and Improvement Overview and Scrutiny Committee to explore how the management and administration of CIL Local might be undertaken by Community Boards under new arrangements, these would be Member led with support from officers. These boards could operate on a multi-divisional / multi ward basis.

# Report

## 4. Financial Implications

As part of this Task and Finish Group investigation members heard about the 90/10 split between CIL Local and CIL Strategic and considered ways in which this could be realigned to best suit need. They also acknowledged that the purchasing power of unspent CIL funds can decrease over time due to inflation, as interest earned does not compensate for rising construction costs, leading to a form of depreciation if funds are not used promptly. Finance officers also clarified that interest earned on CIL funds held by the Council is not ring-fenced to CIL but is pooled with other Council investments and supports the general revenue budget.

A key focus of the Task and Finish Group was the consideration of the 90/10 split between CIL Local and CIL Strategic, and whether this balance could be adjusted to achieve greater impact. The group heard a range of views on the matter, from a complete reversal of the split to proposals for a more moderate adjustment, such as a 70/30 division. Members spent time carefully weighing the merits of each approach but were unable to reach a final decision at this stage.

After consideration, a majority voted in favour of a resolution to revisit the issue later. However, there was a recognition among members that the current arrangement may not be ideal, and this decision could be better determined by Cabinet.

## 5. Climate Change Appraisal

Task and Finish Group Members discussed how CIL contributions can be used to mitigate the impacts of developments, including climate related effects such as improved drainage to cope with more frequent weather events, and potential for CIL money to be spent upon green infrastructure.

## 6. Background

The CIL Task and Finish group conducted multiple meetings with Shropshire Council officers, Portfolio Holders, representatives from a number of Shropshire Town and Parish Councils and Planning officers from Cornwall and Cheshire East Councils for comparative insight.

As a result of their investigations Members were able to develop a thorough understanding of Shropshire Council's CIL allocations process. Recognising that 15% of CIL collected is sent to the relevant parish or town council as the Neighbourhood Fund, rising to 25% in areas with an adopted Neighbourhood Plan, an additional 5% is retained for administration and the remaining CIL is

split into 90% for local infrastructure (CIL Local) and 10% for strategic infrastructure (CIL Strategic).

This 90/10 split is unique to Shropshire and not mandated nationally. The 90/10 split aims to balance local benefits with strategic needs but has been identified as potentially limiting for growing strategic infrastructure demands.

The Internal Infrastructure Group (IIG), an officer-led body, assesses funding applications through Expressions of Interest (EoI). Member involvement in funding decisions is limited to large projects requiring Cabinet or Council approval, with operational decisions made by officers. Some other councils, such as Cornwall, include members in advisory panels and decision-making processes.

Cornwall Council uses a themed approach with community and strategic CIL funds, involving members and parishes in advisory panels and approving projects based on scored criteria. They also publish regular communications and updates to increase transparency.

Cheshire East, a newer adopter of CIL, integrates CIL spending decisions into their Medium Term Financial Strategy, focusing on well-known strategic projects with limited local input.

Cornwall's approach includes neighbourhood priority statements and strong member engagement, which the group considered potentially adaptable to Shropshire's context.

Differences in funding priorities were noted, with Shropshire focusing more on highways and education, Cornwall on smaller community projects, and Cheshire East on large strategic projects.

On speaking with representatives from Town and Parish Councils it was clear that there was a mixed understanding of CIL processes and eligibility. Communication gaps exist, leading to confusion about funding availability and application procedures. The Task and Finish Group noted the importance of improved communication and guidance to Town and Parish Councils and residents to enhance transparency and awareness of CIL benefits.

Task and Finish Group Members believe that this comprehensive review provides a foundation for Shropshire Council to refine its CIL governance, enhance member and community engagement, and meet both local and strategic needs effectively.

The full report detailing phase one of the work of the Task and Finish Group regarding CIL allocations, its findings and recommendations is attached at Appendix One. The Task and Finish Group will next look to examine CIL Charging as part of phase two and will provide a report to the committee on this aspect at the appropriate time.

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

The CIL Charging Schedule, [CIL charging schedule | Shropshire Council](#)

The Shropshire Council 2025 Annual Infrastructure Funding Statement

<https://next.shropshire.gov.uk/media/lpoo4zqb/annual-infrastructure-funding-statement-2025.pdf>

Internal Infrastructure Group meeting agendas and notes – 03.07.2025 and 30.09.2025

*Previous related Committee Reports as follows –*

Economy and Environment Overview and Scrutiny Committee Task and Finish Group report on Developer Contributions to Cabinet in Oct 2024

[https://shropshire.gov.uk/committee-](https://shropshire.gov.uk/committee-services/documents/s38983/Developer%20Contributions%20Cover%20report%20for%20Cabinet%201.pdf)

[services/documents/s38983/Developer%20Contributions%20Cover%20report%20for%20Cabinet%201.pdf](https://shropshire.gov.uk/committee-services/documents/s38983/Developer%20Contributions%20Cover%20report%20for%20Cabinet%201.pdf)

<https://shropshire.gov.uk/committee-services/documents/s38984/APPENDIX%20ONE%20-%20Developer%20Contributions%20Report%201.pdf>

July 2019 - Report of the Community Infrastructure Levy task and finish group

[Shropshire Council Healthy Communities Scrutiny Committee – Diabetes task and Finish Group](#)

Oct 2018 - See Item 35 – verbal update

[Agenda for Performance Management Scrutiny Committee on Wednesday, 24th October, 2018, 2.00 pm — Shropshire Council](#)

April 2018 -

[Shropshire Council Healthy Communities Scrutiny Committee – Diabetes task and Finish Group](#)

Sept 2017 -

[Final Report - PM Scrutiny 21-9-17.pdf](#)

Feb 2017 -

[9 Section 106 NHB CIL TF Scoping v3.pdf](#)

**Local Member:** All

**Appendices:**

APPENDIX ONE – Part One Report of the Community Infrastructure Levy (CIL) Task and Finish Group

This page is intentionally left blank



**Transformation and Improvement  
Overview and Scrutiny Committee**

**Part One Report of the Community  
Infrastructure Levy (CIL) Task and Finish  
Group**

13<sup>th</sup> April 2026

## **Acknowledgements**

The Task and Finish Group would like to thank everyone who attended discussions and provided them with valuable information in order to increase their understanding and awareness of the challenges and opportunities in relation to the Community Infrastructure Levy (CIL).

Whilst Task and Finish Group investigative working is open for any Member to attend for information, the CIL Task and Finish Group chair specifically invited the chair of the Partnership Working Task and Finish Group to attend meetings in order to join up any parallels between these two topics which are both on the Transformation and Improvement Overview and Scrutiny Committees work programme. Likewise, Shropshire Council's Planned Policy & Strategy Manager was invited to attend a number of meetings of the group with witnesses and therefore was able to hear firsthand the way in which CIL is addressed at other Councils.

## **Members of the Task and Finish Group**

Councillor Greg Ebbs (Chair)  
Councillor Sarah Marston (Vice Chair)  
Councillor Chris Naylor  
Councillor Peter Husemann  
Councillor Gary Groves  
Councillor David Minnery  
Councillor Carl Rowley  
Councillor Chris Lemon

**Contents**

<b>Section</b>	<b>Title</b>	<b>Page no.</b>
1	Context	4
2	Scope of the work	4
3	Objectives	5
4	What the Task and Finish Group have done	5
5	Key Findings	12
7	Conclusions and Recommendations	13
8	Appendices	

## **1. Context**

The Community Infrastructure Levy (CIL), introduced in April 2010, and adopted in Shropshire in 2012, allows Local Authorities to collect funds from developers who are undertaking new building projects. The money raised from developer contributions (including S106) is used for infrastructure such as transport, education and health, mitigating increased demand resulting from new development upon these services. Thus, ensuring that developers contribute to the cost of the infrastructure that their projects require, rather than placing the burden on local taxpayers.

Councils must publish annual reports on receipts and spending. The charging authority may set extra governance conditions and approval processes, which can be amended.

## **2. Scope of the work**

As Shropshire Council were one of the earliest adopters of the Community Infrastructure Levy (CIL), the Transformation and Improvement Overview and Scrutiny Committee felt that it was timely for a Task and Finish Group review of the decision making processes around the allocation of developer contributions. With the intention of determining whether this process adequately meets the needs of local communities in addressing the impact of increasing development. As well as considering ways in which Members can have increased involvement in the decision making processes around CIL.

The Task and Finish Group formed in November 2025 and is made up of a cross-party membership. Their initial aim was to explore whether the allocation of CIL funds was an appropriate and transparent decision making process and provide assurance that this process was fit for purpose in meeting the needs and demands of those localities that need it most.

At Transformation and Improvement Overview and Scrutiny Committee on the 19th January 2026 the Task and Finish Group chair proposed an amendment to the Terms of Reference of the group, which was accepted by the Committee.

The amended Terms of Reference allowed the group to expand their remit, beyond looking at the way CIL is allocated, to developing a more comprehensive and in-depth understanding of CIL in its entirety. This holistic approach was to deliver robust and informed recommendations of the whole process to Transformation and Improvement Overview and Scrutiny and to Cabinet.

The following report details the first part of the work of the group, and their findings, in relation to Shropshire Council's method of CIL allocation, and recommendations with regards to the 90/10 split. This report is being presented to Scrutiny and Cabinet now, to align with local plan discussions. The remainder of the Task and Finish Groups' work will be reported upon at a later date.

### 3. Objectives

- To make recommendations to Cabinet concerning the process of allocating of CIL funds to infrastructure projects, including, but not limited to, the role of Elected Members in this process.
- To consider the suitability of the 90/10 allocation split between CIL Local and CIL Strategic, especially in the light of growing strategic infrastructure demands, and the way the Council could more efficiently allocate CIL to projects.
- To review the criteria by which the Internal Infrastructure Group assess Expressions of Interest for CIL funding, and at which point Members are involved in this process.
- To examine how the Council agrees the distribution of CIL to specific infrastructure projects, the geographical spread of these and the transparency and timeframes of the decision-making process.
- To consider how to best align with the recommendations of July 2024 the Economy and Environment Overview and Scrutiny Committee Developer Contributions Report and work underway by officers who are currently preparing a Developer Contributions Supplementary Planning Document.

### 4. What the Task and Finish Group have done?

The CIL Task and Finish Group have undertaken significant research, background reading and studied the reports of past Shropshire Council working groups set up to review CIL determination and allocation and felt that the conclusions needed revisiting.

They also held several meetings to understand this topic in detail including discussions with -

- Shropshire Council's Planning, Finance, Legal and Highways officers
- The Portfolio Holder for Planning
- The Portfolio Holder for Finance
- The Deputy Leader
- The Infrastructure Group Leader from Cornwall Council
- The Head of Planning at Cheshire East Council
- Chairs and Clerks from several Shropshire Town and Parish Councils

Over the course of these conversations Members of the Task and Finish Group heard that the Community Infrastructure Levy (CIL) was adopted by Shropshire Council on 1st January 2012, to help fund supporting infrastructure across Shropshire. The CIL Charging Schedule, [CIL charging schedule | Shropshire Council](#), sets out the type of development the CIL applies to, and the cost of this. In Shropshire, CIL is chargeable on developments of one or more new open market dwellings, residential extensions of more than 100sqm of new floorspace, and

residential annexes that are not self-contained. CIL, in Shropshire, is not chargeable on commercial development or affordable housing. Self-Build properties can also benefit from CIL relief.

Further to this 15% of all CIL collected by Shropshire Council is sent to the relevant Parish and Town Council each April (where development occurred); this is called the **Neighbourhood Fund** and is a mandatory requirement of legislation. This amount increases to 25% in areas with an adopted Neighbourhood Plan. 5% of CIL is retained by Shropshire Council to support the administration of the service - this is also a mandatory requirement of legislation. The Neighbourhood Fund is in addition to the Local Infrastructure Fund (see below) and can be utilised in conjunction with Town and Parish Councils to deliver the agreed infrastructure priorities identified through the **Place Plan** documents.

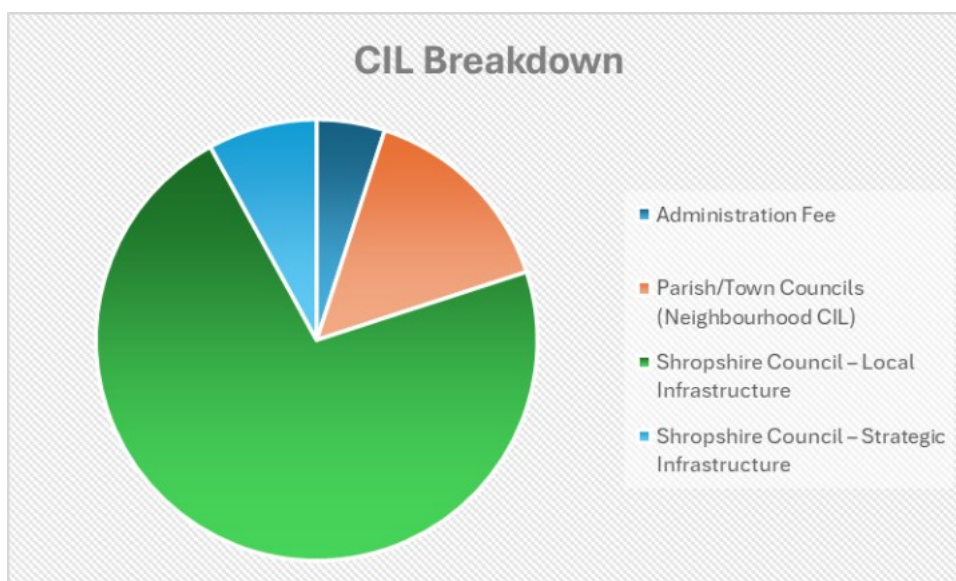
Of the remaining CIL, Shropshire Council splits this into two categories: **CIL Local** (90%) and **CIL Strategic** (10%). CIL Local is Shropshire Council owned CIL which is ringfenced to be spent upon local infrastructure priorities within the relevant Place Plan area where the development occurred, as identified by Town/Parish Councils; whilst CIL Strategic is not ringfenced and can be used on strategic infrastructure priorities of countywide and strategic importance across Shropshire.

This is a distinctive funding split that isn't based on national rules. The 90/10 model, used in Shropshire, aims to give local areas clear benefits from development while still allowing flexibility to fund strategic projects supporting growth across the county. Both Local and Strategic Community Infrastructure Levy (CIL) allocations are decided by officers, and CIL operates as an administrative function rather than a member-led one. This method is intended to prevent partiality and political intervention in allocation decisions, but it has drawbacks, including reduced transparency, lack of member involvement, and accountability.

As an early adopter of the Community Infrastructure Levy (CIL), Shropshire Council introduced the 90/10 allocation model before the national requirement for a 15% neighbourhood CIL share was implemented, making this governance approach unique in the UK.

**Example Distribution of £10,000 CIL liability:**

£500 – Administration  
£1,500 – Neighbourhood Fund  
£800 – Strategic Infrastructure  
£7,200 – Local Infrastructure



Both CIL Local and CIL Strategic are the responsibility of Shropshire Council to allocate to infrastructure projects. Other developer contributions in the form of **Section 106** are used for larger or more complex schemes where CIL alone is insufficient (e.g. Ottley Road combined CIL and Section 106).

From 2020, Shropshire Council are required to publish an Annual Infrastructure Funding Statement, detailing how much CIL and S106 contributions have been collected and how this has been spent. This also includes an Infrastructure List which sets out how Shropshire Council may use CIL Local and Strategic funds. The 2025 Annual Infrastructure Funding Statement can be accessed via the link below – <https://next.shropshire.gov.uk/media/lpoo4zqb/annual-infrastructure-funding-statement-2025.pdf>

In Shropshire applications for CIL funding are made through an Expression of Interest (EoI) to the officer led Internal Infrastructure Group (IIG). This process is set out in the flowchart at Appendix A. The Task and Finish Group heard from Shropshire Council planning officers that the criteria used to assess expressions of interest are largely based around the following four key questions –

- Is the project Council infrastructure, or could it be capitalised?
- Does the proposal mitigate the impacts of the development that has taken place in the area?
- Is the scheme identified in the place plan?
- Are there any competing projects we know about on the place plan that may require funding ahead of this?

The Task and Finish Group were keen to understand where elected Members could add value as part of this decision making and allocations process and were interested to learn how this appeared to already be working well at Cornwall Council. The Cornwall Council, Summary Information Sheet at Appendix B explains that – *“Projects progress from a short Expression of Interest to a full application, with officer assessment, an advisory panel (members and parishes), and final approval by the Service Director and Portfolio Holder.”*

In Shropshire the Internal Infrastructure Group are purely officer led. These are operational decisions rather than policy decisions and whilst it is advised that any applicants should seek Member support ahead of making their application, the only Member involvement is for large scale projects that would have to go to Cabinet or Council, as described below –

*“IIG can provide a final decision on projects up to £500,000. For those projects between £500,000 - £1 million they will need cabinet approval to proceed. Projects in excess of £1 million will then need to obtain council approval.”*

Finance officers confirmed that this threshold aligns with Council financial regulations and changing it would require broader policy amendments. However, the Task and Finish Group felt that the distinction between Member awareness and Member decision making was a key consideration here. Whilst the Portfolio Holder for Planning occasionally gets verbal updates from the IIG he doesn't receive the meeting minutes, agenda or copies of the IIG quarterly meeting reports, suggesting that member involvement could be enhanced through increased awareness and oversight.

Developing an understanding of the potential role Members could play in this process was a key objective of the Task and Finish Group's work. This was echoed in their discussions with the Portfolio Holder for Finance who confirmed that some local authorities do have member involvement via area committees, and believed that Members should be involved in discussions, but not decisions, recognising that these are operational.

Over the course of their discussions both with Cornwall and with Cheshire East the Task and Finish Group were keen to understand how CIL could be shaped and modelled to best suit Shropshire, and in doing so learn from best practice at other authorities. Both Appendix B and Appendix C detail how CIL operates in Cornwall and in Cheshire East respectively, and the table at Appendix D summarises this detail for ease of comparison alongside Shropshire.

Cornwall Council adopt a process of themes each year to allocate CIL towards, as described in more detail at Appendix B - *“Funding priorities are set jointly by the Portfolio Holder and Service Director, guided by themes such as children and young people, low carbon, and connecting communities”*. In Cornwall, the Local Plan outlines long-term strategic requirements, while neighbourhood plans highlight infrastructure of local significance, therefore CIL funds projects between £20,000 to £100,000 only, and the strategic pot is used for bigger projects

Cheshire East, by comparison to Shropshire, are relatively new adopters of CIL, having only had CIL formally in place for a few years. During their discussion with the Head of Planning at Cheshire East, the Task and Finish Group learned that the decision was made to let their CIL pot build up for the first few years after inception. Process documents were adopted at the end of 2024; therefore, they have only gone through one full cycle of the CIL process to date.

Decisions on CIL spending at Cheshire East are currently made annually through the Council's Medium Term Financial Strategy (MTFS) rather than a separate CIL governance process. These are generally well known, well documented projects,

that are very much Cheshire East driven projects and have mostly been highways or education related. The neighbourhood fund is used for local projects, and there is an audit of these undertaken by way of oversight / check and balance, however there is a wide remit that towns and parishes could spend it on, classed as infrastructure.

At Cornwall Council CIL applications, which are mainly community based, are first assessed by an officer team to ensure accuracy and completion before going before the CIL advisory fund panel, which consists of 6 members of the planning partnership and local councils involved in planning, who can provide input at this stage. The application is then sent to the Portfolio Holder to approve. After this the applicants move towards submitting a full application and another assessment takes place based upon scored criteria – considering need / speed of delivery / cost / funding package. The service director and portfolio holder agree the final decision.

The Infrastructure Group Leader at Cornwall Council explained that Community Infrastructure Levy (CIL) expenditure is monitored with technical checks taking place throughout the process. The CIL money is not issued at the start of a project but instead is claimed retrospectively on provision of evidence of expenditure, and updates are received throughout the process.

The Place Plan process is one that is unique to Shropshire, these provide the evidence base to support the use of CIL, with the basic principle in place that CIL should be used to support the cumulative infrastructure needs of development. In discussions with Town and Parish clerks and chairs the group heard from one parish how Place Plans are a key component of any arrangements as they require rigour and discipline for Parish Councils to have a chance of successful finance bids. They also heard that for small parishes the cost of putting these in place was prohibitive. In Cornwall they are trialling Neighbourhood Priority Statements which will primarily help to inform the local plan and consider these aspects of the local area.

The Task and Finish Group were particularly interested in Cornwall's approach to CIL, noting differences in strategic project funding, consultation mechanisms, and the use of the neighbourhood priority statements, and considered the applicability of these models to Shropshire, mindful that the geography of Shropshire is different. Members considered the possibility of revising place plan areas in favour of more fluid, community-focused allocation mechanisms, similar to Cornwall's approach. They also noted that Cornwall's Cabinet can annually refocus CIL priorities, a model that could potentially enhance strategic flexibility in Shropshire. Members of the Task and Finish Group noted that due to the increasing financial pressures on Shropshire Council resources, CIL allocation is often reactionary, rather than a more strategic resource which forecasts and provides for future challenges such as population growth and natural changes to the environment.

The Task and Finish Group were keen to understand potential options for a change to Shropshire's 90% / 10% split between CIL Local and CIL Strategic in the light of increasing demands to strategic infrastructure. This division is specific to Shropshire and is not a mandatory requirement of CIL regulations. It is, however, a regulatory requirement that CIL is used for infrastructure to support development in a local area. The group discussed various alternative splits (e.g., 25-75, 50-50, or a complete reversal of the 90-10), with consensus that the precise ratio should be

determined based on statistical analysis of needs and allocations, rather than fixed opinion.

Shropshire Council also maintains a good reserve to plan ahead and help manage the mitigations of the significant housing growth expected over the next few years. The Task and Finish Group heard from Planning officers how the unallocated reserve is beneficial in allowing the Council to future proof and become less reactionary. Through close working with partners the Council can benefit from a more strategic approach to planning infrastructure for the future.

In discussions with the Deputy Leader, the Task and Finish Group heard that the administration would be open to exploration of an alternative to the 90/10 split with the aim of resetting CIL to realign with its core purpose of delivering schemes with clear visible community benefit, with allocation based more upon countywide need. Strengthening the links between CIL, Place Plans and Capital Plans.

The Task and Finish Group also discussed with the Deputy Leader the potential for a regular CIL spending report going to the relevant Overview and Scrutiny committee which would monitor and provide oversight of local schemes, understanding when things are being delivered, where the hold ups are, and monitoring any backlogs. The group discussed options around pausing new expressions of interest to allow delivery to catch up with any backlog and noted that additional CIL allocations have recently been made to enable the completion of legacy projects.

Members heard that a number of already approved CIL projects had not yet been delivered due to insufficient in-house resources, over-approval without project coordination, and underestimation of the total required funding - as project costs have increased in line with delays. This was echoed in their conversations with Finance leads on the IIG group who discussed how the purchasing power of unspent CIL funds can decrease over time due to inflation, as interest earned does not compensate for rising construction costs, leading to a form of depreciation if funds are not used promptly. Finance officers also clarified that interest earned on CIL funds held by the Council is not ring-fenced to CIL but is pooled with other Council investments and supports the general revenue budget.

The Task and Finish Group were keen to ensure that town and parishes were supported and enabled in how they choose to spend their CIL money, by having the right resources, and a clear understanding of the process. Including the need for improved guidance and education to ensure effective use of funds.

For example, one of the clerks that the Task and Finish Group heard from believed that the window for requesting funding had not been open for a number of years. However, Planning officers confirmed to the group that whilst the process for submitting expressions of interest for CIL funding had previously been paused it is now reinstated. Therefore, communication to Town and Parish Councils about this change appears to be inconsistent, leading to confusion among stakeholders.

The Portfolio Holder for Finance and the Deputy Leader both echoed this point in their separate conversations with the Task and Finish Group. It was clear when the Task and Finish Group spoke with a selection of Shropshire Town and Parish

Council clerks that there was a divide in their understanding as to what CIL money could be spent on, and how to access the process to ensure delivery of much needed schemes that they have previously struggled to get off the ground.

With one clerk commenting as follows - *“The current Community Infrastructure Levy (CIL) funding arrangements administered by Shropshire Council do not appear to work effectively for Town Councils, and there are several structural issues that limit their usefulness for meeting local infrastructure needs.”*

Planning officers explained to the Task and Finish Group that in the past 18 months, Shropshire Council has begun requesting regular returns from parishes on their CIL spending, primarily to encourage utilisation of local funds before Council funds are allocated. Technically, Town and Parish Councils have 5 years in which to spend their Neighbourhood Fund allocations, after which time Shropshire Council are able to claw this money back, however the Task and Finish Group were assured by Planning officers that this has never happened and is unlikely to happen, due to the potential for damaging relationships.

The group also heard from Town and Parish clerks about how the specific needs of individual towns and parishes are in danger of becoming overshadowed by overarching regional priorities. As a result, certain communities may receive minimal or no direct benefits from developments occurring in or near their vicinity. A more balanced strategy would involve allocating and safeguarding a portion of funding specifically for the parish or town where the development takes place. By resetting the split between CIL Strategic and CIL Local, it might allow parishes opportunities for engagement around schemes that affect them and give local members greater input.

The Task and Finish Group felt that improved engagement with Town and Parish Councils was key as well as having more robust mechanisms in place to ensure that communities benefit from infrastructure funding associated with local development. One Parish Council cited the following as key to improving communication moving forwards -

- Transparency – we need to be kept informed and regularly reminded of the rules and procedures
- Liaison – we used to have a Council officer to whom we could seek advice and updates. That person also acted as our link to the Council and its business.
- Communication – we must have regular communications on the progress of our CIL applications and opportunities to fight for our funds

Furthermore, the Task and Finish Group believed that communications with residents, town and parish clerks, and local members, perhaps through existing networks such as Shropshire Association of Local Councils (SALC), could be improved so that people can see that there are tangible benefits to having developments in their areas.

Cornwall Council reported that they had been pleased with their member engagement, in that it helped to promote understanding of these mechanisms amongst local communities. In particular, they publish news articles two or three

times a year to local parishes and social media about projects that have been supported.

## 5. Key Findings

This first phase of the Task and Finish Groups' work has primarily explored the allocation of the Community Infrastructure Levy (CIL), both through local and strategic projects and how it can best support the impact of new developments upon local communities and countywide. Throughout the course of their discussions the group have been able to see emerging themes, and potential to learn from best practice both in Shropshire and elsewhere. They have been able to recognise areas where processes that are already in place in Shropshire are working well, as well as considering where changes could have real impact and add value.

The Task and Finish Group reviewed the minutes from past Internal Infrastructure Group (IIG) meetings and were concerned that these lacked detail, structure, formatting, and transparency. They were keen that formalised, standardised minutes are taken at these meetings that are later shared with relevant parties.

Greater transparency and information sharing could be achieved by increasing awareness of CIL allocation and delivery through regular reports to the Portfolio Holder for Planning or by presenting a CIL spending report to the relevant Scrutiny Committee.

Amongst these emerging themes, the subject of communications was repeatedly raised. The Members of the Task and Finish Group themselves admitted that they had limited knowledge of the Community Infrastructure Levy before commencing this piece of work and they valued the learning they have undertaken as a result. Therefore, it might be assumed that other elected Members would benefit from increased insight and understanding of the developer contributions process.

Likewise, the understanding of CIL between those Town and Parish Council chairs and clerks that the group spoke to varied significantly. The Task and Finish Group propose in their recommendations below that this is addressed, perhaps through increased communication with Shropshire Association of Local Councils (SALC).

The Task and Finish Group also felt that residents would benefit from communications outlining where CIL money had been spent to alleviate the impact of any development within their area.

A key focus of the Task and Finish Group was the consideration of the 90/10 split between CIL Local and CIL Strategic, and whether this balance could be adjusted to achieve greater impact. The group heard a range of views on the matter, from a complete reversal of the split to proposals for a more moderate adjustment, such as a 70/30 division. Members spent time carefully weighing the merits of each approach but were unable to reach a final decision at this stage.

After consideration, a majority voted in favour of a resolution to revisit the issue later. However, there was a recognition among members that the current arrangement may not be ideal, and this decision could be better determined by Cabinet.

The Task and Finish Group were impressed with the Cornwall model (Appendix B) rather than the Cheshire East model (Appendix C) and preferred the greater community involvement approach that Cornwall adopt. This is something they felt could be explored for suitability to Shropshire.

The Task and Finish Group would also like time to explore in greater detail ways in which the management and administration of CIL Local, under new arrangements, could be undertaken by Community Boards which would be Member led with support from officers. These boards would consider expressions of interest against set criteria from Town and Parish Councils for use of the remaining CIL Local fund. As this is CIL funding Shropshire Council must ensure that it is applied in line with CIL regulations, government policy and can be properly accounted and audited by Shropshire Council. This is something they would like to ask Transformation and Improvement Overview and Scrutiny Committee to undertake.

The way in which CIL is charged on developments, the collection of CIL and the impact upon developments will be addressed in the next phases of work that the Task and Finish Group are undertaking, and the findings of these will be reported to Committee in due course.

## 6. Conclusions and Recommendations

The Task and Finish Group propose the following recommendations to Cabinet which are evidence based as a result of their various investigations to date.

### **Recommendation 1 – Consideration of the revision of the 90/10 split between CIL Local and CIL Strategic funds.**

The Task and Finish Group felt in the majority although not unanimously, that they were unable to reach a fully informed decision on this point at this stage. It was therefore agreed that any determination should be deferred until further information becomes available. The group recognised that ultimate decision-making authority rests with Cabinet and that Cabinet may be better placed to make an informed decision, with the findings of this report contributing to that process.

The group also recognised that towns impacted by developments in neighbouring wards do not necessarily benefit from CIL and demand on local services is not limited to place plan areas but is more fluid. The group therefore resolved to revisit this matter at a later date, once further information is available or for a decision to be made by a more informed party such as Cabinet.

**Recommendation 2 – Annual CIL Strategy**

The Task and Finish Group recommend that the overall direction and prioritisation of CIL Strategic and CIL Local money be subject to an annual strategy document that is developed by Cabinet and agreed by Council. This would be implemented by officers through the Internal Infrastructure Group.

**Recommendation 3 – Internal Infrastructure Group (IIG)**

The Task and Finish Group ask that Cabinet review the decision making structure of the IIG by amending its composition to allow more Member insight. It is recommended that Cabinet and Portfolio Holders should be invited to observe IIG meetings, via MS Teams.

IIG quarterly reports, annual statements, formal minutes and actions should be routinely shared with Cabinet and Portfolio Holders.

IIG meeting minutes should be formal, standardised and shared with those Local members affected by the developments discussed and made available on the Member Gateway.

Reporting should also include the outcome and completion of previous CIL funded projects, as well as those applications that have been unsuccessful together with an explanation as to why.

A regular CIL spending report should also be presented to the relevant Scrutiny Committee, including updates on smaller schemes and their delivery status, to improve transparency and information sharing.

**Recommendation 4 – Alternative Models**

The Task and Finish Group were particularly impressed with the Cornwall model (Appendix B) regarding its methods of determination, member involvement and allocation, and favoured a community led approach that Cornwall adopt. After further discussion the T&F Group were not in favour of the Cheshire East model (Appendix C) due to limited community involvement and large sums of money spent on a small number of projects.

Members recommend that Cabinet explore the Cornwall model in more detail, with a view to seeing how this could work in Shropshire.

**Recommendation 5 – Town and Parish Council Communication and Awareness**

Ongoing and regular communication and guidance around CIL should be shared with Town and Parish Councils through Clerks Networks and the Shropshire Association of Local Councils (SALC)

Provision of CIL training events could be explored with SALC as well as increased promotion through digital media via video and literature format.

The Shropshire Council websites planning pages should include signposting to CIL for ease of user engagement and include clarification of the application processes and fund usage, in order to address ongoing confusion and ensure effective use of funds. Inclusion of information about previously successful projects would help in providing guidance to Town and Parish Councils.

In addition, it is recommended that options are explored for a member dashboard or BOT specifically for town and parishes. This could contain CIL information as well as wider town and parish communications and information.

#### **Recommendation 6 – Member Communication and Awareness**

The Task and Finish Group propose that a button is added to the Member Gateway which will give them access to the most up to the minute and live data available, detailing CIL spend in local areas, including progress of applications, completion, timescales and outcomes.

A document on the planning portal could also show how CIL money has been used.

#### **Recommendation 7 – Resident Communication and Awareness**

Enhance communication to residents by highlighting tangible benefits from CIL-funded developments both in physical and in digital format.

Increase resident understanding and awareness through publicising completed projects as a result of CIL applications

Increase community groups understanding of what CIL is, how to apply for it and explore ways to make it accessible not just to Town and Parish councils, but the wider community through digital means. Some discussion was put forward that Members should be actively engaged to inform their parishes on how CIL works.

#### **Recommendation to Transformation and Improvement Overview and Scrutiny Committee –**

#### **Recommendation 8 – Community led boards**

The Task and Finish Group propose that work is undertaken through the Transformation and Improvement Overview and Scrutiny Committee to explore how the management and administration of CIL Local might be undertaken by Community Boards under new arrangements, these would be Member led with support from officers. These boards could operate on a multi-divisional / multi ward basis.

**IIG Application Assessment and Decision Process**

EOI Submitted - Recommendation Report populated with project and financial details – *2/3 days*



Recommendation Report, along with EOI sent to the following departments for completion (Core IIG Group):

- Legal & Finance
- Education
- Highways
- Digital Connectivity & Procurement
- Place Plan Officers

*1/2 Weeks*



Recommendation Report finalised and initial decision reached on application based on feedback from the Core IIG group. Papers sent to full IIG group prior to meeting - *1 week prior to meeting*



IIG Meeting – Discuss application and review recommendation report. Final decision reached to either approve/reject or defer application.

## APPENDIX B

### Cornwall Community Infrastructure Levy (CIL) Cornwall Council – Summary Information Sheet *Based on officer engagement, February 2026*

#### **Purpose**

This note summarises key features of Cornwall Council's CIL model and highlights observations relevant to Shropshire's review of CIL governance, funding priorities, and engagement.

#### **Overview**

Cornwall Council introduced CIL in 2019, following a Cabinet decision, to support community-led and strategic infrastructure through a themed and transparent funding framework. Annual income has ranged from £4–6m, with lower recent receipts reflecting high levels of self-build and a slowdown in housing delivery rates. As of early 2026, approximately £4.5m remains unallocated, with £0.5m of this due for distribution to Zone 5 parishes in April 2026. Cornwall's approach prioritises project spend, rather than holding significant long-term reserves.

#### **Charging Zones and Rates**

Cornwall operates five charging zones for residential development, with CIL applied in four. Zone 5 carries no CIL charge, but parishes still receive funding via a central Zone 5 pot.

- Zone 1 – Highest value areas (main urban and coastal markets), where the highest residential CIL rates apply
- Zone 2 – High-medium value areas
- Zone 3 – Medium value areas
- Zone 4 – Lower value areas, with reduced CIL rates
- Zone 5 – Lowest value and rural areas, where no CIL is charged, but parishes still receive funding via a central Zone 5 pot

Residential CIL in Zone 1 (highest value areas) is £400 per m<sup>2</sup>, alongside a 50% affordable housing requirement, though delivery is constrained by the predominance of self-build.

Commercial CIL applies only to out-of-town non-food retail, supermarkets, and restaurants (including drive-throughs) at £100 per m<sup>2</sup>. Factories are zero-rated.

#### **Relationship with Section 106**

Section 106 is negotiated site by site and used for site-specific mitigation, while CIL funds wider infrastructure. Some developments are liable for both. CIL is viewed as more predictable and enforceable. Parish boundaries are used for local allocations.

#### **Local Priority Statements and Place Plans**

Cornwall sets infrastructure priorities through a tiered approach. The Local Plan establishes long-term strategic need, while neighbourhood plans identify locally important infrastructure. These are translated into short- to medium-term, deliverable priorities through themed priority statements and funding frameworks, which guide how CIL and related funding are allocated in practice.

## **APPENDIX B**

Strategic example (Local Plan / IDP):

A major housing growth area identified in the Local Plan generates the need for a new primary school and supporting transport infrastructure. While CIL cannot fund the full scheme, Strategic CIL is used to support enabling works, such as land assembly or access infrastructure, where this helps unlock delivery.

Local example (Neighbourhood / community):

A neighbourhood plan identifies poor pedestrian access between a settlement and a railway station. This locally evidenced priority is taken forward through the Community CIL Fund, supporting delivery of a new footpath or ramped access, subject to alignment with funding themes and deliverability.

### **Funding Structure and Priorities**

Two funding streams operate:

- Community CIL Fund (£20k–£100k) for locally led projects
- Strategic CIL Fund for larger infrastructure, including enabling affordable housing and connectivity

To date, Cornwall has funded approximately 90 community projects and 8 strategic projects.

Funding priorities are set jointly by the Portfolio Holder and Service Director, guided by themes such as children and young people, low carbon, and connecting communities.

### **Application, Assurance and Systems**

Projects progress from a short Expression of Interest to a full application, with officer assessment, an advisory panel (members and parishes), and final approval by the Service Director and Portfolio Holder.

CIL is payable on commencement, with the number of payment instalments available increasing for larger sums.

Spend is claimed retrospectively, supported by evidence, progress reporting, and procurement controls (minimum three quotes).

Administration is managed through IDOX and Exacom, supported by an interactive charging map.

### **Communication**

Transparency is supported through an Annual Infrastructure Funding Statement (which reports on s106 and CIL income and spend), an interactive Story map which is updated quarterly, parish-focused communications, and member engagement.

### **Key Observations Relevant to Shropshire**

- Less emphasis on highways spend
- Greater focus on small-scale community projects
- Strong member and parish involvement via advisory panels and themed priorities
- Clear political accountability alongside officer assessment
- Less explicit treatment of interest on CIL receipts than Shropshire

### **Learning Points**

- Advisory panels can strengthen transparency and engagement

## **APPENDIX B**

- Clear themes aid understanding of funding decisions
- Regular communication builds confidence in CIL
- Planned spend reduces pressure to hold large unallocated balances
- Officer capacity limits the frequency of funding rounds

## APPENDIX C

### East Cheshire Community Infrastructure Levy (CIL) Cheshire East Council – Summary Information Sheet

*Based on officer engagement, February 2026*

#### **Purpose**

This note summarises key features of Cheshire East Council's CIL model and highlights observations relevant to Shropshire's review of CIL governance, funding priorities, and engagement.

#### **Overview**

The Community Infrastructure Levy (CIL) was adopted by Cheshire East Borough Council on 21 February 2019 with effect from 1 March 2019. CIL has only been formally in place for 4/5 years. Due to limited early receipts, the Council made a deliberate decision to allow CIL funds to build up for several years before allocating spend.

A small officer team manages CIL, with processes embedded within the Medium-Term Financial Strategy (MTFS). A formal CIL process document was adopted in late 2024, and Cheshire East has completed one full funding cycle to date. CIL is generally spent in full, with no deliberate long-term reserves.

#### **Charging Zones and Rates**

Cheshire East applies CIL only to residential development, using a zoning approach to reflect viability differences across the borough.

- Higher value areas are charged CIL
- Lower value and more deprived areas (e.g. Crewe) are zero rated

No geographic split is applied to how CIL is later allocated.

#### **Relationship with Section 106**

Section 106 is used for site-specific and local mitigation, including green space and smaller community infrastructure. CIL is focused on strategic, boroughwide priorities. Some developments are liable for both. Local provision is primarily expected to be addressed through Section 106 and neighbourhood funding, rather than through CIL.

#### **Infrastructure Priorities and Strategic Focus**

Cheshire East does not operate local priority statements or place-based CIL allocations. Instead, infrastructure priorities are established through internal officer assessment, aligned with the MTFS and wider capital programme.

CIL is predominantly used to support large, council led infrastructure projects, often where additional funding is required to close viability or delivery gaps.

#### **Strategic example:**

CIL has been used to support major schemes such as highways infrastructure, SEND school extensions, and leisure centre provision, where these align with corporate and service level priorities.

#### **Local provision:**

Smaller and site-specific infrastructure is generally delivered through Section 106 or a neighbourhood fund, rather than through the main CIL programme.

#### **Funding Structure and Priorities**

Cheshire East does not operate multiple CIL funding pots. Instead, CIL is allocated through a single strategic programme, with a strong emphasis on large scale infrastructure. Typically, 7–8 projects are funded per cycle.

## APPENDIX C

Funding priorities focus primarily on:

- Highways
- Education, including **SEND provision**
- Council owned leisure and community infrastructure

### **Governance, Application and Assurance**

CIL decisions are made through an officer led process, with allocations set as part of the annual MTFS and budget approval by Full Council. There is no member decision making panel, and limited member involvement in project selection beyond budget setting.

Funded projects are predominantly Cheshire East led, with the Council acting as applicant and delivery body. This approach provides direct control over delivery and value for money.

### **Payment and Viability**

CIL is a non negotiable charge, with limited evidence to date that it is acting as a barrier to development. Cheshire East reported no current viability issues linked to CIL, supported by zoning and zero rating in lower value areas.

### **Communication**

Information on funded projects is published online, and member awareness is primarily through budget papers and approved project lists, rather than through a standalone engagement or communications programme.

### **Key Observations Relevant to Shropshire**

Strong strategic focus, with most CIL funding directed to **large infrastructure projects**

- Limited local or parish level involvement in CIL decision making
- CIL operates more like a strategic capital contribution than a community funding tool
- Local infrastructure largely addressed through Section 106, not CIL
- Model reflects the most common national approach to CIL

### **Learning Points**

- An MTFS led approach provides clarity and certainty for major infrastructure
- Officer led decision-making reduces complexity but limits local visibility
- Absence of geographic or community-based allocation reduces local connection
- Zoning and zero rating can help manage development viability
- The model prioritises strategic delivery over member or parish engagement

APPENDIX D

CIL information for comparison

Key themes	Shropshire <u>Community Infrastructure Levy (CIL)   Shropshire Council</u>	Cornwall <u>Community Infrastructure Levy (CIL) - Cornwall Council</u>	Cheshire East <u>Community Infrastructure Levy</u>
<b>CIL commencement</b>	One of the earliest adopters of CIL in 2012.	CIL introduced in 2019	<p>The Community Infrastructure Levy (CIL) was adopted by Cheshire East Borough Council on 21 February 2019 with effect from 1 March 2019</p> <p>CIL has only been formally in place for 4/5 years, no money in first few years, so the decision was made to let the pot build up for a few years in the first instance. Process document adopted end 2024, so have only gone through 1 cycle of this.</p>
<b>CIL spend</b>	Applications for CIL funding are reviewed by the Internal Infrastructure Group (IIG) this decision making group is purely an officer led group which holds meetings approximately every quarter, to apply for CIL funding and have your project discussed at the upcoming IIG meeting, applicants must complete an Expression of Interest (EOI) form.	Following initial officer checks, applications go to a CIL advisory fund panel – 6 members of planning partnership, local councils involved in planning – input but not final decision. The service director and portfolio holder agree final decision based on officer recommendations.	Decisions on CIL spending are currently made annually through the Council’s Medium Term Financial Strategy (MTFS) process rather than a separate CIL governance process.

APPENDIX D

Key themes	<u>Shropshire</u> <u>Community Infrastructure Levy (CIL)  </u> <u>Shropshire Council</u>	<u>Cornwall</u> <u>Community Infrastructure Levy (CIL) -</u> <u>Cornwall Council</u>	<u>Cheshire East</u> <u>Community Infrastructure Levy</u>
	<p>Spend primarily on highways and education. There is also NHS/ICB interest and SC have spent some money recently to support delivery of GP surgeries as critical infrastructure.</p>	<p>Investment in leisure, education and... very little on highways. CIL fund priorities are set by the portfolio holder and service director – based on themes – i.e. children and young people, low carbon, connecting communities.</p> <p>CIL funds projects between £20,000 to £100,000 only. Strategic pot for bigger projects</p> <p>Cornwall have awarded 90 projects through CIL fund and 8 through Strategic fund</p>	<p>Mainly education and leisure, some highways.</p> <p>CIL spending decisions aligned to current strategic projects. Most money goes on big projects, not much local input/connection, S106, neighbourhood fund for local projects. These are Cheshire East driven projects.</p>
	<p>CIL Neighbourhood Fund is mandatory and represents 15% of the total CIL from a development being transferred to the parish or town council where the development occurred (this rises to 25% in areas with an adopted Neighbourhood Plan)</p> <p>CIL Admin is mandatory and equates to 5% of the total CIL. This is retained by the Council to support the wider administration of the CIL.</p> <p>From the remaining Shropshire Council has chosen to divide this into two pots:  <b>CIL Local 90% of the remaining</b> – this is allocated to projects within the Place Plan area</p>	<p>No place plans, use neighbourhood development plans, and starting to introduce neighbourhood priority statements (NPS)</p>	<p>In areas where the CIL levy operates, Parish Councils will receive a ‘neighbourhood proportion’ of the CIL money raised within their Parish. This neighbourhood proportion is up to 25% of CIL receipts in areas with an adopted Neighbourhood Plan and up to 15% (capped at £100 per existing council tax dwelling) in areas without a Neighbourhood Plan.</p>

**APPENDIX D**

	<p><b>CIL Strategic 10% of the remaining</b> – this can be used across the wider county</p> <p>The 90/10 split described above is <b>not</b> a mandatory requirement of the CIL regulations</p>		
	<p>Have a healthy reserve of £26M unallocated CIL</p>	<p>All planned spend, no reserve Peak CIL pot of £6m a year, last few years £4m a year – a lot of self-build developments, planning applications coming through but not necessarily reflective of the amount of CIL that comes through.</p>	<p>No reserves – spent in full each year – but then not running for long enough to build up much of a reserve</p>
<p><b>Monitoring of CIL expenditure</b></p>	<p>All T&amp;PCs are requested to report back on what they have spent the Neighbourhood Fund on every Sept. SC can see what is in the pot, but we can't challenge how they use it, it is up to them to decide what they spend it on, however they have 5 years to spend it, or we have option to claw it back, but never have in the past</p>	<p>Monitoring of CIL expenditure, technical checks throughout process. Money is not issued at start but instead is claimed retrospectively on provision of evidence of expenditure, updates received throughout process.</p>	
<p><b>CIL Charging</b></p>	<p>Shropshire has two rates, urban and rural per square metre.</p>	<p>Cornwall has 5 charging zones, only charges on 4 of them this zoning system is based upon affordable housing zones</p> <ul style="list-style-type: none"> <li>• Zone 1 most expensive areas – 50% affordable housing requirement - £400 per square metre.</li> <li>• Zone 5 areas CIL isn't charged on housing developments, but</li> </ul>	<p>No area focussed split applied in Cheshire East, look at section 106 for local provision, and neighbourhood pot. However, there is an urban / rural split Crewe zero rated for instance in general terms.</p>

**APPENDIX D**

		neighbourhood payment still given to those areas as though they have had development at the same level.	
	Only charge on open market housing development – not employment / not retail. Self-build development can receive CIL relief if applicants follow agreed procedures.	Only charged on three specific types of out of town retail £100 per sq. m – non-food retail, supermarkets, restaurants (i.e. McDonalds) – zero rate on factories.	CIL is only charged on residential, and retail within Handsworth Retail Park and Grand Central Retail Park in Crewe.
	CIL is payable on commencement of development developers usually pay us in instalments and can be over a number of years if it is a very large development	CIL payment is triggered when permission commences	A development becomes CIL liable <b>from the date planning permission is granted</b> not when the planning application is submitted.
<b>Communications</b>	CIL annual funding statement	CIL annual Infrastructure funding statement, news articles two or three times a year to local parishes and social media about projects that have been supported.	
<b>Additional useful info</b>	<b>332,455 – Total Population *</b> 104 residents per square metre *	<b>583,289 – Total Population *</b> 165 residents per square kilometre * with the majority of settlements on or near the coast.	<b>421,298 – Total Population *</b> 361 residents per square kilometre *  Cheshire East are in a committee system but they are about to revert to a Cabinet model in May.

\*ONS 2024 Statistics

This page is intentionally left blank



## Committee and Date

Cabinet  
15<sup>th</sup> April 2026

Item

Public



## Financial Monitoring Period 11

<b>Responsible Officer:</b>	Duncan Whitfield, Section 151	
email:	<a href="mailto:duncan.whitfield@shropshire.gov.uk">duncan.whitfield@shropshire.gov.uk</a>	
<b>Cabinet Member (Portfolio Holder):</b>	Roger Evans, Finance	

### 1. Synopsis

The Council is reporting an overall year-end forecast position for 2025/26 as at Period 11 of a £49.374m overspend. The forecast overspend has improved on that reported at period 10 by £0.570m, the details of which are set out within this report.

### 2. Executive Summary

2.1. The financial position as at period 11 is continuing to report a significant overspend against the budget set by Council in February 2025. The overspends are predominantly within Care & Wellbeing and the Children and Young People services. A number of measures were put in place during the year to reduce the overspend as far as possible however, it became evident that the overspend would not reduce in line with the approved budget. As a result of the overspend the level of reserves would be depleted therefore the Council made the decision to make an application to the Government for £71.4m Exceptional Financial Support (EFS) to manage the financial position in 2025/26. The application for £71.4m has been approved of which £21.5m will be used towards the overspend. Exceptional Financial support enables the Council to borrow funds which will be re-paid through increasing the capital financing revenue budget over a period of time. The remainder of the overspend will be funded through general fund reserves as set out in Table 3 of this report.

- 2.2. The remaining £49.9m of the 2025/26 EFS, will be used to fund the financial consequences of the decision made by Council to cancel the North-West Relief Road project owing to affordability issues which has cost c£39.9m to date. The remaining £10m will be used to support the costs of transformation as required to enable the Council to undertake projects to transform services and reduce costs and support the Council to be financial sustainable.
- 2.3. In addition to the EFS of £71.4m required in 2025/26 the Council is also borrowing exceptional amounts of money to pay for essential services in 2026/27. The 2026/27 budget includes building general fund reserve balances back up to a reasonable level after the delivery of £5m savings. Services must mitigate any in year pressures and work towards bringing down the financial deficit. This will ultimately result in the need for difficult decisions to be made for the Council to become financially sustainable.
- 2.4. The £0.570m reduction in the overspend since Period 10 is within service area budgets, more details are set out within section 4 of this report.
- 2.5. The key issues highlighted in this report are:
- The forecast period 11 overspend position of £49.374m is based on actual and forecast expenditure, and income to the end of the financial year 31 March 2026. The period 10 forecast outturn position reported an overspend of £49.944m therefore a reduction on the overspend of £0.570m.
  - The General Fund Reserve Balance is forecast to be £5m at the end of the financial year, this also takes account of funding in part, the 2025/26 overspend position. Additionally, the Council is holding contingency funding of £2.962m within earmarked reserves which provides some resilience should any further unforeseen pressures arise during the finalisation of the year end position.
- 2.6. Officers and Members across the Council are working under the financial emergency which the Council declared in September 2025. Every effort is being made to reduce the overspend, ensuring expenditure is minimised and income maximised as far as possible, whilst being mindful of the need to maintain minimum statutory service levels.
- 2.7. The key overall indicator of financial health for the Council is the General Fund Balance which is forecast to be £5m at the end of the financial year. This level is considered by the s151 Officer to be below an acceptable or sustainable level. The S151 officer recognises the position will need to be managed through reducing the net expenditure of the Council over the medium term with support of EFS. The repayment of EFS will be through increasing the revenue capital debt financing budget which will create further pressures on the Council revenue budget.
- 2.8. The period 11 forecast position for 2025/26 is set out in Table 1 below:

**Table 1 – Forecast as of 28 February 2026 showing the Revenue budget Monitoring forecast.**

Scenario	Potential variation to budget £'000	Available General Fund Balance £'000	Unfunded Overspend £'000
Favourable	45.374	(34.280)	11.094
<b>Central (Period 11 position)</b>	<b>49.374</b>	<b>(34.280)</b>	<b>15.094</b>
Adverse	52.374	(34.280)	18.094

- 2.9. The Council received a report in February 2026 recommending the cancellation of the capital project to develop a North-West Relief Road (NWRR) which has incurred costs of £39.9m to date. The recommendation was approved and the s151 officer is working through the accounting entries required to account for the decision which will be included within the 2025/26 statement of accounts. The financial implication arising from de-capitalisation of the project is approximately £32m, which includes the potential to repay c£20m of funding the Council received from the Department of Transport towards the cost of the project.
- 2.10. The application for £71.4m of Exceptional Financial Support (EFS) for 2025/26 includes funding the cost of NWRR. As the costs of the NWRR road will be funded through EFS there will be no impact on the revenue outturn position of the Council.

### 3. Recommendations

- 3.1. It is recommended that Cabinet Members:
- A. Confirm that the s151 Officer continues to ensure that actions taken by other senior officers under the declared Financial Emergency to reduce the variation from budget at outturn are continued.
  - B. Note the continued use of the Budget, Transformation and Change Panel (formerly the Operations Boards) and the Workforce Review Board with a view to enhancing the control of spend and authorisation of projects.
  - C. Note the forecast overspend at Period 11 of £49.374m.
  - D. Note the forecast level of savings to be delivered by the end of the financial year at Period 11 of £17.726m (29.60%).
  - E. Note the forecast General Fund Balance of £5.000m.

## Report

### 4. Forecast Outturn as at Period 11

- 4.1. At Period 11 (28 February 2026), the Council is reporting a forecast adverse variation of £49.374m, and is predominantly due to savings not achieved, demand and price pressures and income variations.
- 4.2. The total adverse variation within Care & Wellbeing and Children & Young People is £30.876m which is 62% of the total overspend. The remainder of the overspend is within Corporate which is reporting a £23.004m overspend, largely due to organisation wide savings that could not be achieved. The unachieved savings in 2025/26 have been addressed in setting the 2026/27 savings.
- 4.3. Table 2 below summarises the position by service area (see also Appendix 1).

**Table 2: Projected Outturn by Service Period 11 Area**

	Revised Budget £'000	YTD Actual £'000	Projected Outturn £'000	P11 (Under)/ Overspend £'000	Movement in projected variance between P10-P11 £'000
<b>Service Area</b>					
Care & Wellbeing	135,082	171,852	153,314	18,232	480
Children & Young People	79,844	216,410	92,464	12,621	-236
Commissioning	42,648	47,795	38,757	(3,891)	-269
Communities & Customer	14,792	16,567	12,337	(2,456)	-182
Enabling	6,500	47,353	8,761	2,262	-124
Executive Management Team	2,542	2,513	2,594	52	468
Infrastructure	42,529	48,718	45,014	2,484	-228
Legal, Governance & Planning	4,957	2,351	1,959	(2,998)	-251
Pensions	36	2,820	25	(11)	-11
Strategy	(34)	22,488	42	76	-182
<b>Service Delivery Budgets</b>	<b>328,899</b>	<b>578,867</b>	<b>355,267</b>	<b>26,371</b>	
Corporate	(40,311)	11,747	(17,307)	23,004	-34
<b>Net Expenditure</b>	<b>288,586</b>	<b>590,614</b>	<b>337,960</b>	<b>49,374</b>	<b>-569</b>
<b>Funding</b>					
Council Tax	(219,283)	0	(219,283)	0	0
Business Rates	(46,683)	0	(46,683)	0	0
Top Up Grant	(11,025)	(11,025)	(11,025)	0	0
Revenue Support Grant	(8,668)	(7,887)	(8,668)	0	0
Collection Fund (Surplus)/Deficit	(1,549)	0	(1,549)	0	0
<b>Total Funding</b>	<b>(288,586)</b>	<b>(18,913)</b>	<b>(288,586)</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>0</b>	<b>571,701</b>	<b>49,374</b>	<b>49,374</b>	<b>-569</b>

4.4. The current forecast overspend is summarised below with more details set out within Appendix 1 & 2:

#### Savings (Appendix 2):

4.4.1. The 2025/26 budget was set with £59.876m of savings to be delivered in year, details of which are set out in Appendix 2. There are £42.150m of targeted savings set in original plans not achievable, as reported previously. The period 11 forecast position assumes no further delivery of savings above the £17.726m delivered in 2025/26 financial year.

4.4.2. The Budget for 2026/27 approved by Council in February 2026, includes a re-set taking account of the unachievable savings reported in 2025/26. All future saving targets included within budgets will be required to have a detailed and realistic plan with clear timescales of delivery that can be monitored. This will ensure savings are delivered as planned and where plans go off track they can be brought back in line or alternative mitigation plans put in place.

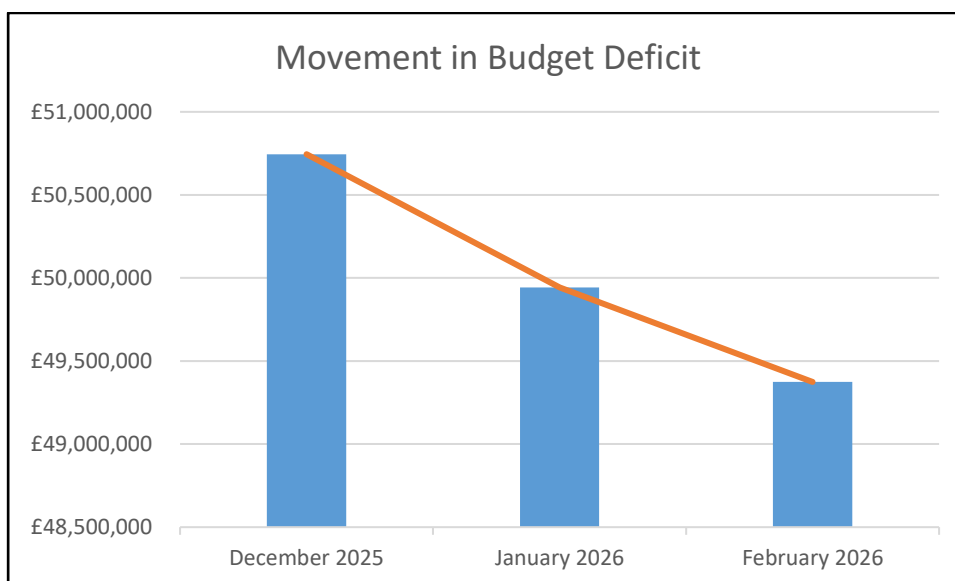
4.4.3. This will reduce the risk of non-delivery of savings and prevent as far as possible, any future overspending. Appropriate governance arrangements will be put in place to review savings plans before they are put forward as part of budget setting, and to monitor delivery of them on a monthly basis, with quarterly reports to Cabinet.

### **Service Areas (Appendix 1)**

- 4.4.4. Adult Social Care Operations is included within Care and Wellbeing and reporting a gross adverse variation of £20.007m (net £18.962m after taking account of positive variations). This is due to pressures arising at the beginning of the financial year due to the outturn position and pressures in 2024/25 which carried through to 2025/26. In addition, demand on the service has seen an increase in the need to provide care for people with increased complex needs, which are more expensive. Some of these cases have also been transferred from health services. The service continues to review cases with partners.
- 4.4.5. Children and Young People are reporting a net adverse variation of £12.621m which combines both negative and positive projections which is in the main due to additional costs in External Residential Placements.
- 4.5. Overall, the overspend has reduced on that reported at period 10 by £0.570m (referred to in Appendix 1). The main variances in the forecast contributing to this are:
- 4.5.1. Net movement across Care & Wellbeing of £0.480m which is represented by an increase across purchasing of £0.743m, in particular increase in nursing and cases transferred from health.
- 4.5.2. An improvement in projected external residential placements within Children's Services of (£0.133m).
- 4.5.3. A reduction in forecasted expenditure across Winter Maintenance (£0.150m) and recharge of staffing costs between Public Transport and Home To School Transport (£0.234m).
- 4.5.4. Additional forecasts within Waste Services relating to energy share and royalty payments (£0.317m).
- 4.5.5. Additional income forecast relating to an increase in the number of planning applications (£0.403m)
- 4.6. The Budget, Transformation and Change Panel is forming to review and approve proposed projects and where necessary access transformation funding. The Panel will ensure greater visibility of how the organisation plans and controls its spend, and achieves efficiencies.
- 4.7. The Financial Emergency action was necessary to reduce the forecast overspend as far as possible through managing demand, delivering on savings which could be delivered and maximising income whilst delivering statutory services. This will continue into 2026/27 ensuring delivery of the actions set out within the improvement plan until the council is financial sustainable.

- 4.8. Graph 1 below sets out the impact of the actions taken relating to the Financial Emergency since reporting quarter 3 report which is an overall reduction in the deficit of £1.371m.

Graph 1 Movement in Budget Deficit between Quarter 3 and Period 11



## 5. General Fund Balance

- 5.1. The Council holds earmarked reserves and a general fund reserve referred to as the General Fund Balance (GFB). Earmarked reserves are held for a specific purpose and cannot, generally, be used to cover the impact of overspends or non-delivery of savings proposals. In recent years council reserves and balances have been under significant pressure and where necessary used to offset budgetary pressures.
- 5.2. The 2024/25 year ended with a General Fund Balance (GFB) of £4.825m, which was brought forward into the new 2025/26 financial year. The 2025/26 budget included a contribution of £29.455m to restore the general fund balance. In view of the adverse variations on the base budget in 2025/26 it is no longer possible to make this contribution. The 2026/27 budget includes a transfer to reserves of £42.0m to bring balances to an acceptable level.
- 5.3. After the application of EFS in 2025/26 and subject to the outturn position being in line with period 11, it is anticipated that the closing balance for the GFB will be approximately £5.000m as set out in table 3 below.

**Table 3: General Fund Projection (Central projection)**

General Fund Balance	£'000
Balance Brought Forward 1 April 2025	4,825
Budgeted Contribution 2025/26	29,455
<b>Budgeted General Fund Balance as at 31<sup>st</sup> March</b>	<b>34,280</b>
Projected overspend as at period 11	(49,374)
Application of Exceptional Financial Support (up to £21.5m)	20,094
<b>Estimated Balance as at 31 March 2026</b>	<b>5,000</b>

- 5.4. The section 151 officer is acutely aware that this level of general fund balance is not adequate to manage the financial risks of the Council and the reasons for the budgeted transfer of £42m to reserves in 2026/27, however this is dependent on the 2026/27 budget being delivered within the approved budget. The revenue budget will be monitored on a monthly basis throughout 2026/27 with quarterly reports to Cabinet.

## 6. Risk Assessment and Opportunities Appraisal

- 6.1. The financial risks are set out within Appendix 3.

## 7. Financial Implications

- 7.1. Shropshire Council continues to manage unprecedented financial demands, and a financial emergency was declared by Cabinet on 10 September 2025. The overall financial position of the Council is presented to Cabinet monthly. Significant management action has been taken at all levels of the Council reducing spend as far as possible to ensure the Council's financial sustainability.
- 7.2. There are no financial implications arising directly from this report and no decisions are expected during period 12 which would significantly impact the forecast outturn position for 2025/26.

The Council will continue to monitor both revenue and capital income and expenditure. The financial outturn for 2025/26 will be reported to Cabinet during the first quarter of 2026/27.

## 8. Climate Change Appraisal

- 8.1. The Council's Financial Strategy supports the implementation of Climate Change and Carbon Reduction strategies in several ways. A specific climate change revenue budget is in place. The climate change schemes involving the Council's assets or infrastructure are included within the capital programme. These two areas of expenditure are expected to have a positive contribution towards climate change outcomes
- 8.2. A robust and sustainable financial position will support the Council to meet the challenges of climate change as the Councils Corporate Plan and key strategies are directly linked to the MTFP, as set out in the objectives of The Shropshire Plan and our aim to secure a Healthy Environment.

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

[Financial Monitoring Period 1, Cabinet 11th June 2025](#)

[Financial Monitoring Period 2, Cabinet 9th July 2025](#)

[Financial Monitoring Quarter 1, Cabinet 10th September 2025](#)

[Financial Monitoring Period 4, Cabinet 10th September 2025](#)

[Financial Monitoring Period 5, Cabinet 15th October 2025](#)  
[Financial Monitoring Period 1, Cabinet 11th June 2025](#)  
[Financial Monitoring Period 2, Cabinet 9th July 2025](#)  
[Financial Monitoring Quarter 1, Cabinet 10th September 2025](#)  
[Financial Monitoring Period 4, Cabinet 10th September 2025](#)  
[Financial Monitoring Period 5, Cabinet 15th October 2025](#)  
[Financial Monitoring Quarter 2, Cabinet 19th November 2025](#)  
[Financial Monitoring Period 7, Cabinet 3rd December 2025](#)  
[Financial Monitoring Quarter 3, Cabinet 11th February 2026](#)  
[Financial Monitoring Period 10, Cabinet 11th March 2026](#)  
[Financial Rules](#)

**Local Member:** All

## Appendices

Appendix 1 - 2025/26 Projected Revenue Outturn by Service

Appendix 2 – 2025/26 Savings Delivery

Appendix 3 – Financial Risks

## APPENDIX 1 2025/26 PROJECTED REVENUE OUTTURN BY SERVICE

Care & Wellbeing	Budget	YTD Actuals	Outturn	Controllable Variance	RAGY	Period 11 Narrative - variance to Budget	Movement Period 10 to 11	Period 11 Narrative - movement from Period 10 to Period 11
Adult Social Care Management	950,690	896,235	618,650	-332,040	Y	• (£0.335m) capitalisation of posts	52,759	• Minor variance from Period 10 to Period 11
Adult Social Care Provider Services	5,151,670	8,494,593	4,341,344	-810,326	Y	<ul style="list-style-type: none"> <li>• £0.203m Glenview costs previously purchase expenditure</li> <li>• (£0.538m) spend below budget on salaries due to vacant posts in START team and Day Services</li> <li>• (£0.299m) additional income Four Rivers Nursing Home</li> <li>• (£0.118m) spend below budget on External Provider Services</li> <li>• (£0.058m) Shared lives increased discretionary rent income</li> </ul>	-193,711	• (£0.158m) Increase in income within Internal nursing provisions
Adult Social Care Operations	126,346,680	169,697,361	145,308,562	18,961,882	R	<ul style="list-style-type: none"> <li>• £20.007m spend over budget purchasing made up of: <ul style="list-style-type: none"> <li>- £16.112m SPOT Gross purchasing</li> <li>- £8.755m Residential care ,</li> <li>£5.921m increase in nursing due to complexity and Cases transferred from health to local authority,</li> <li>£3.920m increase in spend on Individual Service Funds due to an increase in domiciliary care at home, £0.446m increase in spend over budget in college placements,</li> <li>(£1.400m) additional contribution from income over budget from Direct Payment and Individual Service Fund clawbacks, (£0.289m) spend under budget on forecast</li> </ul> </li> </ul>	771,977	<ul style="list-style-type: none"> <li>• £0.743m increase in purchasing from Period 10 to Period 11</li> <li>- £0.512m increase in gross SPOT purchasing, this is made up of £0.191m residential placements , £0.171m short term nursing placements nursing placement cases transferred from Health, £0.109m college placements transferred from children's service, £0.023m increase in Direct Payments and</li> </ul>

						<ul style="list-style-type: none"> <li>children turning 18.</li> <li>- £13.308m BLOCK Gross purchasing increase in spend over budget on supported living and supported living Individual Service Funds due to an increase in complexity of care and provider market challenges around capacity and uplifts</li> <li>-(£0.296m) spend under budget on reablement following updated allocation of Better Care Fund</li> <li>- (£9.019m) increase income</li> <li>• £0.342m reduction in forecasted income against telecare</li> <li>• (£1.529m) spend below budget on salaries due to vacant posts</li> </ul>		(£0.063m) Individual Service Funds from new ways of working. - £0.135m additional expenditure against Hospital discharge reablement - £0.077m increase in gross BLOCK expenditure for Supported Living placements increased complexity
Professional Development Unit	214,070	231,273	214,070	0	Y	• No variance to budget	0	• No variance from Period 10 to Period 11
Care & Wellbeing Projects	-7,080	-10,774,324	141,258	148,338	R	•£0.198m Care Tech Programme	-581	• Minor variance from Period 10 to Period 11
Enable	291,050	1,301,919	530,430	239,380	R	• £0.187m Savings to be identified • £0.088m spend over budget on client expenses	-198,556	• Enable contracts addition income identified
Service Director Care & Wellbeing	2,135,260	2,005,492	2,159,948	24,688	G	• Minor variance to budget at P11	48,452	• Minor variance from Period 10 to Period 11
<b>Total Care &amp; Wellbeing</b>	<b>135,082,340</b>	<b>171,852,549</b>	<b>153,314,263</b>	<b>18,231,923</b>			<b>480,341</b>	
<b>Children &amp; Young People</b>	<b>Budget</b>	<b>YTD Actuals</b>	<b>Outturn</b>	<b>Controllable Variance</b>	<b>RAGY</b>	<b>Period 11 Narrative - variance to Budget</b>	<b>Movement Period 10 to 11</b>	<b>Period 11 Narrative - movement from Period 10 to Period 11</b>
Shire Services	0	6,538	10,279	10,279	G	• Minor variance to budget as at Period 11	-9,232	• Minor variance from Period 10 to Period 11
Learning and Skills	5,098,800	122,797,169	4,893,180	-205,620	Y	• £0.091m forecast spend over budget against fully-traded Schools Library Service	117,371	• £0.111m increase in forecast spend over budget relates to the

							<ul style="list-style-type: none"> <li>• £0.060m forecast spend over budget against fully-traded Schools Finance Team due to a one-off cost</li> <li>• (£0.031m) relates to Academy conversion income from schools exceeding expenditure</li> <li>• (£0.040m) forecast spend under budget relates to ongoing pension compensation payments relating to former teaching staff</li> <li>• (£0.063m) relating to the capitalisation of a post as a one-off working on transformational projects within Learning &amp; Skills Business Support</li> <li>• (£0.102m) relating to the maximisation of various external funding streams in Education Improvement Service</li> <li>• (£0.106m) one-off efficiencies across both staffing and non-staffing budgets within Learning &amp; Skills Business Support.</li> </ul>		fully-traded Schools Finance Team due to a one-off cost
Director Children's Services	359,360	604,486	363,737	4,377	G	<ul style="list-style-type: none"> <li>• Minor variance to budget as at Period 11</li> </ul>	-138,824	<ul style="list-style-type: none"> <li>• (£0.145m) Apprenticeship Levy - Budget virement processed</li> </ul>	
Service Director Children's & Young People - CSC	0	148,303	0	0	G	<ul style="list-style-type: none"> <li>• No variance to budget as at Period 11</li> </ul>	0	<ul style="list-style-type: none"> <li>• No variance from Period 10 to Period 11</li> </ul>	
Children's Social Care and Safeguarding	22,915,970	29,558,760	26,359,754	3,443,784	R	<ul style="list-style-type: none"> <li>• £2.202m spend over budget on staffing budgets across the service relating to Agency Social Workers covering vacancies and additional staffing following the Ofsted Staff Improvement plan.</li> <li>• £1.059m spend over budget in</li> </ul>	-12,704	<ul style="list-style-type: none"> <li>• Minor variance from Period 10 to Period 11</li> </ul>	

						<p>Disabled Children's budget area with £0.871m relating to Disabled Children's Team (DCT) prevention and Support payments and £0.278m explained by DCT Short Breaks Contracts. £0.067m spend under budget relates to Disabled Children's Direct Payments.</p> <ul style="list-style-type: none"> <li>• £0.390m spend over budget relates to Adoption Services.</li> <li>£0.458m spend over budget on Adoption Allowances, the remaining variance relates to the Together4Children (T4C) permanency hub where the percentage contribution from another Local Authority has reduced in 2025/26.</li> <li>• £0.052m forecast spend over budget relates to taxi costs or other transport related costs across the Social Work teams.</li> <li>• (£0.259m) forecast spend under budget relates Public Law Outline Support packages which includes legal fees, and other court ordered expenditure such as medical assessments</li> </ul>		
Children's Placements	48,999,850	59,297,994	58,728,416	9,728,566	R	<ul style="list-style-type: none"> <li>• £14.958m spend over budget forecast on External Residential Placements. £1.492m shortfall in savings from "Stepping Stones Project". £10.106m increase in External Residential Spot/Framework placements. £2.368m Disabled Children's Team residential expenditure - increase in numbers. The remaining £0.992m shortfall in contributions</li> </ul>	-174,610	<ul style="list-style-type: none"> <li>• £0.060m decrease in spend under budget on External Fostering placements</li> <li>• £0.036m decrease in spend under budget forecast on Internal Residential Children's Homes</li> <li>• £0.023m decrease in spend under budget on</li> </ul>

						from other partners towards joint funded social care led residential placements. <ul style="list-style-type: none"> <li>• (£0.060m) spend under budget forecast on Placements Staffing</li> <li>• (£0.363m) spend under budget against Internal Residential Children's Homes due to Devonia being temporarily closed until late 2025.</li> <li>• There is a credit of (£1.889m) spend under budget relating to Stepping Stones Project which relates to a one-off capitalisation of posts</li> <li>• (£2.928m) forecast spend under budget relates to Fostering placements budgets (£2.789m External Fostering and £0.139m Internal Fostering). External fostering placements were anticipated to increase in 2025/26 hence growth was built into the budget, however instead numbers have decreased.</li> </ul>		Internal fostering fees and allowances <ul style="list-style-type: none"> <li>• (£0.046m) increase in spend under budget on Placements Staffing</li> <li>• (£0.055m) increase in spend under budget on Stepping Stones</li> <li>• (£0.059m) decrease in spend over budget on Supported Accommodation or Supported Lodgings Placements for 16-18 year olds.</li> <li>• (£0.133m) decrease in spend over budget forecast on External Residential Placements mostly due to a couple of External Residential spot/framework placements ending earlier than previously forecast.</li> </ul>
Children's Early Help	1,798,250	3,311,457	1,667,295	-130,955	Y	• (£0.131m) additional Public Health grant contribution towards the Council's Early Help family hubs	-17,567	• Minor variance from Period 10 to Period 11
Youth Support Services	671,350	684,863	441,756	-229,594	Y	• (£0.230m) spend under budget Youth Support Team temporary vacancy management and maximisation of Local Youth Transformation pilot external funding	-1,066	• Minor variance from Period 10 to Period 11
<b>Total Children &amp; Young People</b>	<b>79,843,580</b>	<b>216,409,570</b>	<b>92,464,416</b>	<b>12,620,836</b>			<b>-236,633</b>	

Commissioning	Budget	YTD Actuals	Outturn	Controllable Variance	RAGY	Period 11 Narrative - variance to Budget	Movement Period 10 to 11	Period 11 Narrative - movement from Period 10 to Period 11
Adult Social Care Business Support	4,378,300	4,766,375	4,037,108	-341,192	Y	<ul style="list-style-type: none"> <li>• (£0.208m) Spend under budget on staff salaries</li> <li>• (£0.133m) Spend under budget on Payments to contractors</li> </ul>	-64,283	• Minor variance from Period 10 to Period 11
Bereavement Services	-251,020	-277,614	-299,513	-48,493	Y	<ul style="list-style-type: none"> <li>• Minor variance to budget at P11</li> </ul>	511	• Minor variance from Period 10 to Period 11
Leisure	2,385,110	2,548,692	3,286,052	900,942	R	<ul style="list-style-type: none"> <li>• £0.520m Shortfall on Savings Targets</li> <li>• £0.212m Spend above Budget on other minor works across Leisure Facilities</li> <li>• £0.163m Spend above budget on Grounds Maintenance at Meole Brace Golf Course</li> <li>• £0.129m Spend above budget on Contract Tender Support</li> <li>• £0.156m Shortfall on income resulting from the Temporary Closure Market Drayton Pool</li> <li>• (£0.280m) Spend below budget on Utility costs across the Leisure Estate</li> </ul>	137,996	• Spend above budget on Grounds Maintenance at Meole Brace Golf Course
Waste Management	34,797,770	38,891,769	30,632,248	-4,165,522	Y	<ul style="list-style-type: none"> <li>• £0.600m shortfall on Green Waste Income due to no price increase in 25-26</li> <li>• £0.196m shortfall on PFI Grant income</li> <li>• (£2.686m) Contract Savings as a result of lower than budgeted inflationary increases</li> <li>• (£1.300m) Additional Energy Share &amp; Royalty Payments through Annual Reconciliation</li> <li>• (£0.975m) Additional Extended Producer Responsibility Payments</li> </ul>	-317,446	• Additional Energy Share & Royalty Payments

Insurance	1,430	-69,656	-27,571	-29,001	Y	• Minor variance to budget at P11	-1,761	• Minor variance from Period 10 to Period 11
Commissioning Development and Procurement	134,610	619,841	-11,131	-145,741	Y	• £0.055m Spend above budget on Agency Staff • (£0.171m) Spend under budget on staff salaries • (£0.030m) Spend under budget across supplies and services budgets	286	• Minor variance from Period 10 to Period 11
Housing Development and HRA	35,550	40,225	33,154	-2,396	Y	• Minor variance to budget at P11	-243	• Minor variance from Period 10 to Period 11
Armed Forces Support	8,990	27,759	3,363	-5,627	Y	• Minor variance to budget at P11	-4,214	• Minor variance from Period 10 to Period 11
Community Services	465,420	470,092	470,125	4,705	G	• Minor variance to budget at P11	-614	• Minor variance from Period 10 to Period 11
Quality Assurance & Independent Review Unit	474,900	456,966	455,433	-19,467	Y	• Minor variance to budget at P11	5,552	• Minor variance from Period 10 to Period 11
Child Placement Service	192,100	150,306	150,225	-41,875	Y	• Minor variance to budget at P11	-231	• Minor variance from Period 10 to Period 11
Service Director Commissioning	25,140	170,230	27,600	2,460	G	• Minor variance to budget at P11	-25,140	• Minor variance from Period 10 to Period 11
<b>Total Commissioning</b>	<b>42,648,300</b>	<b>47,794,986</b>	<b>38,757,094</b>	<b>-3,891,206</b>			<b>-269,586</b>	
<b>Communities &amp; Customer</b>	<b>Budget</b>	<b>YTD Actuals</b>	<b>Outturn</b>	<b>Controllable Variance</b>	<b>RAGY</b>	<b>Period 11 Narrative - variance to Budget</b>	<b>Movement Period 10 to 11</b>	<b>Period 11 Narrative - movement from Period 10 to Period 11</b>
Housing Services	3,990,970	9,718,363	3,902,207	-88,763	Y	• Minor variance to budget as at Period 11	-73,823	• Minor variance from Period 10 to Period 11
Regulatory Services	1,846,240	1,996,902	1,713,079	-133,161	Y	• (£0.060m) spend under budget in relation to vacancy management • (£0.059m) savings through management charges regarding grant funded activity	14,042	• Minor variance from Period 10 to Period 11

Business and Consumer Protection	2,191,810	1,468,923	1,588,168	-603,642	Y	<ul style="list-style-type: none"> <li>• (£0.551m) payroll savings through the Voluntary Redundancy programme and vacancy management</li> <li>• (£0.053m) savings to other non-pay expenditure</li> </ul>	-51,698	• Minor variance from Period 10 to Period 11
Ring Fenced Public Health Services 2	1,224,050	1,012,465	1,224,050	0	Y	• No variance to budget as at Period 11	0	• Minor variance from Period 10 to Period 11
Culture, Leisure & Tourism Development	61,500	11,239	17,845	-43,655	Y	• Minor variance to budget as at Period 11	318	• Minor variance from Period 10 to Period 11
Libraries	3,282,280	3,458,606	3,112,352	-169,928	Y	• (£0.200m) Additional Public Health Substitution	-1,252	• Minor variance from Period 10 to Period 11
Museums and Archives	1,137,940	1,195,999	1,057,494	-80,446	Y	• Minor variance to budget as at Period 11	50,238	• Minor variance from Period 10 to Period 11
Theatre Services	236,840	-2,901,975	-479,473	-716,313	Y	• (£0.716m) increased income generation across Theatre Services	-32,012	• Minor variance from Period 10 to Period 11
Head of Culture, Leisure & Tourism	221,300	517,579	128,232	-93,068	Y	• Minor variance to budget as at Period 11	21,058	• Minor variance from Period 10 to Period 11
Customer Services	536,720	-403	3,962	-532,758	Y	<ul style="list-style-type: none"> <li>• (£0.487m) Net forecast spend under budget relating to Vacancy Management across Customer Services</li> <li>• (£0.045m) savings to other non-pay expenditure</li> </ul>	-45,596	• Minor variance from Period 10 to Period 11
Service Director Communities & Customer	62,660	89,016	68,856	6,196	G	• Minor variance to budget as at Period 11	-62,660	• Minor variance from Period 10 to Period 11
<b>Total Communities &amp; Customer</b>	<b>14,792,310</b>	<b>16,566,713</b>	<b>12,336,771</b>	<b>-2,455,539</b>			<b>-181,386</b>	
<b>Corporate Budgets</b>	<b>Budget</b>	<b>YTD Actuals</b>	<b>Outturn</b>	<b>Controllable Variance</b>	<b>RAGY</b>	<b>Period 11 Narrative - variance to Budget</b>	<b>Movement Period 10 to 11</b>	<b>Period 11 Narrative - movement from Period 10 to Period 11</b>

						<ul style="list-style-type: none"> <li>• £31.057m savings currently unachieved, to be reallocated across services</li> <li>• £3.190m pressures against interest payable relating to borrowing costs</li> <li>• (£0.156m) Forecast under budget across QICS PFI against the Unitary Charge</li> <li>• (£0.391m) Development Fund base budget assumed not required, reserves will meet expenditure requirements in-year</li> <li>• (£0.560m) increased income from profit share WME estimates</li> <li>• (£0.961m) interest receivable forecasted above budget</li> <li>• (£2.000m) release of gain share from contract relating to Broadband project</li> <li>• (£2.012m) release of funds held to cover pay award on review of estimated costs</li> <li>• (£2.516m) contribution from financial strategy reserve</li> <li>• (£2.539m) release of funds held for minimum revenue provision in relation to financing of capital investments</li> </ul>		
Corporate Budgets	-40,310,820	11,746,743	-17,307,257	23,003,563	R		-34,381	• Minor variance from Period 10 to Period 11
<b>Total Corporate Budgets</b>	<b>-40,310,820</b>	<b>11,746,743</b>	<b>-17,307,257</b>	<b>23,003,563</b>			<b>-34,381</b>	
<b>Enabling</b>	<b>Budget</b>	<b>YTD Actuals</b>	<b>Outturn</b>	<b>Controllable Variance</b>	<b>RAGY</b>	<b>Period 11 Narrative - variance to Budget</b>	<b>Movement Period 10 to 11</b>	<b>Period 11 Narrative - movement from Period 10 to Period 11</b>
Corporate Landlord, Property and Development	827,140	4,567,466	3,370,790	2,543,650	R	<ul style="list-style-type: none"> <li>• £2.297m Asset rationalisation savings target unachieved</li> <li>• £0.952m Shirehall unrealised saving</li> </ul>	27,135	• Minor variance from Period 10 to Period 11

						<ul style="list-style-type: none"> <li>• (£0.491m) Savings on Property &amp; Development (Vacancy Management)</li> <li>• (£0.144m) additional Income relating to museum collection storage at Bishops Castle</li> <li>• (£0.070m) Facilities contribution to running operations of community hubs for warm spaces</li> </ul>		
Technology	374,460	3,603,874	-873,834	-1,248,294	Y	<ul style="list-style-type: none"> <li>•£0.651m relating to savings target showing against management (being met across wider IT teams)</li> <li>•(£0.092m) spend under budget relating to rental costs.</li> <li>•(£0.136m) spend under budget on Hardware &amp; Licences.</li> <li>•(£0.558m) capitalisation of staff working on the transformation activity</li> <li>•(£1.110m) spend under budget relating to the IT restructure which is currently being implemented as a part of rightsizing.</li> </ul>	-29,790	<ul style="list-style-type: none"> <li>• Minor variance from Period 10 to Period 11</li> </ul>
Human Resources and Organisational Development	-5,090	1,061,893	-234,474	-229,384	Y	<ul style="list-style-type: none"> <li>•£0.139m income under budget relating to Service Level Agreement income.</li> <li>•(£0.330m) net vacancy efficiencies across the service.</li> <li>•(£0.035m) spend under budget relating to Occ health private contractor consultations.</li> </ul>	-21,260	<ul style="list-style-type: none"> <li>• Minor variance from Period 10 to Period 11</li> </ul>
Health & Safety	21,530	107,883	-95,087	-116,617	Y	<ul style="list-style-type: none"> <li>•(£0.125m) spend under budget relating to Voluntary Redundancy programme and vacancy efficiencies.</li> </ul>	-7,256	<ul style="list-style-type: none"> <li>• Minor variance from Period 10 to Period 11</li> </ul>

Finance	2,286,310	2,689,866	1,454,035	-832,275	Y	<ul style="list-style-type: none"> <li>• (£0.821m) spend under budget relating to Voluntary Redundancy programme and vacancy efficiencies.</li> </ul>	9,733	<ul style="list-style-type: none"> <li>• Minor variance from Period 10 to Period 11</li> </ul>
Revenues and Benefits	2,354,770	34,450,243	4,486,517	2,131,747	R	<ul style="list-style-type: none"> <li>• £1.604m unachieved savings. Savings target from previous financial year of £1m achieving £0.455m relating to anticipated cost reductions arising from improvement of in-house Temporary Accommodation provision, additional savings target in current financial year unachievable</li> <li>• £1.100m relating to income not to be achieved against overpayments recovery of Housing Benefits, unrealistic when compared to last year's actuals</li> <li>• £0.129m relating to spend over budget on Legal cost, postage and management fees relating to rateable value calculations work undertaken to identify additional funding.</li> <li>• (£0.627m) relating to spend under budget against vacancy management and Voluntary Redundancy programme.</li> <li>• (£0.050m) additional Income requested from Household support fund to assist with the Discretionary Housing Payments</li> </ul>	-38,063	<ul style="list-style-type: none"> <li>• Minor variance from Period 10 to Period 11</li> </ul>
Personal Assistants	44,180	263,329	26,152	-18,028	Y	<ul style="list-style-type: none"> <li>• Minor variance to budget as at Period 11</li> </ul>	-643	<ul style="list-style-type: none"> <li>• Minor variance from Period 10 to Period 11</li> </ul>
Service Director Enabling	596,490	608,572	627,342	30,852	G	<ul style="list-style-type: none"> <li>• Minor variance to budget as at Period 11</li> </ul>	-64,278	<ul style="list-style-type: none"> <li>• Minor variance from Period 10 to Period 11</li> </ul>

Total Enabling		6,499,790.00	47,353,124.78	8,761,441.09	2,261,651.09			-124,422	
Executive Management Team	Budget	YTD Actuals	Outturn	Controllable Variance	RAGY	Period 11 Narrative - variance to Budget	Movement Period 10 to 11	Period 11 Narrative - movement from Period 10 to Period 11	
Executive Management Team	2,541,760	2,513,448	2,593,738	51,978	A	<ul style="list-style-type: none"> <li>• Minor variance to budget as at Period 11</li> </ul>	468,259	£0.437m movement due to Apprenticeship Levy costs which have now been moved with budgets to service areas. Contra movement will be showing in services this month.	
Total Executive Management Team	2,541,760	2,513,448	2,593,738	51,978			468,259		
Infrastructure	Budget	YTD Actuals	Outturn	Controllable Variance	RAGY	Period 11 Narrative - variance to Budget	Movement Period 10 to 11	Period 11 Narrative - movement from Period 10 to Period 11	
Partnerships & Economic Development	1,579,100	4,503,823	1,471,422	-107,678	Y	<ul style="list-style-type: none"> <li>• (£0.108m) Additional Grant Funding to offset Core Team costs</li> </ul>	-7,071	<ul style="list-style-type: none"> <li>• Minor variance from Period 10 to Period 11</li> </ul>	
Highways & Transport	12,094,760	12,981,429	13,068,032	973,272	R	<ul style="list-style-type: none"> <li>• £1.411m Shortfall on Parking Income</li> <li>• £0.970m Shortfall of Highways staff capitalisation &amp; Repair Gangs</li> <li>• £0.300m Spend over budget on Kier overheads</li> <li>• £0.280m Spend over budget on 'Ash Die Back'</li> <li>• £0.085m Minor Variances</li> <li>• (£1.125m) Additional Street works Income</li> <li>• (£0.432m) Spend under budget on Street Lighting</li> <li>• (£0.198m) Spend under budget</li> </ul>	-250,365	<ul style="list-style-type: none"> <li>• (£0.150m) Spend under budget on Winter Maintenance works.</li> <li>• (£0.100m) Additional Income from Streetworks and Spend under budget on Street lighting offset slightly by shortfall in Parking Income</li> </ul>	

						on Staff Salaries and Agency costs. • (£0.168m) Spend under budget on Bridges, Structures. and Drainage. • (£0.150m) Spend under budget on Winter Maintenance works.		
Shropshire Hills National Landscape	59,170	769,314	59,170	0	G	• No variance to budget as at Period 11	0	• No variance from Period 10 to Period 11
Outdoor Partnerships	988,190	1,040,798	1,084,962	96,772	A	• Minor variance to budget as at Period 11	3,250	• Minor variance from Period 10 to Period 11
Highway Policy & Strategic Infrastructure	1,735,950	1,884,688	1,548,535	-187,415	Y	• (£0.114m) spend under budget on Salaries • (£0.073m) spend under budget on payment to contractors	-134,849	• (£0.135m) Spend under budget on Salaries and Payments to Contractors
Public Transport	7,033,000	8,092,307	6,195,954	-837,046	Y	• (£0.685m) Additional Department for Transport grant draw down • (£0.152m) Spend under budget on concessionary travel	-234,352	• (£0.234m) Staffing recharge between Passenger Transport and Home To School Transport
Care & Wellbeing Transport	1,422,420	1,442,889	1,488,857	66,437	A	• Minor variance to budget as at Period 11	36,916	• Minor variance from Period 10 to Period 11
Home to School Transport	18,139,660	17,286,213	19,663,412	1,523,752	R	• £2.139m Spend above budget on SEND Transport costs • (£0.615m) Spend below budget on Primary & Secondary Transport costs	196,764	• £0.234m spend over budget on SEN Transport Costs offset slightly by spend under budget on Primary & Secondary Transport costs.
Service Director Infrastructure	-523,020	716,364	433,214	956,234	R	• £1.000m unachieved savings target (reflected in Service Budgets)	161,960	• unachieved savings target (reflected in Service Budgets)
<b>Total Infrastructure</b>	<b>42,529,230</b>	<b>48,717,824</b>	<b>45,013,558</b>	<b>2,484,328</b>			<b>-227,747</b>	
<b>Legal &amp; Governance</b>	<b>Budget</b>	<b>YTD Actuals</b>	<b>Outturn</b>	<b>Controllable Variance</b>	<b>RAGY</b>	<b>Period 11 Narrative - variance to Budget</b>	<b>Movement Period 10 to 11</b>	<b>Period 11 Narrative - movement from Period 10 to Period 11</b>

Registrars and Coroners	598,730	608,009	425,052	-173,678	Y	<ul style="list-style-type: none"> <li>• £0.146m Spend above budget on Coroner staffing</li> <li>• £0.100m relating to savings target</li> <li>• (£0.041m) Spend under budget against overtime as a result of removing Sunday working hours and streamlining of BAU tasks</li> <li>• (£0.408m) Additional income from Registrars mainly Venue fee, Certificate Fees &amp; Ceremonies as a result of implementing a public self-service portal.</li> </ul>	-56,177	<ul style="list-style-type: none"> <li>• Minor variance from Period 10 to Period 11</li> </ul>
Planning Services	345,870	-3,020,721	-2,037,004	-2,382,874	Y	<ul style="list-style-type: none"> <li>• (£2.232m) Additional income relating to Planning applications and a review of fees and charges.</li> <li>• (£0.302m) Net vacancy efficiencies across the service</li> <li>• (£0.139m) Additional income relating to a review of fees and charges on Building Regulations &amp; Street Naming</li> <li>• £0.068m Net spend above budget relating to Highways Development Control</li> <li>• £0.272m Spend above budget on consultancy marketing, legal and expected provisions as a result of increased planning income</li> </ul>	-235,734	<ul style="list-style-type: none"> <li>• (£0.403m) Additional income relating to Planning applications.</li> <li>• £0.100m Additional spend on Highways Design contracts</li> <li>• £0.061m Spend above budget on consultancy services and expected provision as a result of increased planning income</li> </ul>
Policy and Environment	1,906,920	2,109,821	1,724,887	-182,033	Y	<ul style="list-style-type: none"> <li>• (£0.186m) Spend under budget in relation to vacancy management</li> </ul>	-29,680	<ul style="list-style-type: none"> <li>• Minor variance from Period 10 to Period 11</li> </ul>
Democratic Services	11,920	24,342	-6,345	-18,265	Y	<ul style="list-style-type: none"> <li>• Minor variance to budget as at Period 11</li> </ul>	-6,257	<ul style="list-style-type: none"> <li>• Minor variance from Period 10 to Period 11</li> </ul>
Elections	1,290,090	1,846,904	1,161,819	-128,271	Y	<ul style="list-style-type: none"> <li>• (£0.128m) forecast spend lower than budgeted across Council Elections from the current financial year</li> </ul>	89,945	<ul style="list-style-type: none"> <li>• Minor variance from Period 10 to Period 11</li> </ul>

Legal Services	129,250	45,161	134,257	5,007	G	• Minor variance to budget as at Period 11	11,105	• Minor variance from Period 10 to Period 11
Policy and Governance	66,530	-85,453	-102,464	-168,994	Y	• (£0.169m) spend under budget relating to vacancy management	4,509	• Minor variance from Period 10 to Period 11
Overview & Scrutiny	198,540	316,139	269,126	70,586	A	• Minor variance to budget as at Period 11	-4	• Minor variance from Period 10 to Period 11
Feedback and Insights	11,490	114,382	-12,516	-24,006	Y	• Minor variance to budget as at Period 11	-844	• Minor variance from Period 10 to Period 11
Service Director Legal & Governance (MO)	397,780	392,517	402,452	4,672	G	• Minor variance to budget as at Period 11	-27,343	• Minor variance from Period 10 to Period 11
<b>Total Legal &amp; Governance</b>	<b>4,957,120.00</b>	<b>2,351,101.10</b>	<b>1,959,263.65</b>	<b>(2,997,856.36)</b>			<b>-250,480</b>	
<b>Pensions</b>	<b>Budget</b>	<b>YTD Actuals</b>	<b>Outturn</b>	<b>Controllable Variance</b>	<b>RAGY</b>	<b>Period 11 Narrative - variance to Budget</b>	<b>Movement Period 10 to 11</b>	<b>Period 11 Narrative - movement from Period 10 to Period 11</b>
Pensions	36,050	2,819,552	25,160	-10,890	Y	• Minor variance to budget as at Period 11	-10,890	• Minor variance from Period 10 to Period 11
<b>Total Pensions</b>	<b>36,050</b>	<b>2,819,552</b>	<b>25,160</b>	<b>-10,890</b>			<b>-10,890</b>	
<b>Strategy</b>	<b>Budget</b>	<b>YTD Actuals</b>	<b>Outturn</b>	<b>Controllable Variance</b>	<b>RAGY</b>	<b>Period 11 Narrative - variance to Budget</b>	<b>Movement Period 10 to 11</b>	<b>Period 11 Narrative - movement from Period 10 to Period 11</b>
Ring Fenced Public Health Services 1	-1,224,050	14,188,950	-1,224,050	0	G	• No variance to budget as at Period 11	0	• Minor variance from Period 10 to Period 11
Adult Social Care Training	370,390	603,097	305,142	-65,248	Y	• Minor variance to budget as at Period 11	-1,899	• Minor variance from Period 10 to Period 11
Children & Young People Learning & Development	331,870	259,147	279,119	-52,751	Y	• Minor variance to budget as at Period 11	-179,418	• (£0.160m) virement posted in Period 11 to correct reserve budget relating to staffing for trainee social workers
Partnerships & Economic Development	220	-711,473	54,217	53,997	A	• Minor variance to budget as at Period 11	-56	• Minor variance from Period 10 to Period 11

Emergency Planning	31,510	36,344	60,183	28,673	G	• Minor variance to budget as at Period 11	-11,450	• Minor variance from Period 10 to Period 11
Broadband	100,610	106,952	110,800	10,190	G	• Minor variance to budget as at Period 11	-64	• Minor variance from Period 10 to Period 11
Domestic Abuse	17,790	884,951	17,790	0	G	• No variance to budget as at Period 11	0	• No variance from Period 10 to Period 11
Communications	278,400	416,034	26,416	-251,984	Y	• (£0.219m) Vacancy Management efficiencies achieved • (£0.033m) Additional Public Health Grant contributions no longer applicable	144	• Minor variance from Period 10 to Period 11
Business Improvement: Data, Analysis and Intelligence	55,210	690,865	118,706	63,496	A	• Minor variance to budget as at Period 11	14,179	• Minor variance from Period 10 to Period 11
Risk Management	-24,020	84,073	-4,814	19,206	G	• Minor variance to budget as at Period 11	155	• Minor variance from Period 10 to Period 11
Commercial Services Business Development	-67,060	40,889	-24,452	42,608	G	• Minor variance to budget as at Period 11	-4,139	• Minor variance from Period 10 to Period 11
Climate Change	-191,580	32,757	4,796	196,376	R	• £0.196m shortfall on Pyrolysis and solar farm Income	23,807	• Minor variance from Period 10 to Period 11
Programme Management	264,810	5,801,952	288,167	23,357	G	• Minor variance to budget as at Period 11	-207	• Minor variance from Period 10 to Period 11
Service Director Strategy and Change	21,940	53,668	29,591	7,651	G	• Minor variance to budget as at Period 11	-23,488	• Minor variance from Period 10 to Period 11
<b>Total Strategy</b>	<b>-33,960</b>	<b>22,488,205</b>	<b>41,612</b>	<b>75,572</b>			<b>-182,435</b>	

## APPENDIX 2 2025/26 SAVINGS DELIVERY

### 2.1 SUMMARY

The savings projections for 2025/26 are being tracked monthly with savings delivery being mapped against projected delivery during the course of the year. The table below summarises the position as at 31st January 2026.

<b>Savings Target</b>	<b>Delivered</b>	<b>Projected Delivery</b>	<b>Indicative Plans</b>	<b>Delivery to be Confirmed</b>
<b>£59,876,040</b>	<b>£15,735,998</b>	<b>£17,725,559</b>	<b>£0</b>	<b>£42,150,482</b>
	<b>% Delivered</b>	<b>% Projected Delivery</b>	<b>% Indicative Plans</b>	<b>% Delivery to be Confirmed</b>
	<b>26.28%</b>	<b>29.60%</b>	<b>0.00%</b>	<b>70.40%</b>

Projected delivery and indicative plans are in place for 29.6% of the savings identified. Some of these plans may be being achieved through one off means rather than an ongoing basis. Work continues to progress to ensure that savings proposals delivered can be delivered on an ongoing basis in order to reduce any further savings pressures into 2026/27. The table below shows the projected delivery of each saving proposal.

Individual Savings List 25/26									
Savings Name	Savings Target	Delivered to Date (One-off)	Delivered to Date (Ongoing)	Delivered to Date Total	Projected Delivery (One-off)	Projected Delivery (Ongoing)	Projected Delivery Total	Indicative Plans in Place	Delivery to be Confirmed
EFF45 - Charge staffing costs to capital budgets where possible and appropriate (capital project support or transformation of revenue services).	£1,790,350	£1,790,350	£0	£1,790,350	£1,790,350	£0	£1,790,350	£0	£0
EFF81 - New Operating Model - Charge staffing costs delivering transformation to capital budgets where possible and appropriate (Workforce and Improvement).	£645,220	£468,760	£176,460	£645,220	£468,760	£176,460	£645,220	£0	£0
EFF83 - New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Legal and Democratic).	£57,330	£57,330	£0	£57,330	£57,330	£0	£57,330	£0	£0
EFF84 - New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Finance and IT).	£20,740	£20,740	£0	£20,740	£20,740	£0	£20,740	£0	£0
MD001 - Further increase funding of public health reserves to support preventative initiatives at the children's, adults and customer front-door (earliest point of contact). Was included in the 2024/25 budget for one year only and is shown here as being removed.	£200,000	£0	£200,000	£200,000	£0	£200,000	£200,000	£0	£0
MD012 - Supported living - Reduce the need for 24 hour provision and increase independence through alternative resources such as technology	£873,190	£0	£345,794	£345,794	£0	£345,794	£345,794	£0	£527,396
MD016 - ASC - nighttime care and support service enabling people to stay at home	£520,000	£0	£0	£0	£250,000	£0	£250,000	£0	£270,000
MD019 - The council would need to encourage more people to foster across the county	£1,375,000	£0	£1,410,018	£1,410,018	£0	£1,415,064	£1,415,064	£0	£40,064
MD020 - Stepping Stones	£3,758,000	£0	£2,265,614	£2,265,614	£0	£2,265,614	£2,265,614	£0	£1,492,386
MD021 - Increase in income from care contributions	£1,000,000	£0	£583,333	£583,333	£0	£1,000,000	£1,000,000	£0	£0
MD022 - Increase in in-house provider charges	£60,000	£0	£60,000	£60,000	£0	£60,000	£60,000	£0	£0
MD023 - Partnership working CHC and 117	£650,000	£0	£650,000	£650,000	£0	£650,000	£650,000	£0	£0
MD026 - Shared lives cost avoidance delivered through increase in capacity	£300,000	£0	£111,090	£111,090	£0	£111,088	£111,088	£0	£188,912
MD027 - Supporting independence through Reviews (including LDSL/DPs and Tech etc)	£1,610,000	£0	£1,610,000	£1,610,000	£0	£1,610,000	£1,610,000	£0	£0
MD028 - Fee uplift review	£1,500,000	£0	£0	£0	£0	£0	£0	£0	£1,500,000
MD029 - ASC contracts and performance management	£600,000	£0	£600,000	£600,000	£0	£600,000	£600,000	£0	£0
MD030 - Home to school transport - academic days	£178,900	£0	£178,900	£178,900	£0	£178,900	£178,900	£0	£0
NI003 - ASC Telecare	£500,000	£0	£0	£0	£400,000	£0	£400,000	£0	£100,000
NI004 - Expand the Handy Person service to a wider range of customers, including fee payers, supporting independent living	£10,000	£0	£0	£0	£0	£10,000	£10,000	£0	£0
NI006 - Increase income from Museums and Archives services	£100,000	£81,440	£18,560	£100,000	£81,440	£18,560	£100,000	£0	£0
NI007 - Increase income from an enhanced memorial and ceremony offer at Council sites	£10,000	£0	£10,000	£10,000	£0	£10,000	£10,000	£0	£0
NI008 - Increase income from an improved range of wedding and partnership ceremony packages	£2,000	£0	£2,000	£2,000	£0	£2,000	£2,000	£0	£0
PPR0 - Rightsizing	£11,723,400	£0	£0	£0	£0	£0	£0	£0	£11,723,400

Cabinet 15<sup>th</sup> April 2025 – Financial Monitoring Period 11

PRF&C0 - Income	£3,848,740	£0	£0	£0	£0	£0	£0	£0	£0	£3,848,740
PRR1 - Legal & Governance Resizing	£100,000	£0	£0	£0	£0	£34,680	£34,680	£0	£0	£65,320
PRR2 - Enabling Resizing	£1,256,000	£0	£0	£0	£0	£0	£0	£0	£0	£1,256,000
PRR4 - Children's Rightsizing	£2,000,000	£0	£0	£0	£0	£0	£0	£0	£0	£2,000,000
PRR5 - Infrastructure Resizing	£850,000	£0	£0	£0	£0	£0	£0	£0	£0	£850,000
PRR6 - Care & Wellbeing Rightsizing	£1,300,000	£0	£0	£0	£0	£0	£0	£0	£0	£1,300,000
PRTPS0 - Third Party	£12,991,240	£0	£1,785,449	£1,785,449	£0	£1,785,449	£1,785,449	£0	£0	£11,205,791
RC003 - Further increase allocation of the public health grant to support preventative initiatives at the children's, adults and customer front-door.	£70,000	£0	£70,000	£70,000	£0	£70,000	£70,000	£0	£0	£0
RC004 - Capitalisation of reserves as one off for staff and projects relating to transformation work to further increase funding of public health reserves to support preventative initiatives. This is for 2024/25, in addition to 1,000,000 in 23/24. This is being removed in 2025/26.	-£1,000,000	£0	-£1,000,000	-£1,000,000	£0	-£1,000,000	-£1,000,000	£0	£0	£0
RC011/19 - Review and right size business support function	£312,500	£0	£312,500	£312,500	£0	£312,500	£312,500	£0	£0	£0
RC016 - Agency Staff - reducing use of agency staff, promote permanent staffing.	£85,000	£0	£0	£0	£0	£0	£0	£0	£0	£85,000
RC025 - Review and resize the Housing Services team	£64,000	£64,000	£0	£64,000	£64,000	£0	£64,000	£0	£0	£0
RC026 - Review and potential reduction of some leisure provision to achieve cost reductions.	£100,000	£0	£70,000	£70,000	£0	£70,000	£70,000	£0	£0	£30,000
RC029 - Review staffing and resize the Rights of Way team	£6,460	£0	£6,460	£6,460	£0	£6,460	£6,460	£0	£0	-£0
RC030 - Review staffing and resize the Outdoor Partnerships team	£13,840	£0	£13,840	£13,840	£0	£13,840	£13,840	£0	£0	-£0
RC032 - Review Library Services to ensure maximum efficiencies including funding reviews and reshaping/reductions of services	£220,540	£49,340	£151,200	£200,540	£49,340	£151,200	£200,540	£0	£0	£20,000
RC040 - Dispose of Shirehall quicker and relocate services	£1,300,000	£0	£1,005,540	£1,005,540	£0	£1,005,540	£1,005,540	£0	£0	£294,460
RC074 - Anticipated cost reductions in Revenues & Benefits arising from improvement of in-house Temporary Accommodation provision.	£1,000,000	£0	£0	£0	£0	£455,860	£455,860	£0	£0	£544,140
RC078 - New model for future delivery of the Council's Out of Hours calls triage and Shrewsbury Town Centre CCTV monitoring	£47,310	£0	£30,000	£30,000	£17,310	£30,000	£47,310	£0	£0	£0
RC083 - Review and secure cost reductions in the pooled training budget	£17,270	£0	£17,270	£17,270	£0	£17,270	£17,270	£0	£0	£0
RC087 - DSG funding of SEND pressures	£500,000	£0	£500,000	£500,000	£0	£500,000	£500,000	£0	£0	-£0
RC088 - Increased charges for car parking in Shrewsbury and Ludlow but retaining Park and Ride Services.	£250,000	£0	£250,000	£250,000	£0	£250,000	£250,000	£0	£0	-£0
RC089 - Increased charges for car parking across the County.	£500,000	£0	£0	£0	£0	£0	£0	£0	£0	£500,000
RC090 - Residents' only parking will be enforced for an annual residents fee.	£100,000	£0	£0	£0	£0	£0	£0	£0	£0	£100,000
RC091 - More fixed penalties issued for dog fouling, littering and illegal parking.	£300,000	£0	£0	£0	£0	£0	£0	£0	£0	£300,000
RC092 - Large scale switch off of street lights to reduce energy costs and carbon emissions	£150,000	£0	£226,000	£226,000	£0	£226,000	£226,000	£0	£0	-£76,000
RC094 - Waste contract efficiencies across the waste service including review of garden waste collection costs and HRC opening times to be delivered through negotiated changes to the contract.	£987,000	£0	£387,000	£387,000	£0	£387,000	£387,000	£0	£0	£600,000
RC096 - Asking other organisations (commercial companies) to manage our leisure centres for us.	£200,000	£0	£0	£0	£0	£0	£0	£0	£0	£200,000
RC097 - Management of green spaces and areas of outstanding natural beauty will be passed to town or parish councils, where they choose to take that on.	£200,000	£0	£200,000	£200,000	£0	£200,000	£200,000	£0	£0	£0
SC002 - Review education transport arrangements - changes to policy and delivery models (mainstream and SEND)	£400,000	£0	£0	£0	£0	£400,000	£400,000	£0	£0	£0
SC008 - Review staffing and resize the Empty Homes service	£47,010	£0	£47,010	£47,010	£0	£47,010	£47,010	£0	£0	£0
SC013 - Rationalise property and buildings to secure revenue savings (e.g. utilities, security, repairs and maintenance etc). Use reductions to secure additional capital receipts.	£3,000,000	£0	£500,000	£500,000	£0	£500,000	£500,000	£0	£0	£2,500,000
TO001 - Explore shared emergency planning resource and resilience with partners.	£15,000	£0	£0	£0	£0	£0	£0	£0	£0	£15,000
TO002 - Review the use of the UK Shared Prosperity Fund (UKSPF) to maximise grant funding	£60,000	£0	£60,000	£60,000	£0	£60,000	£60,000	£0	£0	£0
TO004 - Review funding arrangements and contributions from external sources to higher cost placements	£500,000	£0	£500,000	£500,000	£0	£500,000	£500,000	£0	£0	-£0
TO009 - Review service synergies to secure cost reductions across Highways, Maintenance, and Outdoors services.	£1,000,000	£0	£250,000	£250,000	£0	£250,000	£250,000	£0	£0	£750,000
<b>Total</b>	<b>£59,876,040</b>	<b>£2,531,960</b>	<b>£13,204,038</b>	<b>£15,735,998</b>	<b>£3,199,270</b>	<b>£14,526,289</b>	<b>£17,725,559</b>	<b>£0</b>	<b>£0</b>	<b>£42,150,482</b>

## APPENDIX 3 - Risk Assessment and Opportunities Appraisal

### Risk Assessment

The Financial position is a significant Strategic Risk for the Council and the overspend has therefore been analysed into seven separate areas which are:

- Savings delivery
- Adult and Children’s social care demand pressure beyond budget estimates
- Other unbudgeted pressures
- Capital receipts sufficiency.
- External economic factors (e.g. inflation)
- Projects risks
- Cash position (liquidity)

As part of monthly budget monitoring, a financial assessment is carried out on how likely the Councils forecast position will be at outturn, alongside two other scenarios setting out best- and worst-case outturn positions. Table 1 below highlights the three scenarios relating to the Council’s revenue forecast outturn position only. More detailed information on how the three scenarios have been determined is set out in paragraph 4.2 below.

Regular monthly budget monitoring enables immediate action to be taken to curtail any future overspending and remain within budget allocation and is part of financial risk management approach of the Council. The Council should continue regular budget monitoring to reduce the risk of any future overspending. The low level of forecast savings delivery and the financial pressures in the current year are a significant risk for the 2025/26 financial year and continued focus and actions are being taken to maintain and reduce the overspend as far as possible.

#### Risk table

<i>Risk</i>	<i>Mitigation</i>
Savings delivery is below the targeted budget level; mitigations put forward do not achieved the impact required to deliver alternative savings. Savings of £59.9m were approved as part of the budget for 2025/26 financial year which included £7.7m of new savings, £10.9m of demand management activity in social care, and £41.3m of savings carried forward from 2024/25.	Savings delivery is divided into two main areas of activity – service-led activity and organisational-wide initiatives – each with different approaches. Organisational savings are the bulk of the carried forward savings from 2024/25 and are subject to support from the Project Management Office to support the delivery of the savings budgets through new initiatives proposed to mitigate shortfalls. The 2026/27 budget has been re-set as the current and mitigating savings proposals are no longer considered to be deliverable in their current form. As part of developing new savings plans during early 2026/27 a review on all savings will take place to consider the possibility of any of the proposals being deliverable over the period of the MTFP.
That management actions required to bring the budget into balance do not yield the results being targeted, leading to a larger pressure on the general fund balance.	Management have acknowledged the 2025/26 budget will not report a breakeven position by the end of the 2025/26 financial year and took the action to make an application for ESF to fund in part the current year overspend. However, engagement and action planning through the Leadership Board and Service Director’s respective teams will continue to provide mitigation to this risk. This includes visibility and closer scrutiny of all spending decisions in both pay and non-pay areas. Implementation of operations boards, with enhanced Service Director scrutiny to oversee spending and recruitment will help

	<p>enforce management actions. From Period 7, Leadership Board have received details on any key assumptions and risks underpinning the financial projections, so that an informed position can be agreed for the financial year and appropriate action taken, where necessary, to mitigate any know risks. Budget holder engagement has also been raised with the Leadership Board to ensure all areas of the budget are being reviewed by the relevant accountable officers for that budget. This will drive better engagement and ensure that all relevant officers are sighted on the actions they can take to manage their budgets.</p>
<p>Insufficient reserves to cover projected overspending or other deficits</p>	<p>The 2026/27 budget has been re-set which should enabled budget holders to remain within their budget allocation. This re-set included reviewing trends on demand for services and detailed savings review. . Modelling of current and future reserves levels, including both earmarked and unearmarked, against likely levels of pressure and impact on securing the desirable level of unearmarked (general) reserves have been reviewed as part of the budget setting for 2026/27 which has taken into account the use of all reserves to fund the 2025/26 overspend position. The target for the immediate aim is to retain a General Fund Balance of at least £5m by the financial year end and then increase reserves to £47.7m in 2026/27 which was considered adequate when setting the 2026/27 budget. This level will be reviewed as part of setting the 2026/27 budget.</p>
<p>Other unbudgeted risks arise before the end of the financial year</p>	<p>The general fund balance is reviewed as part of setting the budget each year and compared with known areas of risks including Strategic risks held on the Corporate Risk Register (such as the pay settlement for staff, supply chain inflation, resident need for different services). The review as part of the budget considered £5m as being insufficient to manage risks and the proposal is to increase reserves to £47.7m to manage unforeseen unbudgeted risks.</p>

The Council continues to review 7 key risks around financial pressures, which have been previously reported as set out in Table 2 below. The risks summarise the key areas which could have significant risk on the financial sustainability of the Council. The Table sets out the likelihood of the risks coming to fruition and the actions being taken as at period 11.

## Opportunities Appraisal

Table 2 – Analysis of Three Forecast Scenarios with commentary

Survival factor	MTFS assumption	Period 11					
		Fav	Central	Adv			
<b>1. Savings delivery</b>	Budget and MTFS assume 100% delivery of all savings on a recurrent basis. For 2025/26 a mitigation against in-year optimism bias was included in the GFB calculation at £11.5m (equating to c75% delivery against the 2025/26 target of £59.9m (excluding demand mitigations)	40.15	assumes £2m improvement in savings delivery by year end, including additional benefits from supplier engagement	42.15	tracker reds @ 28 Feb are £42.150m of which £37.147m relates to brought forward savings from 2024/25 for which there are not robust delivery plans in place.	42.15	tracker reds @ 28 Feb are £42.150m of which £37.147m relates to brought forward savings from 2024/25 for which there are not robust delivery plans in place. No amber savings remain, so should not be further slippage on this position
<b>2. Social care demand pressure beyond budget estimates</b>	Demand reduction measures assumed to support delivery within budget. Excess demand beyond that will impact overall financial performance.	38.409	No more favourable position currently identified.	38.409	Social Care Demand pressures in Adults and Childrens are not managed to available budget. Aim to mitigate against higher overspends in future months. Plus an increased risk of insufficient health contributions towards complex cases in light of increased CHC transfers.	40.409	Social Care Demand pressures in Adults and Childrens are not managed to existing overspend, generating higher overspends in future months. Plus an increased risk of insufficient health contributions towards complex cases in light of increased CHC transfers.
<b>3. Other unbudgeted pressures (-benefits)</b>	The budget assumes all material considerations are included in the estimates. Other pressures outside those estimates are not included, hence the provision of a general fund balance (although other Councils include a revenue contingency budget).	-33.185	Assumes an improvement in one-off savings delivery.	-31.185	No material pressures identified beyond those in the two sections above. Significant one-off savings currently identified offsetting pressures in savings delivery and social care. Use of remaining General Fund Balance	-30.185	Assumes a deterioration in one-off savings delivery.
<b>Subtotal - Revenue Monitoring Position</b>		<b>45.374</b>		<b>49.374</b>		<b>52.374</b>	
<b>4. Capital receipts sufficiency</b>	Capital receipts are generated at a level that, when added to 'in-hand' and 'de-committed' amounts, will cover VR costs plus transformation costs (capitalised). Any shortfall in capital receipts generated or increase in transformation costs could cause an additional pressure	0.000	No longer a risk given that Exceptional Financial Support has been approved which provides for up to £10m to be funded from transformation	0.000	No longer a risk given that Exceptional Financial Support has been approved which provides for up to £10m to be funded from transformation	0.000	No longer a risk given that Exceptional Financial Support has been approved which provides for up to £10m to be funded from transformation
<b>5. External factors</b>	A number of factors are known to be able to impact the financial position indirectly, but the timing or likelihood of these is unknown at the time of setting the budget. The GFB level is set on the basis of being a fund of last resort in the face of such pressures.	0.000	Assume no in-year costs arising from regulator reports.	0.000	Assume no in-year costs arising from regulator reports.	1.000	Other financial risks that may arise including application of specific grants, cost implications of winter pressures and risks involving partner organisations
<b>6. Project risks</b>	No direct or indirect implications are assumed in the budget. Possible risks include the withdrawal of funding for major capital projects which may lead to revenue pressure as "sunk" costs are written off. This must be balanced against the risk of increased borrowing requirements in the event of continuing with significantly increased project costs. NWRR has now been cancelled following Council decision on 26/02/26	0.000	No longer a risk given that Exceptional Financial Support has been approved which allows the £39m costs of the NWRR that will be written off to revenue to be funded from the capitalisation direction.	0.000	No longer a risk given that Exceptional Financial Support has been approved which allows the £39m costs of the NWRR that will be written off to revenue to be funded from the capitalisation direction.	0.000	No longer a risk given that Exceptional Financial Support has been approved which allows the £39m costs of the NWRR that will be written off to revenue to be funded from the capitalisation direction.
<b>7. Cash position (Liquidity)</b>	The MTFS assumes that day-to-day liquidity is planned for an maintained. Failure to do this, or a rapid deterioration in the council's financial position may lead to unbudgeted finance costs, and reputational damage .	0.000	No more favourable position currently identified.	0.000	Detailed day-to-day cash forecast in place. MUG (treasury advisors) engaged and advising on externalisation of previous internal borrowing. Clear management with £20m cash buffer. Projected borrowing required for 2025/26 built into monitoring position	0.000	All borrowing anticipated for 2025/26 has been built into the monitoring position since P7.
<b>Total - Risk Assessed Position</b>		<b>45.374</b>		<b>49.374</b>		<b>53.374</b>	

Given the financial position of the council remains highly challenging, summary budget monitoring reports highlighting the forecast year end position are produced on monthly basis and reported to Cabinet each quarter.

This page is intentionally left blank



**Committee and Date**  
Cabinet, 15<sup>th</sup> April 2026

Item  
Crisis & Resilience  
Fund – Delivery Plan  
Proposals

Public



## Crisis & Resilience Fund (CRF) – Delivery Plan Proposals

<b>Responsible Officer:</b>	Rachel Robinson		
email:	Rachel.Robinson@shropshire.gov.uk	Tel:	01743 254 928
<b>Cabinet Member (Portfolio Holder):</b>	Cllr Roger Evans (Finance)		

### 1. Synopsis

The Crisis and Resilience Fund provides vital **financial support to residents** in Shropshire who are struggling to meet essential living costs or who are faced with a sudden financial crisis.

**The fund is** nationally funded by the UK Government, **with Shropshire Council responsible for administering the support locally in line with national guidance. This allows the Council** working closely with its partners in the Voluntary and Community Sector, **to ensure support is delivered in a way that best meets the needs of residents.**

### 2. Executive Summary

2.1. The Government funded Household Support Fund cost-of-living programme officially ended on the 31st March 2026 and is replaced by a 3-year scheme called the Crisis & Resilience Fund. The fund provides financial support to residents who are struggling to meet essential living costs or who are facing a sudden financial crisis.

2.2. Shropshire Council has been awarded £3.67 million each year through the scheme. In addition, the council has received £758,558 of additional, one year funding to help households in need that rely on heating oil, reflecting Shropshire's rural communities.

2.3. The Crisis and Resilience Fund is designed to support a wide range of low-income households, and Crisis Payments or Resilience Services but is not limited to people receiving benefits. Support is available for individuals and families who are experiencing short term financial pressure or an unexpected drop in income.

2.4. The fund can help with essential costs including:

- food and water
- housing costs
- energy bills, including heating oil and other fuels
- clothing and school uniforms
- essential household items such as beds, appliances and carpets
- transport costs, such as fuel, bus passes or vehicle repairs
- digital essentials, including phone or broadband bills
- hygiene and period products

It can support families with children, pensioners, unpaid carers, care leavers, people with disabilities, single person households and those affected by one off financial shocks.

Shropshire Council will currently continue to provide free school meal holiday vouchers over the 2026 Easter and May half-term holidays. However, the criteria and structure of the Crisis & Resilience Fund as designated by government differ from the Household Support Fund, meaning we cannot continue mass voucher distribution (e.g., school holiday vouchers)

2.5. The list of proposed schemes, programmes and support to be delivered through this funding, has been collaboratively developed across Shropshire Council and with partners including those across the Voluntary and Community Sector. This work expands upon the support offered through the Household Support Fund in terms of crisis payments, and support with financial shocks. This includes additional capacity put into the Voluntary and Community Sector to support with advice on budgeting, income maximisation, support on benefit and entitlement to other support, support with moving into care (and financial assessments), support sessions for victims of economic abuse, financial skills training programmes delivered in libraries, extension of the warm welcome scheme year round providing spaces to meet and reduce isolation and become venues for partners to deliver services, a comprehensive training package (coproduced with the Voluntary and Community Sector) to be delivered across council staff and Voluntary and Community Sector partners embedding a no-wrong-door approach across the county. Programmes around energy efficiency, advice and debt support will also continue from the Household Support Fund. These are outlined within **Appendix 1**.

2.6. The proposals include;

- **Crisis Payments** provide short term financial support for residents facing an immediate financial emergency. This may include help with essential living costs where a person has no other reasonable means of support available. Crisis

Payments are intended to help people manage a difficult situation while they stabilise their circumstances.

- **Council Tax relief** for eligible working age households currently on council tax relief (CTR) support who would be subject to the 20% minimum payment Through the Crisis & Resilience Fund will receive a direct award made to their account of £80 for the year 2026/27. This amount will automatically be added.
- **Resilience Support:** through our community and family hubs and shropshire together directory where residents can be offered face to face or online access to a wide range of activities and support services for all ages such as early help for families, domestic abuse support, help to stop smoking, information about housing and much more. These are in eight locations across the County [Community hubs | Shropshire Council](#) The fund will support ensuring access across the County. In addition, Shropshire Local teams provide access and support in some areas where it can be more difficult to access hubs face to face. In addition, wraparound resilience support will be provided where appropriate through warm referrals between the council and partners, and partners themselves.
- **Community Co-ordination:** Shropshire Council proposals and plans for support schemes with the Voluntary, Charity and Social Enterprise sector include increased access to debt advice, income maximisation and other support around financial resilience.

- 2.7. These proposals within the delivery plan all meet the required criteria of the fund and have been proposed based on evidence of local need, alongside best practice and where relevant positive evaluations of previous schemes.
- 2.8. Residents and members can find out more or apply online via the council's website at: [what-help-can-i-claim-from-the-council/crisis-and-resilience-fund](#) or alternatively applications can be made by calling the Welfare Support Team on 0345 678 9078, at our Shropshire local sites face to face to discuss alternative options. Residents who already had an application in progress under the Household Support Fund before 1 April 2026 do not need to reapply.
- 2.9. A Crisis & Resilience Fund Working Group working alongside the Hardship & Poverty Group, would oversee day to day delivery and monitoring of the plan with routine reporting to the S151 and Portfolio Holder and the Department for Work & Pensions.
- 2.10. The delivery plan: its projects and outcomes, will be kept under review, and a further paper will be brought to cabinet in 6 months with an updated delivery plan, if changes are required to the programme in year. For transparency, annual delivery plans will also be brought to Cabinet for approval.

### 3. Recommendations

- 3.1. That Cabinet reviews the proposed schemes outlined in the attached **Appendix 1**
- 3.2. That Cabinet delegate approval of the finalised delivery plan to the Councils S.151 Officer in consultation the Portfolio Holder for Finance.
- 3.2.1. That the finalised delivery plan, as set out in Appendix 1, is approved for implementation by the Crisis & Resilience Fund working group and Voluntary

and Community Sector partners and is shared with the Department for Work & Pensions as required as part of this fund.

- 3.3. That cabinet advocates for and encourages the entire Council to support the “no-wrong-door approach” for crisis and resilience support both as Portfolio Holders and Local Members.

# Report

## 4. Risk Assessment and Opportunities Appraisal

- 4.1. Decision-making criteria have been applied to the proposals outlined in **Appendix 1**. The proposals each fulfil the requirements of the Crisis & Resilience Fund (outlined in point 7.4), as well as the principles developed by the Hardship & Poverty Group which are based on local evidence and need (*image, below*). These principles were foundational in the approach taken previously in the HSF and are now reflected in the national guidance for Crisis & Resilience Fund, representing early, good-practice working within Shropshire. Additional criteria to assess each proposal included consideration of feasibility, potential second order effects, political/reputational/partnership risks, and financial stability have also been considered.

### Principles developed by the Hardship & Poverty group: HSF3

Preference for Cash first approach
Ease of administration
Targeted at groups most impacted
Based on what has worked well previously
Review process in place & plan B if funds underspent (meet January)
Transparent and objective criteria for allocation of grants/welfare funds
Clear understanding of how each organisation is allocating funds
A variety of places for people to access support (recognising that people will go to a place they feel comfortable)

- 4.2. It is recognised that the removal of free school meal provision from the 2026 summer holidays and the 26/27 academic year onwards may adversely impact some eligible families and a potential for an uptick in food bank usage during the holidays, potentially stretching the sectors already limited capacity and provision is possible in certain instances. Therefore, mitigations are proposed (and required) to minimise impact. Suggested mitigations around this include proposals regarding increasing the allocation of Holiday Activities and Food support (with financial contributions from the Crisis & Resilience Fund), and the potential to explore free school meal auto-enrolment during the Crisis & Resilience Fund 3-year window. To provide stability for families, we have committed to funding the Easter and May half-terms. Additionally, careful and clear communications will be implemented to handle the transition to removing of this support to avoid possible reputational damage and financial shock to families signposting to the support outlined in the mitigations above.
- 4.3. There is the potential for reputational damage and loss of goodwill with the Voluntary and Community sector if programmes are not progressed or funding is not allocated to these vital groups. Resilience services and funding a well-

connected Voluntary and Community sector is a key priority and component of the Crisis & Resilience Fund. Wraparound services will require warm referrals to these groups and therefore additional capacity and funding will be required to enable them to deliver support.

- 4.4. Currently, crisis payments are delivered through our in-house welfare support team, as per previously via the Household Support Fund. Additional demands on this team in the form of proposals regarding support with council tax or energy bills, in addition the increased overall allocation will require additional capacity in the form of staffing. Proposals have been put forward for additional posts, and additionally work is being undertaken to automate and manage applications via online form to reduce administration.
- 4.5. Failure to implement successful referral pathways towards preventative resilience services will lead to demand for crisis support remaining consistent, or even potentially increasing. Close, collaborative coproduction of these pathways will be implemented with the Voluntary and Community sector, ensuring that we avoid duplication, and that specialist expertise is delivered by the appropriate agents. Crisis & Resilience Fund provides the funding to these organisations to have the capacity for this assistance.

## 5. Financial Implications

- 5.1. All items outlined within **Appendix 1** will require review so that an agreed list of schemes totaling £4,432,235 is set out. These items only would be fully funded via the CRF grant. There is no additional requirement on Council finances to deliver these standalone schemes. The [provisional allocation](#) for Shropshire regarding CRF is £3.67m. This matches previous funding through the Household Support Fund 7, however after factoring in the now merged Housing Payments (formerly separate) this represents a real-terms decline in overall funding of approximately £300,000. A further £0.76m of wider CRF has also been made available in relation to Heating Oli support.
- 5.2. Staffing (for proposed dedicated Crisis & Resilience Fund staff) and administration costs (for time of existing staff) of the programmes are funded through the grant. Additionally, costs related to physical media (leaflets, flyers, posters etc.) are also covered. This extends to proposed information flyers on how to apply to various schemes, with up-to-date information provided by partners, helping to avoid digital exclusion.
- 5.3. A key priority of the Crisis & Resilience Fund is enabling a financially healthier and more resilient population through crisis payments, and advice services. This will ensure that residents are less likely to fall into escalating financial difficulties, to fall behind on priority debts (such as council tax), are able to participate in the local economy and generally have greater agency in how they live their lives.
- 5.4. Income maximisation and budgeting education through well-funded advice and support services (funded and delivered through Voluntary and Community Sector partners) will result in individuals being less likely to approach the council or partners for financial assistance. Early crisis intervention is well evidenced to be a preventative measure, avoiding the need for future, and more costly, support.

- 5.5. Proposals outlined within the attached **Appendix 1** and future proposals (for amends or years 2 and 3) will require prioritisation by members. Some delivery schemes are costed and unamendable (or ringfenced), and some have flexibility, as referred to by “indicative figures”. Mitigations may be required in some instances where programmes have been de-prioritised between the Crisis & Resilience Fund/Household Support Fund or Crisis & Resilience Fund years.
- 5.6. Due to the critical nature of some schemes, the timescales of the announcements and delivery plan approval deadlines, to provide continued support and/or manage transition and potential mitigations, the Portfolio Holder for Finance and S151 Officer in discussions with the Executive Director for Public Health have agreed priority support for the following items due to timeframes falling outside of the Cabinet cycle and an urgent decision being required. Ongoing programmes around Crisis and Housing Payment support will remain as-is for continuity of support, access routes will also remain as-is, and applications in train between the Household Support Fund and Crisis & Resilience Fund will carry over, and residents will not need to reapply. The preapproved schemes being:
- 5.6.1. Approval of extending existing free school meal support during the holidays for the Easter and May half-terms (excl. summer holidays) at a cost of approximately £135,000.
- 5.6.2. Approval of the delivery/start of the Crisis Payments scheme from the 1<sup>st</sup> April via the Welfare Support Team as per previously, including the temporary extension (for 6 months) of staff until the delivery plan is approved.
- 5.6.3. Approval of a direct on account pay award of up to £80 for working age claimants on Council Tax Relief (CTR) support, who would be impacted by the 20% minimum payment. This represents a 33% increase in support offered via HSF, where this figure was capped at £60. This will be administered as part of the annual billing cycle in March/April 2026. Further communications around Council Tax support have been communicated in addition, including new webpages.
- 5.7. The CRF Housing Payments Strand (formerly Discretionary Housing Payments “DHP”) – is ringfenced for years 1 & 2 and unchangeable, this includes a standalone administration fee for handling this strand of the fund. Due to increased demand noted over HSF7 – there is a request to increase this allocation by 20% (approx. £75,000), which is allowable under current guidance. Housing Payments support the demand on social housing and reduce the risk of homelessness.

## 6. Climate Change Appraisal

- 6.1. Some proposals outlined within appendix 1 are related to energy efficiency works or home adaptations to reduce the cost (and usage) of fuel in properties that are not up to acceptable EPC standards. We continue to work collaboratively with partners to deliver this support, who also provide advice and support on reducing bills or debt arrears. Any further support in this area post HSF will depend on agreed upon proposals.

- 6.2. Crisis payments can also extend to replacing carpets (reducing heating bills, fuel usage and falls risk), or to replace essential white goods with more energy efficient equipment.
- 6.3. Potential colocation of services may reduce travel across the county to attend support services/sessions, reducing demand on carbon emissions caused by longer commutes. Grant funded communal warm or cool spaces at partner venues or libraries/community hubs can potentially lead to a reduction in energy usage within the home.
- 6.4. Where residents are supported through the Heating Oil scheme, signposting will take place to programmes delivered by the in-house Affordable Warmth & Energy Efficiency team to alternative, more climate friendly means of heating the home (where possible and practical).

## 7. Background

- 7.1. [The Household Support Fund \(HSF\)](#) (October 2021 to March 2026) started as a cost-of-living support programme during the COVID-19 pandemic, and was a rolling programme, extended at short notice in 6- or 12-month periods, for a total of 7 funding rounds. This fund was delivered by a collection of both internal teams and external partners who are funded via grant agreements to deliver cost of living crisis and financial support as per the government guidance. As of the 1<sup>st</sup> April 2026, this has been replaced with a 3-year programme, called the [Crisis & Resilience Fund \(CRF\)](#).
- 7.2. The Crisis & Resilience Fund is a multi-year, multi-strand grant, to deliver crisis payments within a 48-hour target window, implement outcomes-based programmes, and to build long-lasting financial resilience in both the population and our partner organisations. The CRF operates under 4 “strands” – councils are required to provide support in each of these areas. It represents a fundamental shift from reactive emergency handouts to structured, outcome-driven crisis support. Reporting on Key Performance Indicators and spend is required twice yearly in the form of management information (MI) returns that are submitted to the Department for Work & Pensions (DWP) – and signed off by the councils S.151 Officer. Returns are collated and managed via an internal Crisis & Resilience Fund working group, of which finance is also represented.
- 7.3. The four strands are: **Crisis Payments**: Providing support to those in crisis, **Housing Payments**: Providing financial support towards housing needs, to those who face a shortfall in meeting their housing costs, **Resilience Services**: Funding for services delivered by Authorities or external providers to improve financial resilience, and **Community Coordination**: Investment in activities that connect and enhance the local support landscape. There are expectations and requirement that any form of crisis payment connects to some form of wraparound resilience support. This will take the form of warm referrals to either internal Council departments, or external Voluntary and Community Sector partners.
- 7.4. Within these strands, there is a requirement to evidence that plans and programmes meet the criteria of one or more of the seven outcomes outlined within the fund. These are: reduced experiences of material deprivation, reduced need for emergency food parcels, increased access to appropriate and quality advice services, increased savings, reduction in priority debt, maximisation of individuals’

incomes and a decreased need for crisis and housing payments. These outcomes form part of the KPI's that the council (and partners) are required to report on in the MI return referred to in point 7.2. The 3 main priorities of the Crisis & Resilience Fund are:

**Priority 1:** *Provision of effective crisis support. Delivering effective crisis support is intended to prevent the occurrence or escalation of individuals' crises. By offering timely, needs-based assistance to those with low incomes facing financial shocks, Authorities can reduce the risk of crisis need. This includes the provision of financial support towards housing needs, to those who face a shortfall in meeting their housing costs.*

**Priority 2:** *Improving individuals' financial resilience. By strengthening financial resilience among individuals, Authorities empower citizens to better manage financial shocks and mitigate the occurrence, recurrence and escalation of crises.*

**Priority 3:** *Bolstering the local-level support landscape. A joined-up, visible local support network is key to the CRF's approach to build financial resilience. This includes strengthening resilience networks within local communities, that in turn boost the financial resilience of individuals within these communities. This coordination enables a suitable range of Resilience Services to exist within a local area and ensures there are clear referral pathways between them and crisis support. Through this effective join-up of local support services, Authorities can expect those seeking crisis support to be appropriately referred to services that build their individual financial resilience.*

- 7.5. The internal working group, alongside partners in the Voluntary and Community sector have collated a list of budgeted proposals and programmes for consideration and approval by cabinet to set the direction of support they would like to take. These are outlined in **Appendix 1**. These proposals were developed collaboratively, both across the council and with partners, using priorities derived from conversations with the Hardship & Poverty Group as well as evidence on local need, including historical support offered through the Household Support Fund. An in-person workshop was held with the Voluntary and Community Sector to identify their priorities, and where this fund could be used to support the sector to continue to deliver resilience services, as well as how referral pathways could be strengthened both amongst themselves, and to and from the Local Authority. The ask is for Cabinet approve which of these proposals they are supportive of taking forward, ensuring that the selected programmes (including staffing and administration costs) fit within the £3.67m funding envelope.
- 7.6. Proposals put forth by external partners (if agreed) will be handled via grant funding agreements and managed via quarterly budget and metric monitoring meetings. This same format will be used for programme management internally to provide greater reassurance to members in addition to the mandated twice-yearly reporting returns to the Department for Work & Pensions. This data tracking will be used to inform any proposals and budget setting for years 2 & 3. Underspends within the first 2 years can be carried forward, but the authority is required to spend the overall allocation by 31<sup>st</sup> March 2029. Payments are made monthly as part of the local government settlement.
- 7.7. To support the delivery and management of the Crisis & Resilience Fund– additional (funded solely via the grant) staffing posts are outlined in the attached

proposals. These range from increasing the number of posts within the Welfare Support Team to deliver the Crisis Payments strand, an additional new post to support the administration, data and reporting on overall CRF programmes, and an additional post within the Affordable Warmth and Energy Efficiency (AWEE) team to support programme delivery.

- 7.8. Access routes for Crisis Support & referrals to Resilience Services will include in-person via Shropshire Local, via phone through Customer Services or Welfare Support, or online via email or (in development) application form.
- 7.9. Historical schemes that were previously (and continue to be) funded by the Household Support Fund where required due to committed spend will extend into the 3-year Crisis & Resilience Fund grant window to ensure maximum value is obtained from both grant allocations.
- 7.10. It is expected that a substantial portion of the funding allocation is used towards the Resilience Services and Community Coordination strands. Current costs of Voluntary & Community Sector proposals (as outlined in appendix 1) or schemes for these strands are around £885,000. Additional Crisis & Resilience Fund resilience support will be provided through Council administered schemes via internal teams. Expectations of increased demand on this sector would benefit greatly from additional funding provision, such as reallocation of blanket Free School Meal support or other proposals to more targeted schemes. Staffing capacity was identified as the main priority and requirement of the Voluntary & Community sector in conversations and co-development workshops.
- 7.11. As of the 16<sup>th</sup> March, in a letter to the Leader of the Council, an additional £758,558 was awarded to Shropshire as part of the CRF specifically to support with the rise in price of heating oil and energy bills. The delivery mechanism for this support is still under discussion at the time of writing, pending eligibility criteria, application routes and staffing capacity within existing teams. This figure has not been included in the above total support to the Voluntary & Community sector as the allocations/split of this support remain to be confirmed.

## 8. Additional Information

- 8.1. This funding and the proposals outlined in **Appendix 1** support the Council's desire to empower and provide resources to Voluntary and Community sector partners, as outlined in the [New Directions](#) document. It provides financial stability and consistency to this sector over a 3-year period, relieving them of immediate funding pressures and allowing them to build resilience in the support services they deliver to residents in Shropshire. It is expected as part of the guidance of this fund that a substantial portion of the grant will be used to improve these services.
- 8.2. The delivery proposals outlined here are initially for the first year of these schemes, and will change based on best practice, evidence and feedback from residents and partners, all using an evidence-based approach. There is scope to amend these priorities due to events that may take place over the 3-year funding window that impact specific cohorts more than another.

## 9. Conclusions

- 9.1. The Crisis & Resilience Fund allocates financial support to those most at risk/need. It allows for targeted, referral, and application-based schemes with a person-centred approach to maximise resilience on a case-by-case basis. It expands on the partnership working established and successfully delivered through the Household Support Fund, whilst providing greater opportunities across the sector for more comprehensive support via improved referral pathways.

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

**Local Member:** All members – this is a county-wide scheme.

**Appendices**

**Appendix 1:** Crisis & Resilience Fund Draft Delivery Plan

This page is intentionally left blank

# Crisis Resilience Fur

Cabinet - April 2026

Team/TPO	Proposal/s	CRF Strand	CRF Priorities
N/A	Administration, Staffing & Communications	<b>ADMIN</b>	N/A
Revenues & Benefits	Council Tax Relief Support (CTRS) scheme	<b>Crisis Payment</b>	Reduction in Priority Debt
Revenues & Benefits	Housing Payment Scheme (Formerly DHP)	<b>Housing Payment</b>	Ringfenced (Former) DHP Payments. Reduction in Priority Debt.
Free School Meals	Free School Meals Funding for May Half Term	<b>Crisis Payment</b>	Reduced need for emergency food parcels
Welfare Support Team	Crisis Support Scheme	<b>Crisis Payment</b>	Reduced need for emergency food parcels, Reduction in Priority Debt, Maximisation of individuals' incomes

Community Resource / Welfare Support	Heating Oil Support Scheme - <b>IN DEVELOPMENT</b>	<b>Crisis Payment</b>	Reduction in priority debt
Public Health	Community & Family Hubs	<b>Resilience Services / Community Coordination</b>	Increased access to appropriate and quality advice services, Increased savings, Reduction in priority debt, Maximisation of individuals' incomes
SFPA	Food Poverty/Insecurity - Support to Foodbanks and similar venues.	<b>Resilience Services / Community Coordination</b>	Reduced need for emergency food parcels, Increased access to appropriate and quality advice services
Citizens Advice Shropshire	Citizens Advice additional Community Advisor, Data, Impact, Research, Shropshire Food Poverty Alliance funding and Specialist Debt & Money Advisors	<b>Resilience Services / Community Coordination</b>	Increased access to appropriate and quality advice services, Maximisation of individuals' incomes
Marches Energy Advice (MEA)	Debt Repayment Fund, Individual Warmth Grants, Energy Efficiency Grants, Development of locally adapted energy advice materials, Energy Resilience - Workshops for Families & Young People	<b>Resilience Services / Community Coordination</b>	Increased access to appropriate and quality advice services, Community Coordination - building community level support, Decreased need for crisis and housing payments, Reduction in Priority Debt, Reduced instances of material deprivation

<p>AWEE/Public Health/MEA</p>	<p>Community Resilience Hubs</p>	<p><b>Resilience Services / Community Coordination</b></p>	<p>Increased access to appropriate and quality advice services, Increased savings, Reduction in priority debt, Maximisation of individuals' incomes, Decreased need for Crisis Payments and Housing Payments</p>
<p>AgeUK</p>	<p>Advisor and programme developmental posts</p>	<p><b>Resilience Services / Community Coordination</b></p>	<p>Increased access to appropriate and quality advice services, Reduced experiences of material deprivation, Maximisation of individuals' incomes, Decreased need for crisis and housing payments, Increased Savings</p>
<p>Page 87 Community Resource</p>	<p>Delivery of Training support across VCSE sector  Hardship and Poverty Grants</p>	<p><b>Community Coordination</b></p>	<p>ALL</p>
<p>IT/Web Team</p>	<p>Regular amendments/refreshes to council webpages for accurate, up to date information.  Development of online application form for Crisis Payment scheme.</p>	<p><b>Resilience Services</b></p>	<p>N/A</p>

Shropshire Libraries	Library Financial Skills & Warm Space Programmes	<b>Resilience Services</b>	Increased access to appropriate and quality advice services, Increased savings, Reduction in priority debt, Maximisation of individuals' incomes, Decreased need for Crisis Payments and Housing Payments
Care Leaving Team Page 88	Various support programmes including crisis payments, advice and support sessions, and targeted training to enable care leavers and young people about to leave care to upskill/attend courses building independence and employment skills.	<b>Resilience Services / Crisis Payments</b>	Reduced experiences of material deprivation, Increased access to appropriate and quality advice services, Increased savings, Reduction in priority debt, Maximisation of individuals' incomes
Early Help	Increase/additional contribution in HAF provision, as mitigation for reduction in FSM support over holiday period.	<b>Resilience Services / Crisis Payments</b>	Reduced need for emergency food parcels
Domestic Abuse Prevention Team	Economic Abuse Training Sessions	<b>Resilience Services / Community Coordination</b>	Reduced experiences of material deprivation, Increased access to appropriate and quality advice services, Increased savings

<p>Affordable Warmth &amp; Energy Efficiency (Supported by Housing Enforcement)</p>	<p>Warm &amp; Safe Homes (WaSH) scheme, Heatsavers, Winter Emergency Heating. Affordable Warmth Payments, Central Energy Advice Service (Keep Shropshire Warm), Energy Efficiency Enabling Grant, Fuel Poverty Action</p>	<p><b>Resilience Services / Crisis Payments</b></p>	<p>Reduce material deprivation, reduce need for crisis / housing payments, maximise individual's income, increase access to quality &amp; appropriate advice services, increase savings.</p>
<p>Public Health</p>	<p>Standalone CRF officer to support programme delivery</p>	<p><b>STAFFING</b></p>	<p>N/A</p>
<p>Affordable Warmth &amp; Energy Efficiency</p>	<p>Additional staffing to support energy efficiency programmes.</p>	<p><b>STAFFING</b></p>	<p>N/A</p>

# and (CRF) Initial Delivery Plan 2026 - 2029

<b>£4,432,235</b>	
<b>Provisional Budget (inc. Heating Oil)</b>	
<b>Additional Information</b>	
Administration costs. Would be utilised to design, print and promote available support in a physical format, these would be delivered and stored at Community Hubs, Libraries, Leisure Centres and partner venues.	
Page 99	Up to £80 payment on account for those working age claimants on CTRS at risk of 20% minimum payment.
	Ringfenced to replace DHP. Increase in DHP allocation/provision following increase in demand for this support. Requested an increase in allocation of 20% - permissible through guidance.
	1 week May Half term only due to change in national guidance. Removal of FSM support over the summer holidays and beyond requires careful mitigations through support to other programmes such as enhancing the HAF offer, or further wraparound support into appropriate resilience services/supporting foodbanks/pantries)
	Delivery of crisis payment programme for 1st April. Extension of existing scheme from Household Support Fund, extending to referral point for council no-wrong-door approach. Budget increased to accept additional referrals. Team will refer as appropriate to VCSE partners or internal teams for wraparound resilience support. Online application form in development to reduce administration and allow for greater coverage. Includes funding for an additional staffing post to support delivery/provide resilience support.

Further details to follow but in the meantime support is available via existing Crisis Support scheme

Funding of co-location of support services is a component of the CRF. This will support the 8 Community & Family Hubs to remain open, supports costs for relocation of some premises to expend and deliver resilience services. Scope to explore hosting of budgeting and support events at these venues. Community & Family Hub staff would also undertake Ask Assist Act training and be given signposting and referral details for additional support as well as be able to connect to crisis payments scheme via online application form.

Foodbank support/contributions and placement of resilience services on-site. CRF is moving away from direct payments to foodbanks however the demand is still there. This would look to explore a scheme with the Shropshire Food Poverty Alliance about how we can support this within the allowable framework of the CRF outcomes and objectives.

Investment into research and campaign efforts to further promote and advertise available resilience services, and form the data used to steer future CRF programmes. Coordination and support of hardship/poverty networks, handle impact reporting to identify trends. FCA Accredited requirement. Budgeting advice and support to maximise income and build financial resilience.

Debt Repayment Fund: providing valuable relief households and connecting them to advice and support to build resilience. Individual Warmth Grants, Workshops for Families & Young People. Development of locally adapted energy advice materials, Setting up a frictionless route to energy advice and support for residents who have applied for council managed energy efficiency grants, particularly those who in a holding position, are ineligible or have dropped out of the scheme. Setting up a pathway of support for residents who have had an energy efficiency install under a grant scheme. This would be unique to the measure(s) installed and flex according to householder needs. Running a series of workshops aimed at families and young people moving into/towards independent living. These workshops would be aimed at building energy resilience and opening up access to wider services and support and would utilise the Neighbourhood Hubs as venues where possible.

Investigate and launch a community venue "Resilience Hub" model (name tbc). Exploring how we can support and fund pre-existing and new venues to operate year round as warm/cool hubs and drop in centres for signposting information. This would extend to being a usable venue for VCSE partners, as well as internal council teams looking to deliver community work.

Benefits Advisor specialising in advice for older individuals, accepting referrals and connecting with appropriate support services. Developmental Role - specialising in targeted support, and development of new programmes and collaborative working opportunities following the VCSE workshop and priorities of VCSE sector and county at large

Co-development and delivery of bespoke training package - to be rolled out across the "resilience hub" venues, all Shropshire Council staff, VCSE and system partners.

A flexible crisis grants programme that responds urgently when a household faces a financial shock. Grants of £150–£550 will cover urgent needs such as income loss, emergency housing costs, essential repairs, temporary heating or cooking solutions, emergency travel or unexpected caring responsibilities.

Wherever possible, payments will be made directly to suppliers to speed up support.

Access will be through a single referral route via trusted partners, community groups and the Family and Community Hub network. Volunteers will play a central role, working directly in communities to identify need early, help residents access referral agencies and reach people who would not usually ask for help.

Eligibility will prioritise those most at risk: low-income families, older people, disabled residents and households facing debt or housing insecurity. Staff will use the Ask, Assist, Act approach to recognise vulnerability, offer supportive conversations and link people to wider services.

Development of any web-based requirements, application forms or advice hubs.

Annual refresh of cost-of-living webpages to ensure accurate, up to date information from partners.

Development and maintenance of Shropshire Together Directory

New offer, with an emphasis on finance/advice/budgeting basics - such as online banking, scam avoidance and financial skills. To be delivered by specialist qualified trainers.

Care Leaver ringfenced Crisis Payment fund- to include emergency payments for utilities, rent arrears that could result in evictions, travel costs to reduce isolation, mobile phone and internet costs, white goods and household goods, home security, food and clothing and debts.

4 weekly rolling programme to address budgeting and finances, housing and managing a home, education, employment and training and health as all 4 areas will develop resilience and reduce crisis. This would include costs for specialists to deliver training where needed.

Training budget to enable upskilling of care leavers and preparing them for work or education to include suitable work clothing or equipment needed for educational courses.

Develop a programme to be delivered to looked after children aged 13+ to support them to develop their independence skills prior to becoming an adult and cover the costs of printing, leaflets and updating the local offer to include details of how to access the care leavers crisis resilience fund.

Recommended support suggested as per CRF guidance as mitigation for Free School Meals

1/2 day training , community based sessions - held around the County at various locations and alongside groups

Twice yearly education session to our Young People through the Preparation for Adulthood teams to give them the skills to understand what financial and economic abuse looks like and how to keep themselves safe financially. Tailoured to be inclusive and trauma informed and accessible to all communities.

Warm & Safe Homes (WaSH) scheme, as from HSF. Highly scalable. Proactive detection and resolution of Housing Health Hazards (eg. excess cold, damp & mould, trips & falls, etc.) -Heatsavers: Hot Water Modernisation, Winter Emergency Heating. Affordable Warmth Payments - Direct cost-of-living payments made to those identified as vulnerable to the cold ahead of winter months, to help build credit and prevent 'heat rationing'. Central Energy Advice Service (Keep Shropshire Warm), provide a central point of contact housing & health referral & advice service for those in or at risk of experiencing fuel poverty. Provide advocacy for those experiencing energy debt. Energy Efficiency Enabling Grants Fuel Poverty Action - Roaming energy advice outreach, direct energy payments, fuel depots for isolated communities training on fuel debt, energy bills, energy efficiency etc. for frontline workers / teams / VCSE.

A dedicated support officer will provide additional capacity across all teams to ensure that the breadth of programmes outline within this list are able to be developed, monitored and reported on.

Dedicated support officer within AWEE team to deliver programmes and support the wider CRF energy agenda.

£	4,432,235.00
<b>100%</b>	
Indicative figures 26/27	
£	200,000.00
£	150,000.00
£	439,926.30
£	135,000.00
£	680,000.00

£	758,558.00
£	86,288.60
£	100,000.00
£	191,000.00
£	144,395.00

£ 169,690.00

£ 80,000.00

Page 97  
£ 200,000.00

£ 10,000.00

£ 50,000.00

£ 100,000.00  
Page 98

£ 200,000.00

£ 5,000.00

£	639,500.00
£	46,438.55
£ Page 99	46,438.55

This page is intentionally left blank



**Cabinet 15.04.2026**

Item

Public



## Introduction of Weekly Food Waste Collections

<b>Responsible Officer:</b>	Laura Tyler		
email:	Laura.tyler@shropshire.gov.uk	Tel:	01743 253178
<b>Cabinet Member (Portfolio Holder):</b>	Cllr David Vasmer		

### 1. Executive Summary

1.1 The Environment Act 2021 came into force in April 2021 and sets out a framework for long term environmental goals. It also established new legal duties for local authorities and powers for the government to take action to address various environmental challenges, all seen as a significant step in the UK achieving a more sustainable and greener future.

1.2 The Simpler Recycling Legislation came into effect in March 2025 and aims to standardise recycling across England. It includes the statutory requirement that all Waste Collection Authorities, including Shropshire Council, must provide weekly food waste collections from all households from 31 March 2026. This requirement is designed to allow households to dispose of odorous organic waste on a frequent basis. As a new legislative requirement, this is considered to be a “new burden” on local authorities, thereby requiring appropriate funding to be made available.

1.3 As such, Government has provided funding for initial implementation and capital costs of the scheme. Funding for significant and additional annual revenue costs were initially understood to be provided by specific grants to Local Authorities. More recently, the Department of Environment, Food and Rural Affairs (DEFRA) has confirmed that funding will be provided through Council’s General Grant allocated through the fair funding formula confirmed through the final local government funding settlement in February 2026

1.4 Setting food waste collection to one side, Shropshire’s funding settlement amounted to a reduction in real terms from the previous year in the face of ongoing demand and price pressures for other statutory services. No evidence is available of how funding for weekly

food waste collections has been included within the settlement or of the value associated to providing this service to all households each week.

1.5 Over a number of months, Council officers have worked with both DEFRA and the current waste management provider Veolia ES Shropshire, to find the most cost-effective solution to deliver a legally compliant weekly food waste service. The current PFI contract with Veolia is complex and ends in 2039. The current PFI waste management contract does not provide currently for the universal service and requires negotiation of existing contractual arrangements or the creation of alternative arrangement incurring cost to the Council.

1.6 There has been ongoing dialogue with DEFRA since 2023 through formal responses and monthly meetings where the council have raised concerns regarding the mechanism and amount of revenue funding that would be available to operate the service in the long term. All indications were that this would be through new burdens funding. Because of the assumption that specific government funding would be forthcoming, the Council's request for Exceptional Financial Support had not included the costs of this new burden.

1.7 On the 29th January 2026, the Economy and Environment Overview and Scrutiny reviewed a number of options to progress with the scheme, especially in the context of the absence of any revenue funding from Government to fund new additional revenue costs, contractual constraints and opportunities within the current collection and disposal contract with Veolia. A number of recommendations were made to Cabinet in respect of continued lobbying of Government for appropriate funding and affordability.

1.8 Since that time, further discussions have taken place with the contractor and some options put forward to Scrutiny Committee at the time have been assessed and are no longer considered to be practical at this time. Additionally, the lack of current availability of an In Vessel Composter (IVC) is an impediment to the disposal of the food waste once it has been collected. While an IVC is contracted to be built by the contractor, this is by the end of the contract in 2029 and will need special consideration as the project moves forward.

1.9 It is now understood that a number of other local authorities are also struggling to launch their own local arrangements for weekly food collections for 31<sup>st</sup> March 2026 because of a number of factors including affordability, contractual arrangements, time required to mobilise and geography (e.g. rurality) of the councils concerned. In some cases, they have applied for exemptions to the legislation.

1.10 Given the ongoing uncertainty, there still remains a need for the Council to plan for a future rollout of a compliant scheme and to assess when this may be mobilised, subject to funding.

1.11 This report sets out proposals for planning for the delivery of this regulated service and the approach to funding the new requirement for weekly food waste collections in Shropshire for all households.

## 2. Recommendations

### **Cabinet notes:**

- a) the new legislative requirement to provide weekly food collection from 31 March 2026 for every home in Shropshire**
- b) that compliance with the new arrangement has not been possible at this time as a result primarily of contractual and financial constraints**
- c) the comments from The Economy and Environment Overview and Scrutiny Committee at its meeting on 29<sup>th</sup> January 2026 as set out in the report**
- d) the initial capital and revenue funding already available to the Council to support design and implementation**

### **And instructs the Service Director for Place Shaping:**

- e) to undertake further work with the current contractor to assess the full costs and timing of a fully compliant scheme**
- f) To update a complete risk assessment of the plan moving forward**
- g) Separately to consider the need for an application to DEFRA for exemption from the regulatory requirements on the basis of rurality and contractual complexity.**
- h) to write formally DEFRA to confirm the Council's position and plans to design and assess the full cost of the project and the likely timescales involved, again subject to affordability**
- i) To report further to Cabinet in July 2026 updating them on progress.**

# The Report

## 3. Background

3.1 The Environment Act 2021 came into force in April 2021 and sets out a framework for long term environmental goals and established new legal duties and powers for the government to take action to address various environmental challenges and is a significant step in the UK achieving a more sustainable and greener future.

3.2 Improved consistency in recycling collections relates to the standardisation of recycling collections to ensure that there is consistency in the types of materials accepted for recycling, the collection methods and the overall effectiveness and efficiency of the whole process. The principal aims are to increase recycling rates, reduce contamination as there will be clear and consistent messaging and conserve valuable natural resources whilst reducing greenhouse gas emissions.

3.3 The Simpler Recycling Legislation came into effect in March 2025 and aims to standardise recycling across England and includes the requirement that all households are required to have a weekly food waste collection from 31 March 2026

3.4 In December 2022 DEFRA wrote to all Local Authorities regarding the implications of the introduction of separate food waste collections on existing long-term contracts setting out relevant criteria for a potential transitional period insofar that, Councils in these contracts not already collecting food waste would not have to introduce weekly food waste collections until the end of their contract and a list of these are set out within the Environment Act 2021(Commencement No9 and Transitional Provisions) Regulations 2024.

3.5 At the time it was assumed that the revenue funds the Council expected to receive would be sufficient to comply with the legislation. Not least, this was supported by the fact that fortnightly collections of food with garden waste were already included within the existing contract as was the provision of a new IVC. These assumptions now require a thorough overhaul.

3.6 The council will request a retrospective 'transitional period' whilst it works towards a longer-term solution. Other local authorities are in a similar position with a recent BBC news article suggesting that more than a quarter of councils will miss the deadline set.

## 4. Financial Implications

4.1 The Council has received funding of £835,945 to cover the cost of transitional activities leading to the start of weekly food waste collection from every household in the County.

4.2 Total ring-fenced capital funding for capital costs of delivering the scheme (including vehicles, project management,) totals £3,627,036. This funding is one off fund and no further capital funding (e.g. for future replacements of facilities) has been indicated.

4.3 It is anticipated that the annual unbudgeted costs to be incurred in a fully compliant scheme will be in excess of £3.8m per annum and subject to a negotiated position being agreed with the contractor.

4.4 As detailed in the MTFs cabinet paper dated 21 January 2026: 'The Provisional Local Government Settlement has been calculated based on the outcomes from the Fair Funding Review undertaken in the summer of 2025 and has resulted in the consolidation of several other specific grants previously received.

4.5 The intention of the Fair Funding Review was to accurately reflect the costs involved in providing services in local government. Following consultation, the government has decided to remove all remoteness related funding to the Area Cost Adjustments except for Social Care, and as a result, the provisional settlement is £4.4m less than had originally been anticipated. Combined with the loss of Rural Services Delivery Grant in 2025/26, this has resulted in a total loss of funding of £13.3m for Shropshire residents. This anticipated loss of funding was reflected in the Council's application for 2026/27 exceptional financial support. Government do not take into account the cost for delivering across a very large rural county and have not adequately funded this additional financial and ongoing revenue pressure to council and its residents.

## 5. Risk Assessment and Opportunities Appraisal

<i>Risk</i>	<i>Response</i>
1) Council has no agreed delivery strategy for the statutory requirement for weekly food waste collections and a failure to implement new legislation could lead to enforcement action, fines or legal challenge	<p>A) We have been part of the DEFRA food waste project for over three years and have raised the issue regarding the Council's financial position with the project lead officer and our Waste Infrastructure Development Programme (WIDP) transactor. We have made clear to them that the Council is not in a position to make any financial commitment until we receive the required funding; and we will write to them formally and request adequate financial support</p> <p>B) We will apply for a retrospective transition in accordance with the Environment Act 2021(commencement No9 and Transitional Provisions) Regulation 2024 to safeguard the council if we cannot resolve the budget gap and or capacity issue.</p> <p>C) This would allow the council to delay the implementation of a weekly food waste collection until the end of the existing contract from April 2039</p> <p>D) This requirement would be included as part of the specification for a new waste collection contract, this element has several</p>

	potential providers in a competitive market, and the savings achieved should be sufficient to incorporate a weekly food waste service at no additional cost
2) Capital costs - there has been no capital funding for the additional infrastructure cost including transfer stations additional storage bays, permit variation around storage time, additional RCV and staff parking/ welfare etc. Under our contract with Veolia this will fall under the qualified change in law and therefore this cost will fall upon the council, and the expectation is that this will be significant.	<p>A) We have raised this issue with our WIDP transactor, DEFRA colleagues and through the recent consultation. DEFRA have confirmed that, we can make representations for funding regarding an area not already covered through an appeal.</p> <p>B) Requesting full details of cost from Veolia will ensure that we have a comprehensive understanding of actual contract costs.</p> <p>C) We have procured technical consultancy support for the whole of the contract and can carry out a full and detailed analysis of these costs to ensure we have a robust argument if we appeal to DEFRA.</p>
3) Revenue pressure: The implementation of a weekly food waste collection is unaffordable to the council	<p>A) Continued modelling with the Provider which may start with a fortnightly collection; other models need to be considered such as 3 weekly collections to mitigate budget pressure</p> <p>B) DEFRA is written to with a request that this is new burden is adequately funded.</p>

## 6. Climate Change

6.1 There are no climate change issues arising directly as a consequence of the report although they will need to be considered in detail as part of future planning

## 7. Overview and Scrutiny

7.1 The Economy and Environment Overview and Scrutiny committee on the 29 January 2026 discussed some of the challenges and possible options related to implementing a food waste collection scheme.

7.2 The Economy and Environment Overview and Scrutiny committee on the 29 January 2026 discussed some of the challenges and possible options related to implementing a food waste collection with the below responses:

Following debate, the Committee did not reach a unanimous view. A vote resulted in an equal split (4–4) between the following two recommendations:

**Recommendation 1 (supported by four members):**

To recommend Option 1 (“Do nothing”), on the basis that:

- The Council wishes to deliver Option 3 (“Weekly food collection by introducing a fortnightly separate collection of food waste only”) in full but cannot responsibly implement the statutory requirement without the necessary ongoing revenue funding from Government.
- The Council should therefore not introduce a new unfunded statutory service and should maintain its current arrangements until Government meets its new burdens obligations.

Members supporting this recommendation considered it essential to make a stand against unfunded mandates.

**Recommendation 2 (supported by four members):**

To recommend Option 2 (“Introduce a fortnightly collection of food waste to all households collected with garden waste” using the existing garden waste rounds and new caddies), on the basis that:

- This provides universal access to food waste disposal for all households.
- It represents a practical and deliverable transitional arrangement while Government funding remains unresolved.
- It demonstrates progress towards compliance with statutory requirements without immediately incurring the full cost of a weekly service.

**Unanimous Additional Recommendation:**

Regardless of the preferred option, the Committee unanimously agreed to recommend that Cabinet:

- Undertake urgent and sustained lobbying of Government, including Defra, MHCLG, local MPs, the County Councils Network and other affected authorities.
- Seek clarity and appropriate ongoing revenue funding to deliver weekly food waste collections as required in legislation.
- Work collaboratively with other Councils facing similar challenges to present a coordinated position.

7.3 Since then Committee meeting Officers have started to make contact with some local authorities to understand their challenges and next steps. Additional challenges have arisen with the current contract and the proposal to transition and start a fortnightly collection, and officers will continue to work at future model.

## **8 Conclusions**

8.1 The implementation of the requirement to provide weekly food waste collections to all households in Shropshire from April 2026 is not achievable due to the issues outlined in the report.

8.2 Council officers will continue to work with the current Provider Veolia to look at how a phased approach can be implemented with minimal impact on the Council’s budget given the current financial challenges and potential capacity issues.

8.3 The Council will continue to look at how it will fund weekly food collections and seek a response from DEFRA on how they can support this challenging position given the new burdens the council has responsibility for without being provided with adequate budget.

8.4 The waste PFI contract adds additional complexity and there has been a significant amount of work undertaken to date to fully understand the actual costs whilst continuing to find the most cost-effective solution.

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

**Local Member:** *ALL*

**Appendices**



**Cabinet**  
15<sup>th</sup> April 2026

Item

Public



## Shrewsbury Town Centre Design Code

<b>Responsible Officer:</b>	Kassandra Polyzoides, Service Director – Place Shaping		
Email:	<a href="mailto:kassandra.polyzoides@shropshire.gov.uk">kassandra.polyzoides@shropshire.gov.uk</a>	Tel:	01743 254 797
<b>Cabinet Member (Portfolio Holder):</b>	Councillor David Walker		

### 1. Synopsis

1.1 To seek approval by Cabinet that the Shrewsbury Town Centre Design Code be adopted as a material consideration in the planning decision making process following a public consultation that took place between October 2025 to January 2026.

### 2. Executive Summary

- 2.1. The Shropshire Plan includes strategic objectives to “develop Shropshire as a safe, strong and vibrant destination to attract people to live in, work in, learn in and visit” and “maintain, protect, and enhance our outstanding natural and historic environment”. These will be reflected in decision making which “will be made using a strong evidence base which supports a better understanding of the likely impacts on Shropshire communities”.
- 2.2. The draft final Shrewsbury Town Centre Design Code (Appendix 1) (hereafter Design Code) will support the achievement of these Shropshire Plan strategic objectives by:

- Providing guidance to those progressing planning applications on the design expectations in the town centre. Resulting in greater certainty, enabling them to make efficient and effective use of their resources, and the achievement of a higher quality of design.
- Planning officers determining planning applications in Shrewsbury town centre with further guidance to support their decision making.

2.3. The National Planning Policy Framework (NPPF) views Design Codes as essential tools to:

- Deliver beautiful, well-designed, environmentally sustainable places
- Provide developers with certainty and reduce ambiguity
- Embed community-driven and locally distinctive design principles
- Raise design quality nationally through the National Design Guide & NMDC
- Strengthen the material weight of design considerations in planning

2.4. The public consultation ran from 17 October 2025 to 14 January 2026 (13 weeks in total), and responses were provided that were representative of the identified target user groups, were detailed and considered in their nature. Representations were made from statutory consultees, community groups, businesses, residents, and professionals. These responses have been analysed and changes made to the final draft Design Code as appropriate. A 'You Said: We Did' summary document is provided as Appendix 2.

2.5. Overall, stakeholders broadly support the ambition of the draft Design Code but identified key areas where the draft needs clarification, strengthening, or rebalancing.

2.6. There were consultation responses made across all 8 themes (these being movement, nature, built form, identity, public space, uses, homes and resources) and changes have been made, where relevant, to enhance the useability of the draft Design Code for all targeted user groups, particularly in supporting applicants and planning officers when considering the design and place-making credentials of proposed new development in Shrewsbury town centre.

2.7. The draft Design Code recognises the unique character of Shrewsbury town centre; influenced by its landform and topography; strong relationship to the River Severn; areas with a dense medieval street pattern; the scale, design and variety of built form; numerous landmark buildings; and open spaces. This section of the Design Code was referenced as a key element in accurately positioning how special Shrewsbury is and ensuring that all design decisions for a particular new development within the area were made with these 12 characteristics in mind.

- 2.8. It therefore still continues to set out an aspiration for high quality design throughout Shrewsbury town centre, establishing a new standard for place-making. To achieve this, it provides overarching design coding for new development (new buildings and spaces) in Shrewsbury town centre, thereby supporting the understanding and application of design policies in the adopted Development Plan for Shropshire.
- 2.9. The finalised draft Design Code reiterates the importance of discussions made earlier in the planning decision-making process, such as at the Pre-Application process (known as PPA) alongside wider engagement with the community to provide better design and place-making opportunities across the town centre area.
- 2.10. There were a number of responses to the Consultation made that were outside the remit of the public consultation, approved by Cabinet on 10 September 2025. These responses have been collated and shared with relevant project groups to inform their ongoing work given the valuable nature of public and stakeholder feedback but are not considered as part of the draft Design Code as they do not directly affect design issues.

### 3. Recommendations

That Cabinet agrees to:

- 3.1. To approve adoption of the Shrewsbury Town Centre Design Code as set out in Appendix 1, to provide guidance on the application of the Local Plan policies and form a material consideration in the planning decision-making process.

## Report

### 4. Risk Assessment and Opportunities Appraisal

- 4.1. Following the public consultation, a further Equality, Social Inclusion and Health Impact Assessment (ESHIA) has been undertaken and updated to reflect the views of the respondents and inform the outcomes of the finalised Shrewsbury Town Centre Design Code. This is provided as Appendix 3
- 4.2. The Design Code, following adoption, will be a material planning consideration during the determination of planning applications. It has followed a similar approach to engagement to that for Supplementary Planning Documents (SPD's). The recommendations in this report align with the approach to engagement on SPD's within the Council's Statement of Community Involvement, and as such it is considered there to be a reduced risk of challenge that the Council has not followed due process in the production of this Design Code.
- 4.3. The Design Code is intended to positively influence new development within Shrewsbury town centre by providing guidance to support the understanding and application of policies in the adopted Development Plan. Not adopting the Design

Code could result in the gradual erosion of the town centre's character and appearance through inappropriate new development, negatively affecting character and appearance and the heritage significance of the Shrewsbury Conservation Area (much of which is located within the Design Code area).

- 4.4. The Design Code is intended to support delivery of the Shrewsbury Big Town Plan and the Shrewsbury Movement and Public Space Strategy. Not bringing it forward could negatively affect the delivery of the aspirations of these documents
- 4.5. The updated ESHIA for the Design Code records that the anticipated equality impacts will be neutral to medium positive overall across the nine Protected Characteristic groupings defined by the Equality Act 2010. There is potential for low to medium positive equality impact for the groupings of Age, Disability, Pregnancy and Maternity, and Sex, in terms of mental and physical well-being opportunities arising for people living in and visiting a vibrant, well- designed and cared for environment in Shrewsbury town centre.
- 4.6. For such groupings, this includes people with caring responsibilities in regard to young families or to people with disabilities. Families with young children, wheelchair users, and older people who may consider themselves to be vulnerable are less likely to venture out without clear signage and lighting, and pavements that can be navigated safely by them and their carers. The enhancements proposed, through improved design will create a greater sense of place and aid in improving both health and wellbeing.
- 4.7. The ESHIA also records that there may be additional positive impacts of people within the wider grouping of Disability, including people with less visible disabilities or conditions, for example people with neurodiverse conditions, people with Crohn's disease, and people with visual impairments. By way of illustration, cluttered and poorly designed spaces can cause overstimulation for some people with autism. Additionally, sensitive use of appropriate lighting, as well as clear signage, will be anticipated to provide further benefits for people with neurodiverse conditions and for others including those with visual impairments. This then includes their families and carers, bringing in intersectionality with those in the groupings of Age and Sex.
- 4.8. The ESHIA finds that there would also be a projected neutral impact or low positive impact for those individuals and households that we may consider to be vulnerable by virtue of their circumstances by improving the area of the town centre for the benefit of all. Whilst these are not defined as Protected Characteristics within equality legislation, it has been a matter of good practice in Shropshire for us to consider their needs as well, within a tenth grouping termed Social Inclusion. This includes low-income households, households in rural areas, and individuals at risk of or experiencing homelessness. The Council also seeks to have due regard to the needs of veterans and serving members of the armed forces and their families, and to the needs of young people leaving care. The equality impacts ahead of consultation are again anticipated to be low positive.
- 4.9. The importance of the role good design and place making can have on public health is well documented, and the NHS has produced Putting Health into Place [Executive Summary](#) detailing 10 key principles including Connect, involve and empower people and communities, plan ahead collectively, maximise active travel and enable healthy play and leisure. Therefore, the adoption of the Shrewsbury

Town Centre Design Code will enable a positive impact in terms of health and wellbeing considerations.

#### 4.10. Risk table

<i>Risk</i>	<i>Mitigation</i>	<i>Link to Strategic Risk</i>
Operational: Developers & applicants do not reference or comply with the Design Code	<p>The Shrewsbury Town Centre Design Code will be made available on the Planning Pages of shropshire.gov.uk as well as be featured on the Shrewsbury Big Town Plan website to raise awareness of the Design Code and the importance of good design within the town centre.</p> <p>Within the Design Code itself, there is reference to Pre-Application Advice and Planning Performance Agreement (PPA) services offered by the Council as the Local Planning Authority (LPA). Through these services, details of the Design Code can be shared with the applicant, and it can inform these conversations.</p> <p>Also within the Design Code is a section on 'Required Information for Planning Applications' which can support applicants in giving consideration to and achieving compliance with the Design Code.</p> <p>If adopted by the Council, the Design Code will form a material consideration and considered as such by Planning Officers in the Development Management service when determining planning applications. In doing so, compliance with its guidance will form a specific consideration</p>	No Direct linkage to the 9 strategic risks identified by Shropshire Council
Reputational: Content within the Design Code becomes obsolete or is perceived to no longer be relevant in the town centre context	<p>The content within the Design Code document will be periodically reviewed as resources allow and Shropshire Council as the Local Planning Authority will ensure that it remains compliant with the National Planning Policy Framework (NPPF).</p> <p>The NPPF emphasises that design expectations must be clear at an early stage, and that visual tools (such as design codes) should be used to give maximum clarity to applicants, communities, and decisionmakers.</p>	No Direct linkage to the 9 strategic risks identified by Shropshire Council

## 5. Financial Implications

- 5.1. Shropshire Council continues to manage unprecedented financial demands and a financial emergency was declared by Cabinet on 10 September 2025. The overall financial position of the Council is set out in the monitoring position presented to Cabinet on a monthly basis. Significant management action has been instigated at all levels of the Council reducing spend to ensure the Council's financial survival. While all reports to Members provide the financial implications of decisions being taken, this may change as officers and/or Portfolio Holders review the overall financial situation and make decisions aligned to financial survivability. All non-essential spend will be stopped and all essential spend challenged. These actions may involve (this is not exhaustive):
- scaling down initiatives,
  - changing the scope of activities,
  - delaying implementation of agreed plans, or
  - extending delivery timescales.
- 5.2. The Design Code was produced as part of the MHCLG-funded Design Code Pathfinder Programme, using MHCLG grant funding. This was complemented by personnel resources from various teams at Shropshire Council. All incorporated changes to the Design Code following the public consultation have also been made utilising the MHCLG grant funding, at a zero cost to Shropshire Council.
- 5.3. The Shrewsbury Town Centre Design Code will assist the Council in continuing to make the most effective use of its resources and support decision making on planning applications in Shrewsbury town centre.
- 5.4. The value of the Design Code lies in its ability to support design quality in Shrewsbury town centre, which can help drive up visitor footfall and promotion of a strong local economy. The large proportion of independent retailers and food and beverage establishments in the town is in part linked to its character and has helped to establish Shrewsbury as an attractive place to visit, live, work, and invest with a strong visitor economy as a result.

## 6. Climate Change Appraisal

- 6.1. The Shrewsbury Town Centre Design Code seeks to promote sustainable new development that conserves and enhances the character and appearance of Shrewsbury town centre, through the provision of guidance to support the understanding and application of policies within the adopted Development Plan.
- 6.2. The Design Code is likely to enable energy and fuel consumption (buildings and/or travel) and renewable energy generation benefits through promotion of sustainable design that provides thermally efficient buildings that integrate renewable energy technologies that are appropriate to their context; and promotion of design principles that support active modes of travel.

- 6.3. Design Code is also likely to enable benefits in terms of climate change adaptation and carbon offsetting / mitigation through such mechanisms as promotion of a design that integrates green infrastructure and maximises biodiversity enhancement opportunities – contributing to a ‘green’ town centre; promotion of a design that is responsive to considerations such as ‘access’ to daylight and natural cooling to reduce risk of overheating; and promotion of design principles that support active modes of travel.
- 6.4. Following the appraisal of the consultation, there has been a strengthening of the details that support, Nature, Biodiversity and Trees. With the inclusion of brown roofs within green roof guidance and greater aspirations for tree canopy cover in the town centre.

## 7. Background

### Shrewsbury Town Centre Design Code

- 7.1. Shrewsbury town centre is unique, influenced by its landform and topography; strong relationship to the River Severn; areas with a dense medieval street pattern; scale, design and variety of built form; numerous landmark buildings; and open spaces.
- 7.2. Recognising this, the Council in partnership with Shrewsbury Town Council and the Shrewsbury BID (as SBTP Partners) are taking a proactive approach to planning positively for the town centre, through preparation and adoption by Shropshire Council of the Shrewsbury Town Centre Design Code (Appendix 1).
- 7.3. The areas of Shrewsbury town centre covered by the Design Code align with the 6 character areas of the town centre defined by the Shrewsbury Big Town Plan. These are illustrated on the figure below in addition, following feedback from the public consultation, the Shrewsbury Conservation Area is also shown alongside the character areas to reiterate the need to ensure that special regard is paid to the desirability of preserving or enhancing its character or appearance, as required under section 72 of the Planning (Listed Buildings and Conservation Areas) Act 1990 .











This area falls predominately within the River Severn Loop but extends out to the north to include the station quarter and northern corridor areas; and over the river to the east to include the Abbey Foregate areas

- 7.4. The Design Code’s vision is *“Rooted in heritage, sights set firmly on the future, a one-off town.”* It considers that the design of new development in Shrewsbury town centre should be *“Characterful - Healthy - Connected - Green - Varied - Sustainable - Engaged”*.
- 7.5. It therefore sets out an aspiration for high quality design throughout Shrewsbury town centre, establishing a new standard for place-making. To achieve this, it provides overarching design coding for new development (new buildings and spaces) in Shrewsbury town centre, thereby supporting the understanding and application of design policies in the adopted Development Plan for Shropshire.
- 7.6. The design coding details how new development should positively contribute to the conservation and enhancement of these characteristics, together with the character and appearance of the Conservation Area. This design coding is structured around 8 themes, each of which includes an ‘expected design outcome’.

The expected design outcomes for Movement (adding the word wheeling to show greater inclusivity) and Uses (adding the importance of ensuring Shrewsbury works for commercial, residential, culture and communities) have been amended to better reflect the feedback from the Consultation.

Theme	Expected Design Outcome
-------	-------------------------

 Movement	A town centre where vehicular traffic has been significantly reduced and the focus of streets is on walking, wheeling, cycling and place.
 Nature	A 'green' town centre that maximises the potential for health and wellbeing, biodiversity and climate resilience through the design of new and improvements of existing green infrastructure.
 Built Form	A town centre that has a coherent form and new development responds appropriately to its context.
 Identity	A place that contributes to and enhances the positive character of Shrewsbury town centre. A place that feels distinctively local, new development responding to local building composition, roof form, materials and details in a sensitive contemporary way.
 Public Space	A town centre where the public spaces are well designed, robust, inclusive and safe.
 Uses	A town centre where a vibrant mix of uses support everyday activities and bring life and activity to Shrewsbury bustling streets. A place that works for commercial, residential, culture and communities.
 Homes	A town centre which is proud of the high design standard of all new buildings, which are of exemplar quality in terms of functionality, accessibility, inclusivity and sustainability.
 Resources	A town centre where new development is exemplar in the sustainable design of buildings, use of water, energy and materials

## Summary of the Public Consultation undertaken

- 7.7. The public consultation was hosted through Shropshire Council's 'Have your say webpages' with additional links from the Shrewsbury Big Town Plan website. An online form was provided for respondents to complete and many organisations also sent their comments in via letter or emails.
- 7.8. Additionally, direct emails with links to the public consultation were also sent to all interested parties who had been involved over the course of the Design Code's development, such as attendees of the original workshops in 2023 and all agents, who are part of the Shropshire Council's Agents Forum were also emailed further raising awareness of the public consultation.
- 7.9. In-person meetings were also arranged for the project team to speak to a number of organisations. A presentation alongside direct discussion was held with
- Shrewsbury Town Council's Planning Committee
  - Shrewsbury Business Improvement District (BID) Board

- Shrewsbury Investment Forum (organised by Shrewsbury BID)
- Shrewsbury Civic Society
- Shropshire Association of Local Councils (SALC)

7.10. There were 25 responses received online to the Public Consultation for the Shrewsbury town centre design code, plus a number sent by email and letter that included statutory consultees, community groups, businesses, residents, and professionals. The split between members of the public and organisations was broadly equal.

## 8. Additional Information

The information provided below identifies how Design Codes sit within the National Planning Policy Framework (NPPF), and the importance placed on their use by Local Planning Authorities. It also demonstrates that the content within the Shrewsbury Town Centre Design Code is compliant with their expectations.

### 8.1. *Design Codes are now a core expectation for Local Planning Authorities*

The NPPF is explicit that all local planning authorities should prepare design guides or design codes. These must align with the National Design Guide and the National Model Design Code (NMDC), and reflect local character and preferences. This marks a strong shift toward frontloading design clarity in the planning process

### 8.2. *Purpose: to provide early clarity and consistency*

The NPPF emphasises that design expectations must be clear at an early stage, and that visual tools (such as design codes) should be used to give maximum clarity to applicants, communities, and decisionmakers. This is meant to reduce disputes later in the planning process and raise design quality.

### 8.3. *Design Codes must be locally tailored*

The NPPF highlights that design codes should:

- Be locally specific
- Be based on effective community engagement
- Reflect a place's distinctive characteristics
- Allow a suitable degree of variety
- Be prepared at areawide, neighbourhood, or site specific scales

#### *8.4. Design Codes carry weight in decision making*

Design codes must be produced as part of a plan or a Supplementary Planning Document to carry weight. This gives councils greater authority to require compliance and reduces ambiguity for applicants.

#### *8.5. The National Model Design Code reinforces the NPPF's requirements*

The NMDC reiterates that:

- Design codes are key to creating high-quality, beautiful, well-designed places.
- They should set specific, illustrated and measurable design parameters.
- They expand on the 10 characteristics of good design in the National Design Guide.

This establishes a consistent national baseline while still allowing local distinctiveness.

#### *8.6. Increasing national emphasis on design (as seen in revisions and consultations)*

Recent updates and consultations on the NPPF show:

- A strengthened focus on design quality
- An increasing expectation that design codes are used widely
- A desire to make planning decisions more predictable by assessing schemes against set parameters

This is consistent with the wider government agenda that “good design can be codified,” pushing for greater certainty for developers while demanding higher quality.

## **9. Conclusions**

- 9.1. The important role that Design Codes can have on influencing and promoting good quality design for the county town of Shropshire, notably within its town centre has been clearly demonstrated.
- 9.2. Importantly the draft Design Code created for Shrewsbury Town Centre is compliant with NPPF expectations as detailed within Section 8.
- 9.3. The public consultation undertaken as detailed within Appendix 2 and the activity undertaken show in Section 7 demonstrates that high levels of engagement have been undertaken and that changes have been made to the final, draft Design

Code that reflect the feedback provided by residents and stakeholders, all of whom are the targeted end users of the Design Code. created for the town centre.

- 9.4. By participating in the MHCLG-funded Design Code Pathfinder Programme, as one of only twenty five Local Authorities, Shropshire Council has been able to create a compliant, visually attractive Design Code establishing a new standard for placemaking.
- 9.5. The finalised, draft Design Code reiterates the importance of early engagement in the planning process, such as at the Pre-Application process-, as well as through the use of Planning Performance Agreements (PPAs),-alongside wider engagement with the community to provide better design and place-making opportunities across the town centre area.

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

Shropshire Council Core Strategy 2006-2026 –

<https://www.shropshire.gov.uk/media/8534/core-strategy.pdf>

Shropshire Council SAMDev Plan 2006-2026 –

<https://www.shropshire.gov.uk/media/8503/samdev-adopted-plan.pdf>

Shrewsbury Big Town Plan –

[Link](#)

Shrewsbury Movement and Public Space Strategy –

[06042+-+Shrewsbury+Movement+and+Public+Realm+Strategy V27+-+Digital.pdf](#)

<b>Local Member:</b>	Cllr Alex Wagner
	Cllr David Vasmer
	Cllr Alan Mosley
	Cllr Jamie Daniels
	Cllr Julian Dean

**Appendices**

Appendix 1: Shrewsbury Town Centre Design Code (finalised version for adoption)

Appendix 2: You said: We did – summary report of Public Consultation feedback and how it has impacted on the Final version of the Design Code.

Appendix 3: Updated Equality, Social Inclusion and Health Impact Assessment (ESHIA) for the Shrewsbury Town Centre Design Code.

---

---

This page is intentionally left blank

# Shrewsbury Town Centre Design Code

CONSULTATION  
DRAFT



SHREWSBURY



BIG TOWN PLAN

# Table of Contents

## Volume 1

<b>Introduction</b>	<b>4</b>	<b>Identity</b>	<b>42</b>
<b>Town Centre Guidance</b>	<b>10</b>	I01 Local Character	42
Design Vision	10	I02 Composition and building articulation	42
Understanding Shrewsbury's Character	14	I03 Roof form	44
<b>Design Code</b>	<b>20</b>	I04 Material and details	45
<b>Movement</b>	<b>22</b>	I05 Windows	45
M01 Streets	22	<b>Public Space</b>	<b>46</b>
M02 Active Travel	26	P01 Public Realm	46
M03 Parking	28	P02 Safety and security	47
M04 Servicing, utilities, refuse and recycling collection	31	P03 Play	48
<b>Nature</b>	<b>30</b>	P04 HVM	49
N01 Green Infrastructure	32	<b>Uses</b>	<b>50</b>
N02 Green roofs and walls	34	U01 Mix	50
N03 Trees	34	U02 Active Frontage	50
N04 Sustainable Drainage	36	<b>Homes</b>	<b>51</b>
N05 Biodiversity	37	H01 Residential quality	51
<b>Built Form</b>	<b>38</b>	H02 Garden and balconies	52
B01 Scale	38	H03 Detailing	52
B02 Variety	39	<b>Resources</b>	<b>53</b>
B03 Tall buildings	39	R01 Passive design and orientation	53
B04 Responding to topography	40	R02 Solar energy generation	53
B05 Urban grain and block articulation	40	R03 Windows	54
		R04 Sustainable Construction	54
		R05 Retrofitting	54
		R06 Embodied Energy	55
		R07 Operational/Whole Life Energy	55
		R08 Modern Methods of Construction	55
		R09 Water Saving	55
		<b>Delivering Design Excellence</b>	<b>56</b>
		Required information for Planning Applications (check list)	61

Version: 1  
 Date: 14 August 2025  
 Comment: Draft Report

This document has been prepared and checked in accordance with ISO 9001:2015

# Introduction

This Design Code sets out an aspiration for high quality design throughout Shrewsbury town centre, establishing a new standard for placemaking.

It provides overarching design and place-making coding for new development (new buildings and spaces) in Shrewsbury town centre thereby supporting the understanding and application of design policies in the adopted Development Plan for Shropshire. Its primary purpose is to ensure that new development respects and enhances local character, whilst setting a benchmark for design quality and place-making.

## The National Design Guide

The National Planning Policy Framework (NPPF) makes clear that creating high quality buildings and places is fundamental to what the planning and development process should achieve. The National Design Guide and National Model Design Code were published to set a national framework for the delivery of high quality design in new developments across the country.

The underlying purpose of these documents is to enhance design quality and the quality of new development at all scales in order to create well designed and well-built places that benefit people and communities.

They help local planning authorities and communities decide what good quality design looks like in their area based on the local aspirations for how it should develop.

This Design Code has been prepared to align with the ten characteristics of well-designed places, as set out by The National Design Guide and National Model Design Code (NMDC).

## Purpose of the Design Code

The Design Code sets out the aspiration for design quality and place-making throughout Shrewsbury town centre. In this way it provides a clear framework for both designers and decision makers, to shape the high quality design of new development within the town centre.

It will be used as a tool by the local planning authority to determine planning applications within Shrewsbury town centre - supporting the understanding and application of design policies in the adopted Development Plan for Shropshire in this area. Applicants and their designers will need to demonstrate compliance with this document when proposing new development in Shrewsbury town centre.

## Where the Code applies

This Design Code applies throughout Shrewsbury town centre as defined in The Big Town Plan.

It is also responsive to the 6 character areas of the town centre defined by The Big Town Plan, as set out on the diagram opposite.

### KEY







	Northern Corridor		Riverside & Frankwell		Historic Quarter
	Station Quarter		The West End		Abbey Foregate



Figure 1 Shrewsbury town centre character areas as defined in the Big Town Plan.

## Who is the Design Code for?

The Design Code will inform and guide the design and place-making of all new development within Shrewsbury town centre. It is therefore intended to be read by a wide range of stakeholders. The main groups can be set out as:

### Applicants

The Design Code is intended to give all those applying for planning consent (whether planner, architect, designer, developer or landowner) for new development within Shrewsbury town centre with clear standards for design and place-making expectations thereby supporting their understanding of design policies in the adopted Development Plan for Shropshire. It will also provide a 'common language' and understanding for what is required and the level of expectation when proposing new development in Shrewsbury town centre.

### Planning Officers

The Design Code will be a 'tool' used by Shropshire Council planning officers during pre-application and planning application processes, supporting the review of the design and place-making credentials of proposed new development in Shrewsbury town centre. In this way it supports the application of design policies in the adopted Development Plan for Shropshire and helps ensure consistent design advice is provided throughout the planning process.

### Planning Committee

As a material planning consideration, the Design Code will also be used by Shropshire planning committees when undertaking decision making on planning applications in Shrewsbury town centre.

### Residents and Stakeholders

The Design Code forms part of the framework to achieve high quality design and effective place-making in Shrewsbury town centre. As such, it will provide town centre residents and other stakeholders with greater certainty on the design standards new development should meet.

### For Investors

The Design Code can also be used as a marketing tool, communicating future aspirations for design quality within the town centre and how important sense of place, the environment and sustainability are to the Council, its partners, stakeholders and the community.

## Using this Design Code

The intention of the Design Code is to deliver an easy to use set of design standards for new development in Shrewsbury town centre.

These design standards support the understanding and application of the wider design policies in the adopted Development Plan for Shropshire.

## Understanding Shrewsbury Town Centre's Character

The Design Code first sets out the key characteristics which define Shrewsbury's distinctive town centre and as such should inform the design of new development within it.

### Design Code

The Design Code then identifies a series of 'themes'. Each theme has an Expected Design Outcome providing a clear description of what the Council is trying to achieve through the coding.

Each theme also provides coding to support the understanding and application of design policies in the adopted Development Plan for Shropshire within Shrewsbury town centre. Applicants and developers are expected to consider these standards from initial deliberation, through to project design, during the planning application process, and throughout construction.

As such, planning applications for new development within Shrewsbury town centre should be supported by a completed **Design Code Checklist**.

### Design Code Checklist

This Design Code includes a self-assessment checklist, which supports applicants and planning officers when considering the design and place-making credentials of proposed new development in Shrewsbury town centre.

As such it should be completed and submitted alongside a planning application, thereby streamlining the decision making process.

## Comply or Justify

The requirements set out within this Design Code have been developed under the principle of "comply or justify".

This means there is a general expectation that the preparation of development proposals for Shrewsbury town centre will follow the guidance standards as set out within this document. In doing so, such proposals are more likely to proceed through the planning process more quickly and successfully.

Where such a proposal departs from any of the code, a thorough justification should be provided, detailing reasons for the alternative approach. In doing so, reference will be made to how it responds to the character of Shrewsbury town centre and each of the design code 'themes'.

Compliance or justification of an alternative approach should be documented within the **Design Code Checklist**.

The intention of this approach is not to stifle creativity, which is actively encouraged and facilitated by this Design Code. Rather it is to ensure that new development in Shrewsbury town centre positively responds to its unique characteristics, achieves a high-quality design and supports place-making – in accordance with the policies of the adopted Development Plan.

As a result, failure to pay due regard to this Design Code may result in a planning application being refused on design grounds.

## Planning and Background Context

### National Level

The National Planning Policy Framework (NPPF) requires local planning authorities to prepare design guides or codes consistent with the principles set out in the National Design Guide and National Model Design Code. These documents should reflect local character, design preferences, and provide a framework for creating beautiful and distinctive places.

According to the NPPF, a Design Code is ‘a set of illustrated design requirements that provide specific, detailed parameters for the physical development of a site or area’.

An emphasis on good design is embedded in the planning process, and the National Design Guide and National Model Design Code provide planning guidance for beautiful, enduring, successful places.

The National Design Guide and National Model Design Code set out 10 characteristics of well-designed places (as detailed below); provide definitions and good practice examples of design considerations and explain that specific, detailed and measurable criteria for good design are most appropriately set out at the local level through local design policies, design guides, or design codes.

### Local Level

This Design Code supports the understanding and application of design policies in the adopted Development Plan.

The adopted Development Plan for Shropshire consists of:

- The adopted Local Plan which collectively covers the period 2006-2026 and comprises:
  - The Core Strategy (2011) which sets out the vision, strategic objectives, broad spatial strategy, and strategic policies.
  - The Site Allocations and Management of Development (SAMDev) Plan (2015) which provides detailed ‘development management’ and ‘settlement’ policies to guide future development and identifies allocations.
- ‘Made’ Neighbourhood Development Plans:
  - Currently nine made Neighbourhood Plans and several more in preparation.

Importantly, the adopted Local Plan will remain part of the Development Plan until a new Local Plan is adopted.

Policies CS2 of the Core Strategy and S16.1 of the SAMDev Plan collectively establish the development strategy for Shrewsbury.

These policies ensure a comprehensive and co-ordinated approach is pursued to the planning and development of Shrewsbury, including its town centre. The objectives of the “Big Town Plan” and its associated masterplan documents also align with this development strategy.

Policies CS6 of the Core Strategy and MD2 of the SAMDev Plan specifically address Sustainable Design Principles:

### CS6: Sustainable Design & Development Principles

Establishes the expectation that to create sustainable places, development will be designed to a high quality using sustainable design principles, to achieve an inclusive and accessible environment which respects and enhances local distinctiveness and which mitigates and adapts to climate change.



Contains public sector information licensed under the Open Government Licence v3.0.

**MD2: Sustainable Design**

Requires development to:

- Contribute to and respect locally distinctive or valued character and existing amenity values by:

i. Responding appropriately to the form and layout of existing development and the way it functions, including mixture of uses, streetscape, building heights and lines, scale, density, plot sizes and local patterns of movement; and

ii. Reflecting locally characteristic architectural design and details, such as building materials, form, colour and texture of detailing, taking account of their scale and proportion; and

iii. Protecting, conserving and enhancing the historic context and character of heritage assets, their significance and setting, in accordance with MD13; and

iv. Enhancing, incorporating or recreating natural assets in accordance with MD12.

- Embrace opportunities for contemporary design solutions, which take reference from and reinforce distinctive local characteristics to create a positive sense of place, but avoid reproducing these characteristics in an incoherent and detrimental style.

- Consider design of landscaping and open space holistically as part of the whole development to provide safe, useable and well-connected outdoor spaces which respond to and reinforce the character and context within which it is set.

Other Design-related documents that provide background information and requirements for development in Shrewsbury town centre are:

- A. Shrewsbury Big Town Plan Spatial Development Framework (SDF) 2018
- B. Shrewsbury Big Town Plan Masterplan Vision (2020)
- C. Smithfield Riverside Development Framework (2022)
- D. West Midlands Design Charter (2020)
- E. Shrewsbury Movement and Public Space Strategy (2024)
- F. Shropshire Climate Change Strategy (2020) and Action Plan (2020)
- G. Shropshire Green Infrastructure Strategy (2020)

# Design Vision

“Higgledy-piggledy streets with names you want to say out loud- Grope Lane, Wyle Cop. A river that scoops up the town in a perfect loop. Wonky buildings left right and centre. 14th century graffiti. Three million blooms in a quarry. Shops you’ve never seen or heard of in your life.

You can’t copy Shrewsbury.”

A Shrewsbury Story, Shrewsbury BID

**Rooted in heritage, sights set firmly on the future, a one-off town.**

From its beginnings as a defended settlement and trading town within the loop of the River Severn, Shrewsbury has evolved to become an attractive place to live, work and enjoy. Whilst this town has always brought people together, its intricate network of medieval streets and spaces offer intrigue around every corner as well as featuring a unique blend of building styles that together create an unrivalled sense of place.

This Design Code sets out how design can contribute to the delivery of an equitable, sustainable, and beautiful town centre. Design in Shrewsbury town centre should be approached positively, focused around delivering a great place to live, visit and work. Design in Shrewsbury town centre should be:

- Characterful
- Healthy
- Connected
- Green
- Varied
- Sustainable
- Engaged



Figure 2 Visual representation of the Design Vision for Shrewsbury town centre.

# Understanding Shrewsbury Town Centre's Character

The following section sets out the key characteristics which define this distinctive town centre. A Design Code on how to address these characteristics is set out in the rest of this document.

## Key Characteristic:

### 1. Landform and topography

Dramatically nestled within a loop of the River Severn, the town centre rises to form two hills, which historically made it an excellent place to build a defensible settlement site on the English/ Welsh border. Its town walls and selected access points across the river enclose a tight medieval pattern of streets and spaces, that have largely remained intact. Shrewsbury's skyline is highly visible with spires acting like beacons due to these important buildings being erected on high points within the river loop and are often revealed when moving around the town.



Figure 3 View down Wyle Cop showing historic development responding to landform.

### 2. Strong Relationship to the River Severn

Shrewsbury is almost wholly encircled by the River Severn creating a unique and defining characteristic of the town centre. The original settlement grew from establishing fordable river crossings and later bridges, which provided opportunities for defence and trade on the borders of Wales. The significance of the English and Welsh Bridges, with the latter replacing the former St George's Bridge to its north, are apparent today. Whilst the river is significant in shaping the town centre, it also floods and has had an impact on lower lying areas in Riverside and Frankwell. Consequently, there is a need to create a positive relationship with the river balanced against the potential impacts of future climate change.



Figure 4 View of the River Severn from the Quarry illustrating its direct relationship with the town facilitating access and movement.

### 3. Fine urban grain

The structure of the town centre is based on a dense medieval street pattern that, with its fine urban grain, is reflected in the extensive network of historic streets which feature a variety of buildings on long, narrow "Burgage" plots. These form almost continuous frontages. This is further complemented by a series of narrow passageways or 'Shuts' offering alternative access for pedestrians to places hidden from immediate view, creating a sense of drama and discovery. Whilst the fine urban grain remains largely intact across the town centre, there are areas where it has been lost or never developed, such as Riverside.



Figure 5 View down High Street showing a dense urban grain.

### 4. A 'Green' town

Whilst the local community value the numerous open spaces that contribute greatly to the overall perception of Shrewsbury as being a 'green town' there are two significant areas of parkland used primarily for recreation and leisure. These are the Quarry and Frankwell fields, both of which are adjacent to the River Severn and feature extensive tree cover, with the Quarry offering a more structured and formal arrangement of planting reflecting its status as a Historic Park and Garden. Within the remainder of the town, green infrastructure is limited to street trees and smaller open spaces, but is further emphasised by the array of formal planters and hanging baskets reflecting the town's reputation as a "Town of flowers".



Figure 6 Small pocket green spaces are found in the town centre.

**5. A network of public spaces**

Public space within the town centre is typically well defined, enclosed and located on key streets. The principal hard paved space is The Square. Shrewsbury's town centre public spaces are often directly related to landmark buildings. These spaces provide opportunities for trees and planting. Internal private courtyards are also a feature of the urban form.



Figure 7 The Square a key public space.

**6. Human scale**

Whilst Shrewsbury's buildings typically offer a continuous and active frontage, their height is of a modest scale, between 2-4 storeys. This human scale provides a level of enclosure to the street without being overbearing and makes it possible to see decoration and detail. Where there are taller buildings or where parts of a building's structure extends upwards beyond the roofline (such as a steeple or tower) they have become established landmarks in Shrewsbury town centre's distinctive skyline.



Figure 8 Human scale buildings - High Street and Milk Street.

**7. Celebration of Landmark Buildings**

The range and diversity of Shrewsbury's buildings, some part hidden behind later frontages, has created a rich tapestry of defined, revealed, sequential or glimpsed views. This heightens the sense of drama and discovery on moving around the town centre. Many of these buildings have become local landmarks providing important reference points for wayfinding and navigation as well as a creating a defining character and sense of place.



Figure 9 View down Claremont Hill with St Mary's Church spire.

**8. Variety and Contrast**

The diversity of building types, architectural style, materials, scale and massing has created a rich variety of form, contrast and decoration within the town centre, ranging from medieval timber framed, through to Georgian, Victorian and 20th century architecture. Despite variety and contrast being a feature of many streets, the most successful are those characterised by a degree of cohesion through regularity of plot widths or materials.



Figure 10 Variety of buildings along High Street.

**9. Verticality**

The fine urban grain typically creates a regular vertical rhythm of elements along the street, that is often expressed by the change from one building to another on narrow plots. The vertical characteristics are also reinforced by the regular positioning of windows and doors, as well as dormers, generally aligned to emphasise the height of the building rather than its width along the street. Many contemporary buildings within Shrewsbury town centre have found creative ways to preserve this vertical characteristic, through dividing elevations into vertical segments, despite occupying modern floor plates.



Figure 11 Verticality expressed across the building facades, St John's Hill.

**10. Varied roofscape**

Shrewsbury town centre's skyline is an important characteristic emphasised by the underlying topography. The assorted roof forms, which are primarily pitched, have in places created a cascade of varying ridge lines, gables, chimneys and dormers, complemented by brick parapets and cornices of later Georgian buildings. This has led to the creation of distinctive and dramatic views of the town with the variety of built form adding another layer of richness at a distance, that is not always apparent at street level.



Figure 12 View of Shrewsbury's roofscape with St Alkmund's Church spire and St Julian tower.

**11. Definition of the Base, Middle and Top**

Many buildings within the historic town centre have distinct definition between their base, middle and top. This is expressed through architectural detailing, material changes and/or massing articulation.

**12. Intricate patterning and detailing**

The buildings across Shrewsbury town centre are rich in architectural details and pattern. Timber framed buildings feature the unique style of the 'Shrewsbury School of Carpentry' and stone buildings feature decorative pediments and cornices which also provide accents for historic brick buildings. The patterns featured on these buildings are typically carved or are manufactured locally and continue to be a source of inspiration for detailing modern contributions to the townscape.

Standards for how proposals should appropriately respond to these characteristics are set out in themes covered in the next section.

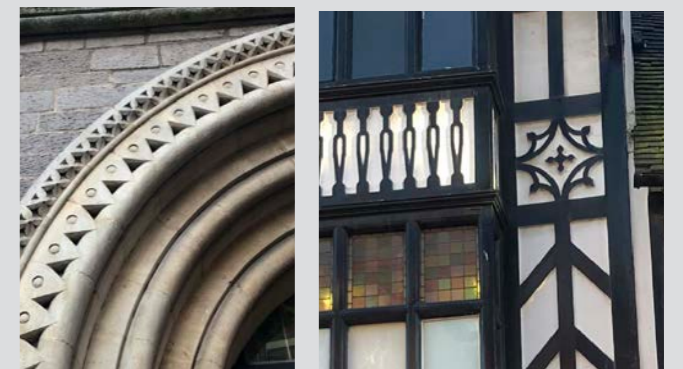


Figure 13 A collage of photographs and graphics presenting patterns and detailing on Shrewsbury's buildings.

# Design Code



## Design Code Contents

<b>Movement</b>	<b>22</b>	<b>Identity</b>	<b>42</b>
<b>M01 Streets</b>	<b>22</b>	<b>I01 Local Character</b>	<b>42</b>
M02.1 Enhanced Streets design considerations	24	<b>I02 Composition and building articulation</b>	<b>42</b>
M02.2 Informal Streets design considerations	24	<b>I03 Roof form</b>	<b>44</b>
M03.3 Pedestrian Priority Streets design considerations	25	<b>I04 Material and details</b>	<b>45</b>
M04.1 Riverfront Streets design considerations	25	<b>I05 Windows</b>	<b>45</b>
<b>M02 Active Travel</b>	<b>26</b>	<b>Public Space</b>	<b>46</b>
<b>M03 Parking</b>	<b>28</b>	<b>P01 Public Realm</b>	<b>46</b>
M03.1 Courtyard Parking	29	<b>P02 Safety and security</b>	<b>47</b>
M03.2 Basement & Undercroft Parking	29	<b>P03 Play</b>	<b>48</b>
M03.3 Surface Parking	30	<b>P04 HVM</b>	<b>49</b>
M03.4 On Street Parking	30	<b>Uses</b>	<b>50</b>
<b>M04 Servicing, utilities, refuse and recycling collection</b>	<b>31</b>	<b>U01 Mix</b>	<b>50</b>
<b>Nature</b>	<b>32</b>	<b>U02 Active Frontage</b>	<b>50</b>
<b>N01 Green Infrastructure</b>	<b>32</b>	<b>Homes</b>	<b>51</b>
<b>N02 Green roofs and walls</b>	<b>34</b>	<b>H01 Residential quality</b>	<b>51</b>
<b>N03 Trees</b>	<b>34</b>	<b>H02 Garden and balconies</b>	<b>52</b>
<b>N04 Sustainable Drainage</b>	<b>36</b>	<b>H03 Detailing</b>	<b>52</b>
<b>N05 Biodiversity</b>	<b>37</b>	<b>Resources</b>	<b>53</b>
<b>Built Form</b>	<b>38</b>	<b>R01 Passive design and orientation</b>	<b>53</b>
<b>B01 Scale</b>	<b>38</b>	<b>R02 Solar energy generation</b>	<b>53</b>
<b>B02 Variety</b>	<b>39</b>	<b>R03 Windows</b>	<b>54</b>
<b>B03 Tall buildings</b>	<b>39</b>	<b>R04 Sustainable Construction</b>	<b>54</b>
<b>B04 Responding to topography</b>	<b>40</b>	<b>R05 Retrofitting</b>	<b>54</b>
<b>B05 Urban grain and block articulation</b>	<b>40</b>	<b>R06 Embodied Energy</b>	<b>55</b>
		<b>R07 Operational/Whole Life Energy</b>	<b>55</b>
		<b>R08 Modern Methods of Construction</b>	<b>55</b>
		<b>R09 Water Saving</b>	<b>55</b>

# Movement

## Expected Design Outcome:

A town centre where vehicular traffic has been significantly reduced and the focus of streets is on walking, cycling and place.

The adopted Shrewsbury Movement and Public Space Strategy (2024) provides detailed guidance on movement and the design of streets in Shrewsbury Town Centre.

## Streets

Consistent with the Chartered Institution of Highways and Transportation (CIHT) guidance for creating inclusive and accessible streets, the aspiration is that all streets in the town centre align with one of the following typologies:

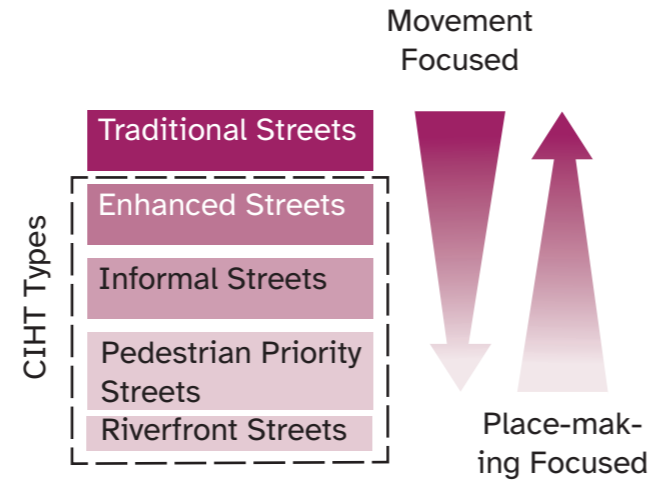
1. Enhanced Streets
2. Informal Streets
3. Pedestrian Priority Streets
4. Riverfront Street

Aligning existing streets with one of these street typologies will be supported by the implementation of the Shrewsbury Movement and Public Space Strategy. It is acknowledged that in the meantime there will remain some 'traditional' streets which follow a conventional design, often prioritising the car.

A useful way of thinking about streets is placing them in a hierarchy, considering first their ability to contribute to place-making, followed by their movement characteristics.

These factors have informed the street typologies envisaged in Shrewsbury town centre, reflecting the differing roles streets have across the town centre.

The following pages outline the key design



considerations for each street type and applicants are advised to carefully consider the types of street they are addressing and/or creating within their development.

### M01 Streets

- A. Applicants should establish street type(s) their proposal interfaces with and then demonstrate how their proposals respond to the design considerations for such street type(s), as set out in this section. This can be informed by the pre-application process.
- B. Where applicants are proposing new streets within or around their proposal, they should clearly evidence the street type(s) proposed and the reasoning for their inclusion prior to agreeing these with the Council.
- C. Where no new streets are proposed, applicants should consider the street they adjoin/ face onto and how their development should address them to support its place-making and movement function.

## Future Street Typologies

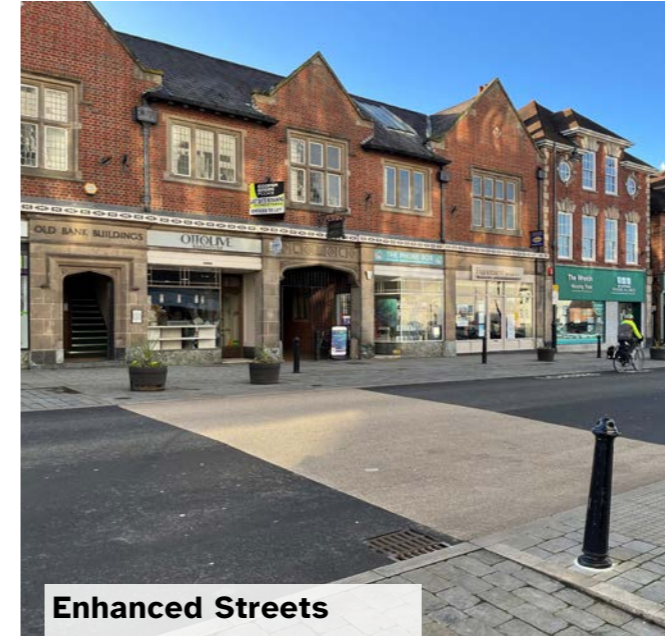


Figure 14 Enhanced Streets are streets where the public realm has been improved and restrictions on pedestrian movement (e.g. guardrails etc) have been removed but conventional traffic controls largely remain.



Figure 15 Informal Streets accommodate traffic, but at slower speeds, and offer increased space for pedestrians and cyclists. Formal traffic controls are absent or reduced. There is a footway and carriageway, but typically there is less differentiation between them such that it is typically less than in a conventional street.



Figure 16 Pedestrian Priority Streets are where pedestrians feel able to move freely and safely anywhere, such that they feel a guest. These streets will typically feature seating and planting with spill out space from the building edge.



Figure 17 Riverfront Streets are Pedestrian Priority Streets but they are located on the riverfront edge, and have different place-making priorities associated with the river.

## Enhanced Streets

Role: A movement priority street with public realm enhancement.



Figure 18 A typical section of an enhanced street.

## Informal Streets

Role: A balance between movement and place function.

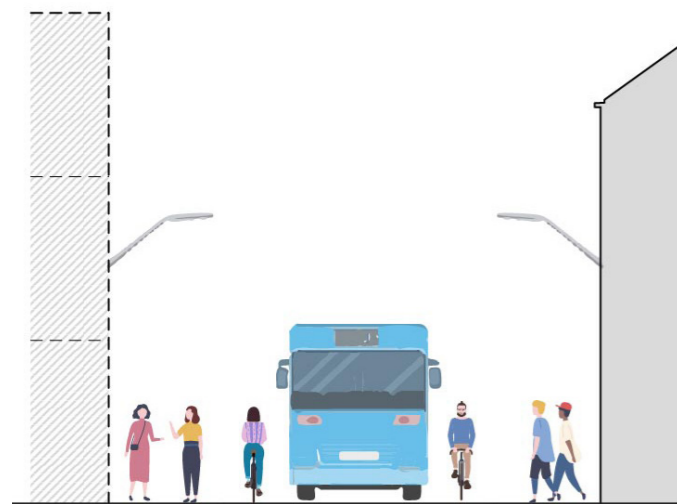


Figure 19 A typical section of a informal street.

### M02.1 Enhanced Streets design considerations:

- The focus of the street should be on accommodating a good balance between pedestrians, cyclists and vehicles.
- Separation between pedestrians and cyclists using guidance from LTN 1/20, buff colours should be used for cycle ways.
- Adequate lighting to allow safe vehicular, pedestrian and cycle movement.
- Bus stands, bins, seating and other street furniture to be accommodated carefully to avoid clutter.
- The use of highway barriers should be minimised and used only where absolutely necessary.
- Streets provide important opportunities for green connectivity and enhancement of Shrewsbury's Green Infrastructure network. To achieve this, landscape features (planting, street trees, SuDs, green walls / façades) should be considered along primary routes in support of Shrewsbury's character as a 'Green Town' - refer to N01 Green Infrastructure

### M02.2 Informal streets design considerations:

- These streets accommodate moderate levels of traffic at slow speeds.
- They are often bus corridors and should be designed to facilitate safe and efficient bus, cycle and pedestrian movement.
- Informal streets have good levels of pedestrian and cycle movement, often to allow access to local businesses and so achieving a high quality pedestrian and cycling experience should be a priority.
- On street parking should be for disabled use only.
- Street lighting should be designed to reflect local character and, where possible, be mounted to buildings.
- Servicing of businesses and residents streets should be carefully considered and effectively managed.
- Where possible SuDS should be incorporated within the street scene.

## Pedestrian Priority Streets

Role: Priority on place and people rather than movement.

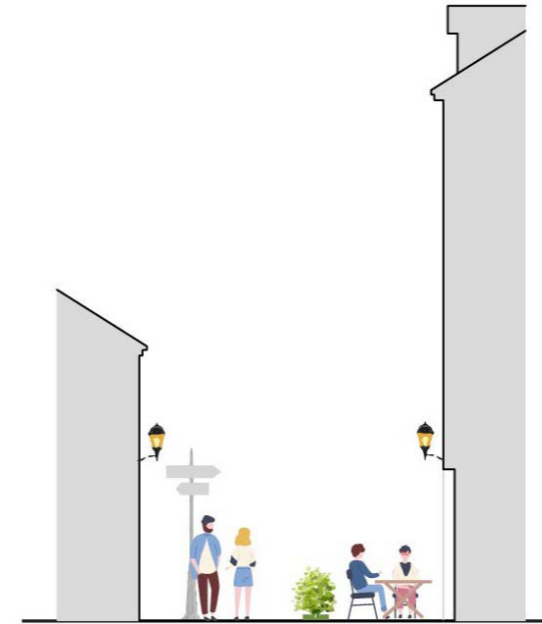


Figure 20 A typical section of a Pedestrian Priority Street.

### M03.3 Pedestrian Priority Streets design considerations:

- These streets are designed primarily for the pedestrian to deliver a pleasant, safe and legible experience for all such users.
- Streets can be made available for service and other priority access vehicles but only for limited periods during the day.
- Sufficient protection at entrances to the street should be considered through careful landscaping, however the use of large areas of bollards should be avoided.
- Fixed and movable seating should be incorporated into the street. Planters offer value but ideally should be integrated into the seating, to reduce clutter.
- Wayfinding and interpretation should be carefully incorporated at key junctions and entrances, being careful to avoid clutter.
- Appropriate species of street trees should be integrated to enhance the streetscape and provide shade for pedestrians where space and other constraints allow.

## Riverfront Streets

Role: Priority on place and people rather than movement and defined by its relationship to River Severn.



Figure 21 A typical section of a riverfront street.

### M04.1 Riverfront Streets design considerations:

- The focus of the street should be on the pedestrian and cyclist experience.
- Careful consideration should be given to the safety of people near the river through the design of the public realm and considered alongside flooding constraints.
- Opportunities to step down to the river using enhanced landscaping, pontoons or terracing should be prioritised.
- Where necessary for servicing or access, vehicular movement should be controlled and limited at certain times to promote pedestrian safety.
- Where possible, landscape features should be incorporated into the street scene, suitable for its context, to enhance GI.
- Maximise opportunities to provide places to sit and dwell and to accommodate spill-out space from cafés and bars bringing activity to the street.
- Low level accent lighting and task lighting should be prioritised over highways lighting.

# Active Travel

The overall vision is for a healthy and active town centre where walking and cycling are the first choice for movement. It is anticipated that this can be promoted through the design and layout of any new development.

Shrewsbury will follow an active travel first approach to movement, prioritising active and sustainable movement over the use of the private car. The following Movement Hierarchy underpins the approach to movement and access in Shrewsbury.



Figure 22 Opportunities to design in landscape to segregated cycle lanes should be promoted wherever possible.

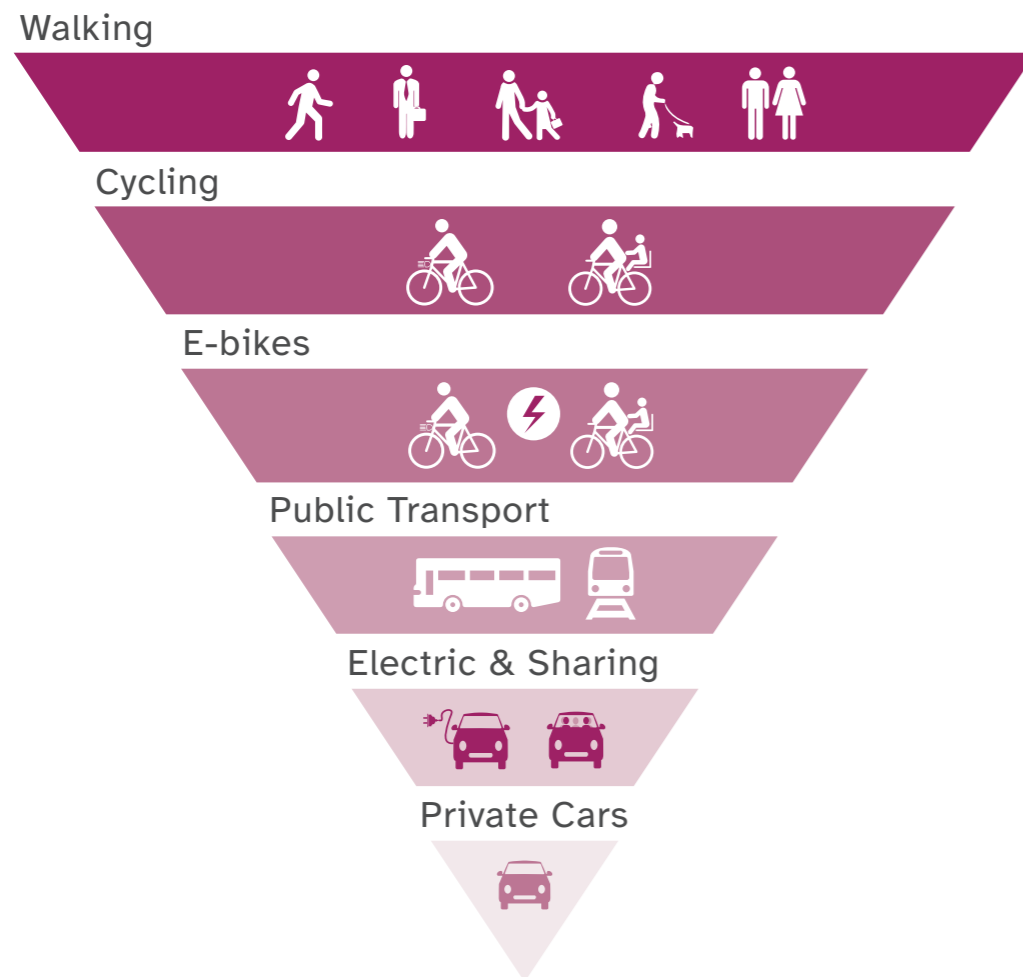


Figure 23 The Shrewsbury Movement Hierarchy.

## M02 Active Travel

- A. Applications should clearly outline how they respond to figure 23 the Shrewsbury Movement Hierarchy, defining how they prioritise and facilitate active travel over the use of the private car.
- B. New development should actively promote pedestrian and cycle movement by contributing to the creation of direct pedestrian and cycle routes which benefit from natural surveillance.
- C. Streets should be designed to be inclusive and cater to the needs of all users as far as possible considering the needs that may relate to disability, age, gender and maternity.
- D. Junctions should be designed in accordance with Manual for Streets to be safe, convenient, and attractive for all users and aligned with desire lines.
- E. Any cycle stands proposed on street or in the public realm should not obstruct people movement or contribute to cluttering of streets. Visitor cycle parking associated with a building should be located as close as possible to the main entrance, without obstructing movement.
- F. Pedestrian crossings should retain a sense of ownership, be located on desire lines, avoid unnecessary clutter and be single stage where possible.
- G. Private cycle parking/storage should be integrated into the design of buildings, where possible. Where it is not, storage areas should be covered, secure and within close proximity to the building entrance and within the plot curtilage.
- H. Both cycle store and individual bike stands should be lockable.
- I. Structures associated with active travel, like cycle shelters, should consider including green roofs or façades to enhance Shrewsbury's green infrastructure and biodiversity. Refer to N02 Green Roofs and Walls.

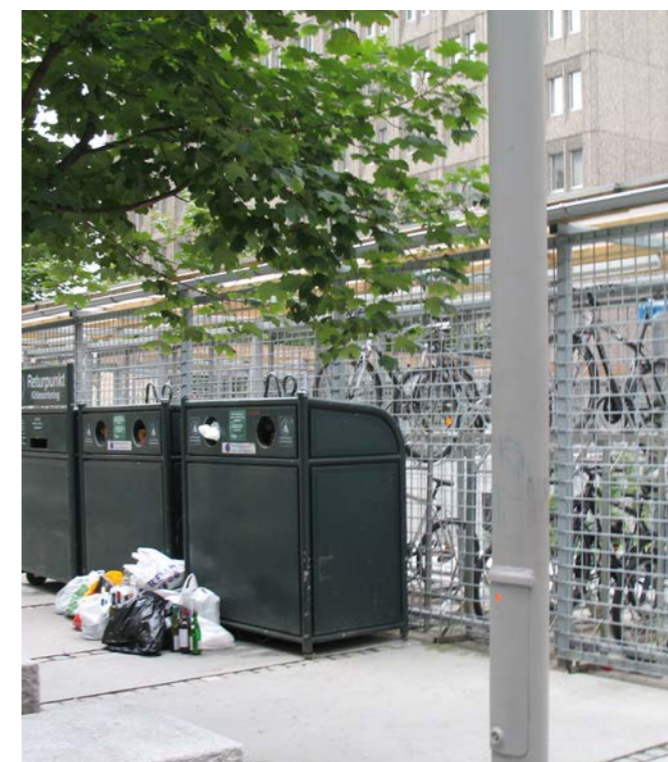


Figure 24 Covered and secured cycle parking located in close proximity to the building.

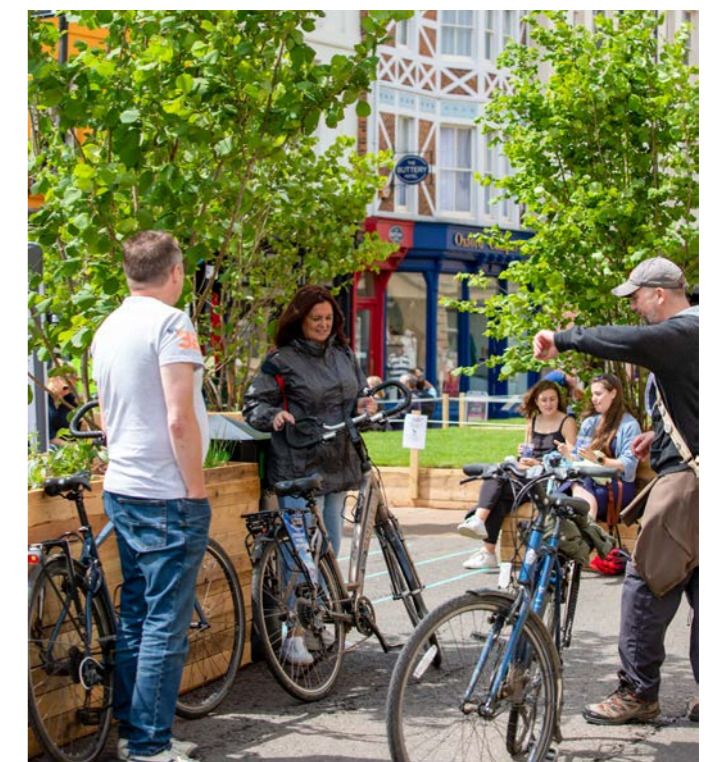


Figure 25 New development should actively promote pedestrian and cycle movement.

## Parking

Parking can have a significant impact on the function and appearance of a development proposal. The aspiration for Shrewsbury town centre, is to deliver a modal shift in behaviour, resulting in less need for high levels of car parking in the future. This section outlines the best possible way to integrate required car parking (proposed or re-designed existing), into development proposals for new buildings or spaces.

Typical parking typologies appropriate for Shrewsbury town centre are outlined on the following page.

### M03 Parking

- Page 137
- A. Car Parking should be designed to be safe, attractive to use and in convenient locations.
  - B. The location of car parking should be carefully considered to ensure it does not detract from the appearance of buildings and spaces, limit active frontages, or disrupt access to the ground floor.
  - C. Car parking areas should carefully consider surface treatment and, where possible, incorporate permeable materials.
  - D. EV charging points should be located across the town centre in accessible locations to promote the use of electric cars. EV charging points should be designed into the public realm, be visible but sensitive to local character, and not obstruct people movement or contribute to cluttering of streets.
  - E. Design should have minimal impact on the townscape. The use of car clubs is encouraged to reduce parking requirements related to new development.
  - F. Disabled and car club parking spaces should be prioritised and co-located with entrances.



Figure 26 Courtyard parking arrangements.



Figure 27 Surface car parking incorporating high quality landscape and SuDS.

- G. Large areas of car parking (over 10 spaces) should incorporate both edge and internal landscaping features (including SuDs) and provide clear pedestrian routes to support integration into the townscape.

## Courtyard parking

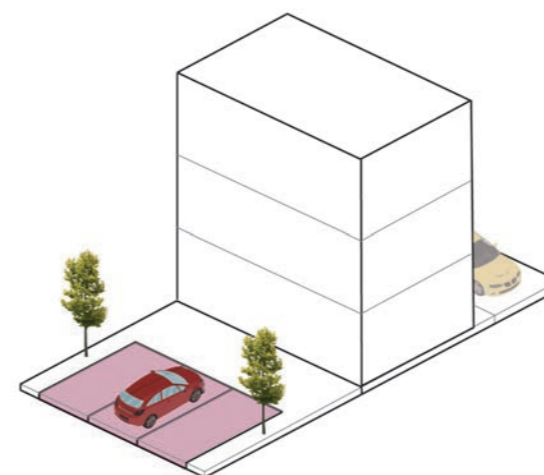


Figure 28 Courtyard parking.

## Basement & Undercroft Parking

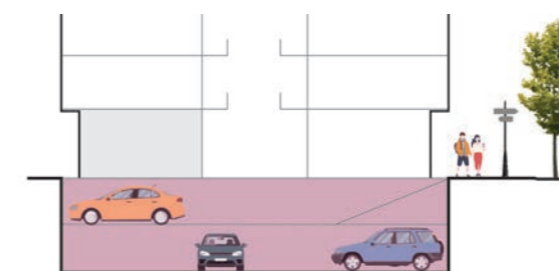


Figure 29 Basement parking.



Figure 30 Undercroft parking.

### M03.1 Courtyard Parking

- A. Courtyard parking may be appropriate to serve groups of businesses and homes for residents or visitors where no allocated bays.
- B. Should be located within blocks overlooked by buildings.
- C. Should be limited in scale and arranged in clusters.
- D. Should be well lit and designed to provide safe access and egress for people as well as cars.
- E. Landscaping and walking routes should be used to frame and mitigate the visual impact of parking.
- F. The use of appropriate species of trees is encouraged where constraints allow. This may entail use of specialist tree pits, appropriate surrounding surfaces and irrigation systems to ensure survival of the planted trees to maturity.

### M03.2 Basement & Undercroft Parking

- A. Basement and undercroft parking is appropriate in larger mixed use and residential blocks.
- B. Can provide residential and non residential parking, including visitor parking.
- C. Should be incorporated into the design of the building to allow for safe access and egress for people as well as cars.

## Surface parking

Car parks over 20 spaces.

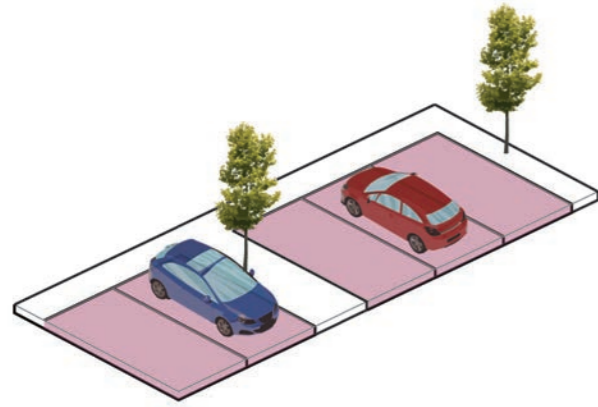


Figure 31 Surface parking.

## On Street parking

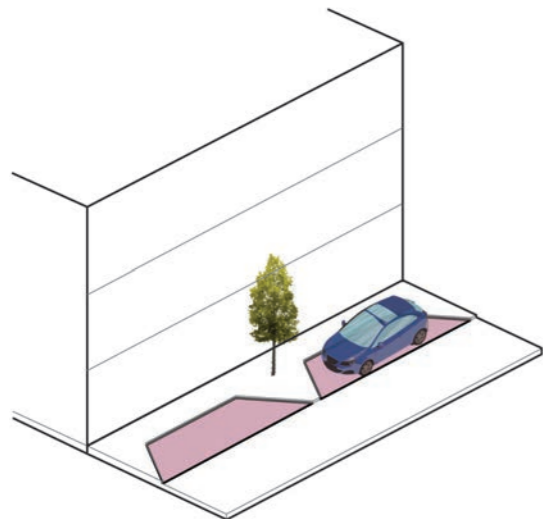


Figure 32 On street parking.

### M03.3 Surface Parking:

- A. Proposals for new large areas of surface parking should be avoided and are not considered appropriate within the immediate town centre area.
- B. In the limited circumstances where such parking is appropriate, it will be to support proposals for new retail or commercial (including leisure) development and will need to be fully justified through the application process.
- C. Where areas of new surface-level parking are necessary, they should be of the minimum size and plot needed, and be located towards the rear of the development plot or block and away from the main street frontage to allow for an active frontage.
- D. Planting, including a grid of trees between bays, is also encouraged. This may entail use of specialist tree pits, appropriate surrounding surfaces and irrigation systems to ensure survival of the planted trees to maturity
- E. Short-term visitor parking may be positioned on-street or close to building frontages.

### M03.4 On Street Parking

- A. Where car parking is provided on street, it should be broken up into groups of a maximum of three bays separated by build outs which provide opportunities for pedestrians to cross and for landscaping, ensuring good visibility of the street.
- B. New on street parking should be for Blue Badge parking only.
- C. Adequate areas for drop off, deliveries and servicing should be provided on street and be located close to entrances and away from key pedestrian desire lines. It should incorporate appropriate landscaping to mitigate its visual impact.

## Servicing, utilities, refuse and recycling collection

### M04 Servicing, utilities, refuse and recycling collection

- A. New development should integrate the requirements of utility providers, refuse collection and emergency access without compromising the quality of place by obstruction of movement or visual intrusion.
- B. All new development needs to be accessible to emergency vehicles. Sites with limited vehicular access points need to ensure that ambulances and fire tenders can gain access if one of the roads is blocked.
- C. New utilities should be aligned in shared ducts where possible to minimise disruption and ease of maintenance, as well as reduce conflict with roots of new or existing street trees.
- D. New utilities should be coordinated to facilitate new street tree planting and not be used as a reason to avoid their inclusion.



Figure 33 An example of on street servicing to plots without compromising quality of place



Figure 34 An example of retaining vehicular access and for servicing and emergency use without compromising quality of place

# Nature and Green Infrastructure

## Expected Design Outcome:

A 'green' town centre that maximises the potential for health and wellbeing, biodiversity and climate resilience through the design of new and improvements of existing green infrastructure.

E. Opportunities for play, recreation and exercise should be incorporated where possible. Consider formal, informal, natural, linear, inclusive and accessible spaces and features that support these principles.

## Green Infrastructure

### N01 Green Infrastructure

- A. All planning applications for new development should demonstrate how they respect and enhance the town centre's green infrastructure, positively responding to Key Characteristic 4 'A Green Town Centre', supporting the delivery of new green spaces, whether on plot or beyond and increase access to nature.
- B. Proposed new open spaces should demonstrate how they respond to Key Characteristic 5 'A network of public spaces' through their design and implementation.
- C. All open space that interfaces with the river should demonstrate how it responds to Key Characteristic 2 'Relationship to the River Severn', promoting a positive relationship with the river through its design and implementation and accord with the principles set out in the latest River Severn Shrewsbury Safety Review.
- D. Green Infrastructure proposals should align with Natural England's 15 Green Infrastructure principles and relevant priorities and measures in the Shropshire Green Infrastructure Strategy and Nature Recovery Strategy. Relevant wider stakeholder initiatives and community consultation should also be considered.



Figure 35 The Quarry contributes to the 'Green' town character.



Figure 36 Open space that interfaces with the river should be designed to promote a positive relationship with the water's edge.

### F. New and adapted open spaces should:

- i. Be accessible and inclusive.
- ii. Be well lit for safety and security but avoid light spillage that causes nuisance and harms wildlife.
- iii. Be located so that they are overlooked by surrounding buildings, streets and public spaces.
- iv. Offer places to sit at appropriate intervals to aid inclusive access along their length.
- v. Consider the opportunity of community growing projects for food production, learning and community engagement on large developments.
- vi. Provide access points and paths that are conveniently located on desire lines for walking and cycling.
- vii. Consider opportunities to incorporate play. Sufficient space should be provided to avoid conflict with other uses.
- viii. Be designed to take account of maintenance and adoption requirements.
- ix. Include areas that are nature-rich to support local biodiversity.

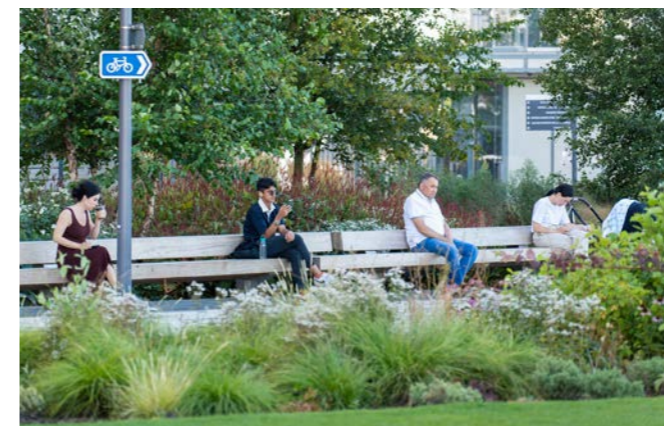


Figure 37 High quality seating within landscape.



Figure 38 Community growing project.

### G. Green Infrastructure should be central to the design of the proposals, ensuring permeability of the site for wildlife and people and creating a varied multi-functional network of spaces and uses.

- i. Ensure the design and maintenance of green infrastructure shall conserve and enhance the historic environment and contribute to local distinctiveness.
- ii. GI must be informed by existing features on site or wider networks. Avoid loss, fragmentation, severance, or other negative impact on the function of existing Green Infrastructure. Provide appropriate mitigation if required.
- iii. Incorporate sustainable drainage and blue infrastructure wherever possible.
- iv. Be resilient to climate change, minimise the development's environmental impact and enhance the quality of water, soil and air, aiding resilience, and adaptation to climate change.
- v. Address identified deficiencies and gaps in Green Infrastructure, improving accessibility and encouraging multiple uses where appropriate
- vi. Be accessible and inclusive for all, and promote health, wellbeing, community and cohesion and active living.
- vii. Nature based solutions should be prioritised when dealing with increasing temperatures, to reduce its impact for people's living environments.
- viii. Where nature-based solutions are integrated into the development, it is important to educate and raise awareness of their importance and inclusion to the public. This can begin at public consultation and be sustained after delivery.

## Green Roofs and Walls

Green walls and roofs support local biodiversity, improve local ecology by creating new wildlife habitats, provide important microclimates for pollinating insects and bird life, and reduce surface water runoff from developments.

### N02 Green roofs and walls

- A. Green and brown roofs and green walls should be considered in all proposals for new development to demonstrate an improved Urban Greening Factor and maximise opportunities for biodiversity net gain.
- B. Green roofs should be considered for any proposed flat or shallow pitched roof structure or clearly demonstrate with sound reasoning why it is not appropriate.
- C. Green roofs should have due regard to guidance set out in N04 related to SuDS.
- D. Green roofs allow for urban greening, Green Infrastructure connectivity and habitat creation or mitigation of lost habitat. Providing opportunity for bare ground, heathland, meadows / grassland and scrubland in urban areas. They also provide potential opportunities for education and doorstep access to nature.

Page 140

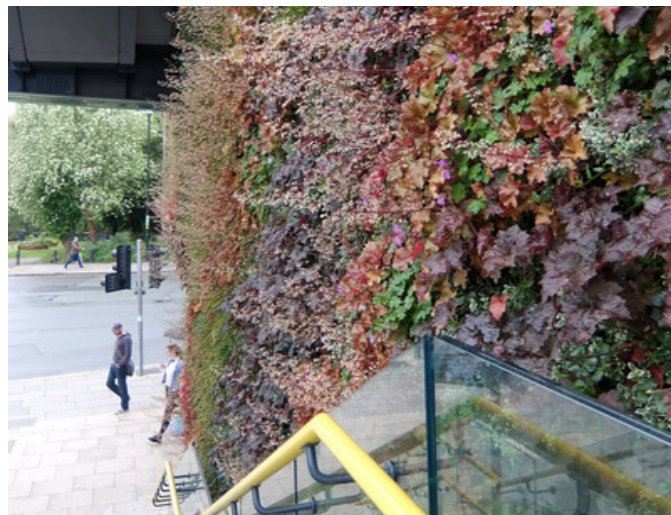


Figure 39 Use of green wall to aid SuDS systems.

## Trees

Applications for new buildings or spaces are expected to consider the use of trees within their development through careful consideration of street trees (noting standards within M.1 and M.3), associated public realm and/or within a courtyard.

### N03 Trees

- A. New tree planting schemes should be considered from the earliest concept/design stages and implemented in accordance with BS8545 (2014) Trees - from nursery to independence in the landscape.
- B. Tree species that complement and enhance the ecological value of the local area should be selected.
- C. Suitable tree species should be selected for planting near to car parking spaces, avoiding for example those that have soft berries or a tendency to develop strong surface roots or suckers.
- D. Appropriate sizing, design, and placement of trees within the open space or public realm should be considered, prioritising native species where suitable, recognising that non-native species may be preferable on occasion, for reasons such as their appearance, growth characteristics or resilience to climate change, for example.
- E. New tree planting should provide a mix of species that are resilient to pests, diseases and climate change and should be delivered in sustainable locations, in a manner that supports the growth and spatial requirements of the canopy. New canopy should positively contribute to the climate resilience of the site in a manner which protects and enhances existing canopy.

- F. The shape, colour, texture and seasonal variations of the trees will have a strong impact on the amenity value. However, aesthetic considerations should not override other important criteria for long-term success when selecting tree species for ecological benefits.
- G. Planting formation choices should reflect local setting, for example a linear arrangement will support a strong urban frontage while individual accent planting might be more suited to public spaces.
- H. Proposed tree locations and specification should be designed with maintenance and adoption in mind for trees in public open spaces.
- I. Lighter canopy trees should be considered when planting closer to buildings.
  - i. Street trees in Enhanced and Informal Streets should be planted with a minimum of 1m and maximum 2m setback from kerb lines, and in Pedestrian Priority Streets with a minimum of 1m and maximum 1.5m setback from kerb lines.
  - ii. Spacing of street trees should be between a minimum of 8m and a maximum of 20m apart.
  - iii. A 3m canopy clearance is required for street trees along emergency and refuse vehicle access routes, all other trees require a minimum canopy clearance of 2.5m.
- J. If appropriate within the urban setting consideration should be given to the use of hedgerows too.

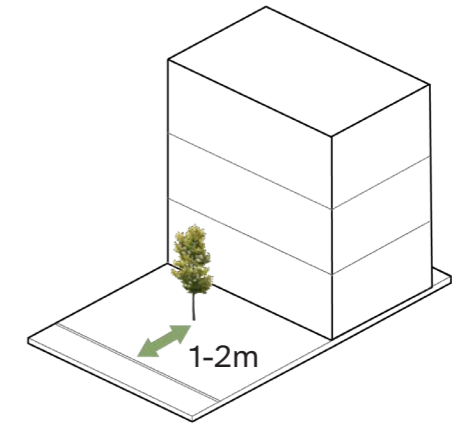


Figure 40 Street trees setback from kerb line.

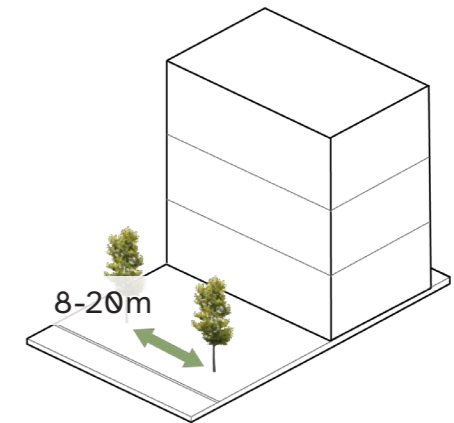


Figure 41 Spacing of street trees.

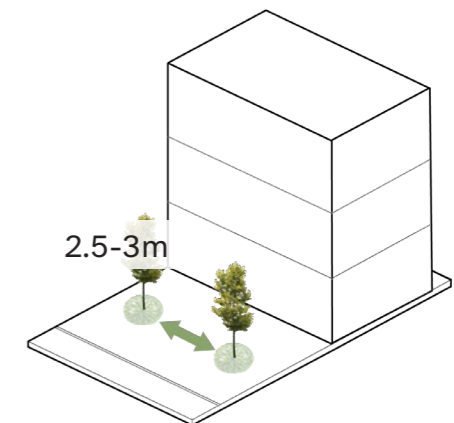


Figure 42 Tree canopy clearance.

## Water and Drainage

### Sustainable Drainage

Sustainable drainage systems are important to deliver the Vision for Shrewsbury town centre, tackling climate change and designing for future generations.

It is vital to remove / reduce the overall level of flood risk in Shrewsbury. Well considered and varied SuDs should be incorporated into all new development to: manage surface water flow, improve water quality, and educate and improve the wellbeing of communities. SuDs should:

- Support the character of Shrewsbury and enhance sense of place, amenity and biodiversity.
- Where appropriate, incorporate play features into aspects of SuDs features.
- Provide for simple and straightforward maintenance, including the provision of a plan and mechanism for on-going maintenance.
- Integrate into public, green or open space and have sufficient room.
- When soft SuDs cannot be achieved, use permeable hard surfaces.



Figure 43 Sustainable Urban Drainage including rain gardens, within the design of public realm.



Figure 44 Sustainable Urban Drainage including rain gardens, within the design of public realm.

#### N04 Sustainable Drainage

- Sustainable drainage systems should be considered to reduce run off rates from new development, mitigate flood risk and enhance biodiversity.
- Systems applicable to Shrewsbury town centre include:
  - Green roofs and walls:** Provide capacity to hold and attenuate water run-off as well as ecological and leisure benefits.
  - Permeable surfacing:** Surfaces that allow water to percolate into the ground including, natural surfaces, gravel and low traffic volume engineered road surfaces and hard-standings.
  - Rain gardens:** Planters and ditches with native drought tolerant plants release water gradually and filter-out pollutants.
  - Rain capture:** Water butts and other rainwater harvesting systems collect rainwater for use in gardens or for non-potable uses reducing water consumption.
  - Soakaways and filter drains:** Shallow ditches and trenches filled with gravel or stones that collect uncontaminated water and allow it to percolate into the ground.
  - Swales and Permeable tree pits**

## Biodiversity

### N05 Biodiversity

- Natural assets such as existing trees should, where possible, be retained and enhanced. If their loss is necessary and appropriate then compensatory provision should be made.
- Before any new development takes place the existing habitats should be mapped, so that they can where possible be retained or otherwise re-provided.



Figure 45 Integrating insect homes and bee bricks, provides features to facilitate increasing biodiversity.

C. Development should consider the following:

- Planting:** To provide nectar, nuts, seeds, native vegetation and berries along with trees and shrubs, logs and stones.
- Creating habitats:** Strategies need to be considered for creating natural habitats, for example, through use of trees, wildflowers and ponds as well as bat and bird boxes, bee bricks and bird bricks and hedgehog highways.
- Enhancing habitats:** Management of native planting, foraging grounds for bats, feeding grounds and wetlands for birds and forest floor habitats.
- Existing features:** Natural assets such as trees and rivers edges should be retained and enhanced where possible.
- Rivers:** Restoration techniques create habitat and reduce flood risk.
- Mosaics:** A range of elements and structures such as small patches of bare ground, tall flower-rich vegetation, or scattered trees and scrub to support a range of species and their life-cycles. Mosaic habitats can be facilitated by green roofs in an urban context.
- Trees:** Incorporated into public realm and other open spaces as well as private development where appropriate.
- SuDS and rain gardens:** Designed to provide benefits to nature by including planting and habitat niches.
- Ecological network:** Masterplans should create an interconnected ecological network that encompasses everything from doorstep spaces and private gardens to the surrounding countryside.
- Green roofs & walls:** Green façades provide nesting opportunities and food for bees. Habitats can also be created on roofs and are especially beneficial for birds and insects.

## Built Form

### Expected Design Outcome:

A town centre that has a coherent form to which new development appropriately responds.

Built form is defined as the ‘three dimensional pattern or arrangement of development blocks, streets, buildings and open spaces’ that make up an area.

Well designed places have a coherent built form and reflect the prevailing character of its context. For Shrewsbury town centre this means:

1. Developing to an appropriate density that reflects the town centre context and the identified key characteristics.

Page 142

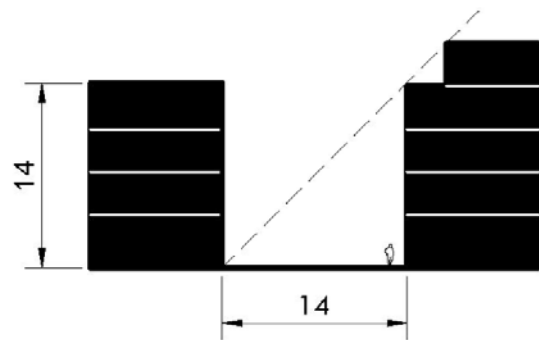


Figure 46 Building height to street width ratio 1:1.

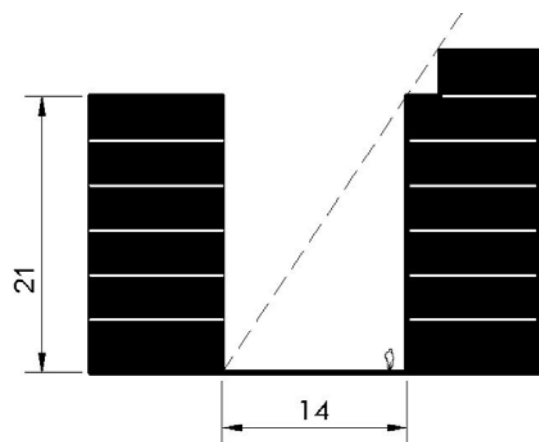


Figure 47 Building height to street width ratio 1.5:1.

2. The layout of plots and sites based on the surrounding street pattern to emphasise the historic urban grain.
3. Use of appropriate building types and forms.

## Scale

### B01 Scale

- Proposals for new development should be at an appropriate scale and density in relation to their immediate context and that of the wider town centre.
- Proposals should be cognisant of national and local policy requirements aimed at increasing densities at sites proximate to public transport links, services and facilities.
- Higher-density schemes should be of notably high quality, meeting the other principles in this guidance.
- Proposals should demonstrate how they reflect Shrewsbury Key Characteristic 6 ‘Human Scale’. The scale of a building should have full consideration to the character of the street upon which it is located. Generally, the height of a building should be no more than 1.5 x the width of the street it faces onto (see diagram adjacent).
- Scale can be used to define key corners and/or entrances. However the scale should be responsive to surrounding context.
- Designers should fully consider the impacts of wind and daylight when considering the scale and the most appropriate location for larger scale buildings within a scheme; ensuring south facing façades, streets and spaces have good daylight access. Use of landscaping to support the absorption of larger scale buildings into their setting is encouraged.

## Massing

### Variety

### B02 Variety

- Proposals for new development should demonstrate how they reflect Shrewsbury Key Characteristic 8 ‘Variety’ in relation to:
  - Building massing
  - Roof form
- Variety in built form can be achieved through subtle changes in height, roof line and typology. However, to avoid too great a contrast, should be balanced by consistency of other aspects such as materials, width of built frontage, angle of roof pitch and fascia height.
- Infill development proposals must demonstrate how their design responds to neighbouring buildings in terms of material use and pattern, roof line, scale and set back.
- Where larger floor plates are proposed, their form, mass and scale should still achieve variety in roof form, architectural detail and verticality as set out in the Code’s key characteristics.

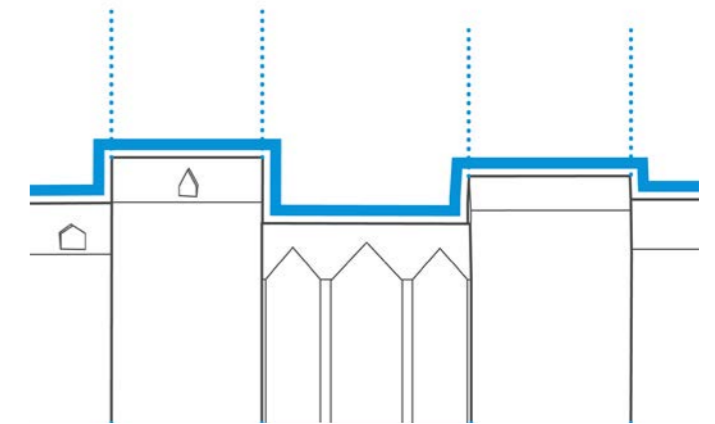


Figure 48 Variety Key Characteristic expressed in building massing.

## Tall Buildings

Tall buildings in the context of Shrewsbury town centre are defined as a building more than 6 storeys in height to the ridge line.

### B03 Tall buildings

- Tall buildings should not compromise quality in terms of daylight, overshadowing or overbearance.
- The street width to building height ratio should generally be no more than 1:1.5.
- The location of tall buildings should be carefully considered to ensure key views are respected.

## Responding to Topography

### B04 Responding to topography

- A. Where relevant, proposals for new development should clearly demonstrate how they reflect Shrewsbury Key Characteristic 1 'Landform and Topography'.
- B. Building form and massing should respond to site topography, stepping up or down in height to reflect changes in level.
- C. Long uniform ridge/eaves lines should be avoided.

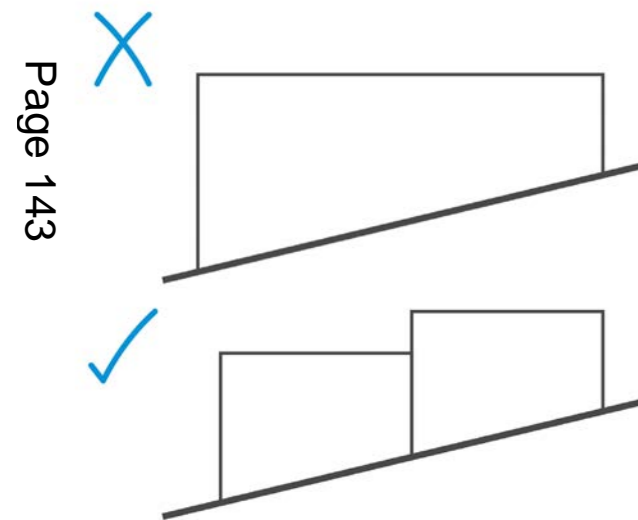


Figure 49 Step architectural form to address steep topography instead of large expansive form.



Figure 50 Claremont Bank - architectural form steps down the street.

## Urban Grain and Block Articulation

### B05 Urban grain and block articulation

- A. All new development should respond to the urban grain of the town centre, as set out in Key Characteristic 3 'Fine Urban Grain', framing an intricate network of streets and spaces.
- B. Where new development blocks are created, proposals should demonstrate how a permeable perimeter is created, which is well defined and has activated pedestrian and vehicular corridors, with clear definition between public and private spaces.
- C. New development blocks should have a continuous built edge with buildings or appropriate boundary treatment. Gaps in the perimeter can be accepted if they do not compromise the integrity of the block.
- D. Large new urban blocks should introduce additional public streets to increase permeability.
- E. Blocks should be subdivided into smaller buildings or the external appearance of larger buildings should be articulated to break up the massing and alleviate uniformity.
- F. Massing of individual buildings within a new block should vary to provide variety to the streetscene.
- G. Roof form should provide variety and respond to the site's town centre context.

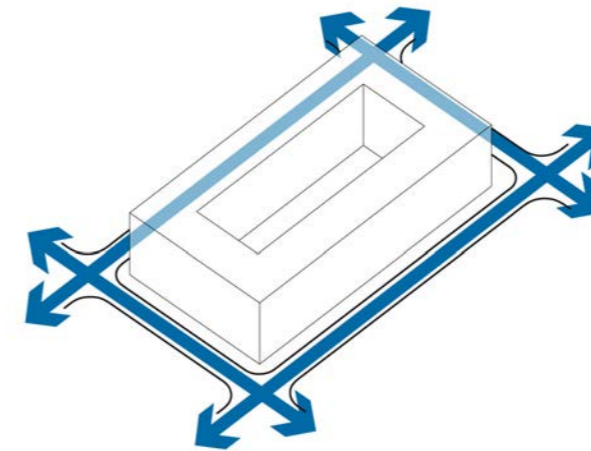


Figure 51 B. Perimeter Block defined by movement corridors.

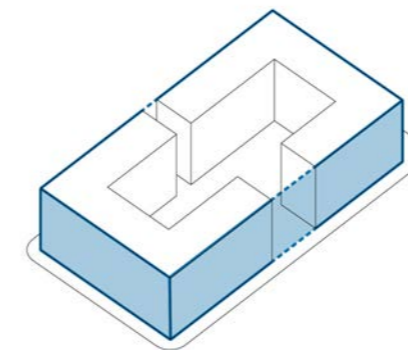


Figure 52 C. Continuous built edge, with gaps accepted if they do not compromise the integrity of the block.

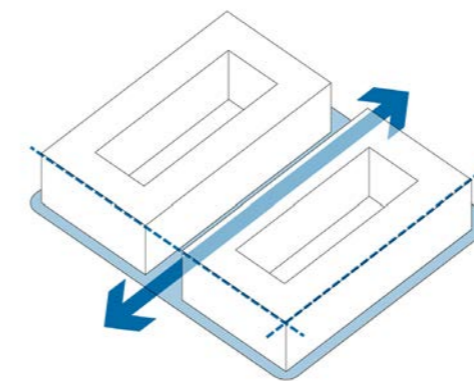


Figure 53 D. Large block should have additional movement corridors to increase permeability.

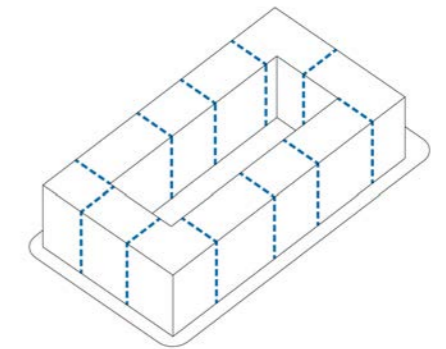


Figure 54 E. Blocks should be sub-divided into buildings.

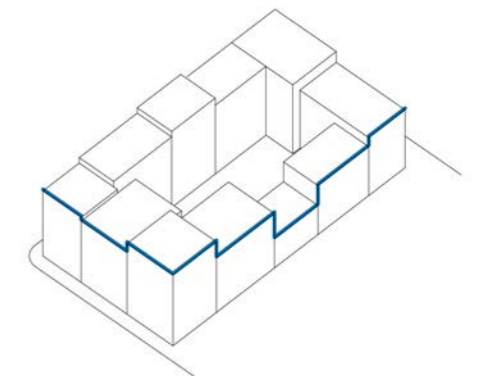


Figure 55 F. Varying massing and roof heights to provide variety.

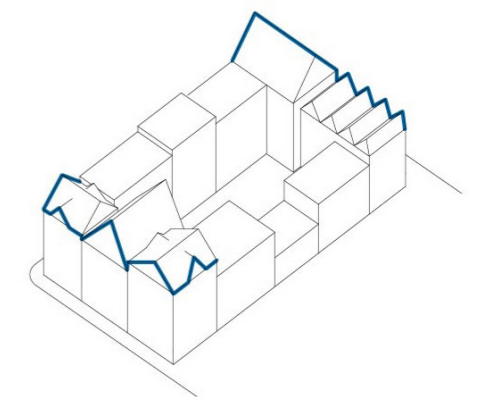


Figure 56 G. Roof form should provide variety and respond to local context.

# Identity

## Outcome:

A place that contributes to and enhances the positive character of Shrewsbury town centre. A place that feels distinctively local, new development responding to local building composition, roof form, materials and details in a sensitive contemporary way.

## Sense of Place

### Local Character

#### I01 Local Character

- A. Any new development within Shrewsbury town centre should be sensitive to its context and proposals should clearly evidence how they respond to the Shrewsbury Key Characteristics which define local character.
- B. Interpretation must positively respond to the character, appearance and historic interest of the town centre through traditional or contemporary design but avoid simple duplication or imitation.
- C. Landscape features can support Shrewsbury's identity. Shrewsbury is the town of flowers and increasing flowering species supports this and the principle of the 'Green Town'.
- D. Play spaces and playful features in the public realm can support local identity by referencing local history or landmarks and, or responding to the topography of Shrewsbury.

Page 144

## The Identity of Buildings

### Composition & Building Articulation

#### I02 Composition and building articulation

- A. The proposed composition should demonstrate how Key Characteristic 11 'Definition of the Base, Middle and Top' will be addressed whilst maintaining an overall synergy and ensuring the building is read as one. This could be achieved by:
  - i. Architectural form
  - ii. Change in materials and/or
  - iii. Change in architectural detailing or expression



Figure 57 A contemporary building with a clearly defined composition of base, middle and top.

- B. The location of fenestration (windows and doors) and its rhythm should be regular and demonstrate an appropriate response to neighbouring buildings. Long glazed elevations or large blank façades should be avoided.
- C. Building composition should emphasise vertical orientation, consistent with Shrewsbury Key Characteristic 9 'Verticality', through form, fenestration and architectural details, dividing the elevation into vertical segments to create a vertical rhythm.
- D. Designers should consider strategies such as subtle colour/ material contrast, minor wall offsets, the use of arcades, accent lines and upper floor step backs to articulate buildings. The uppermost portion of the façade should be articulated with a treatment in scale with the building.



Figure 59 A regular use of fenestration creating rhythm.



Figure 58 Verticality Within Buildings: Elevations divided into vertical segments to create a vertical rhythm.

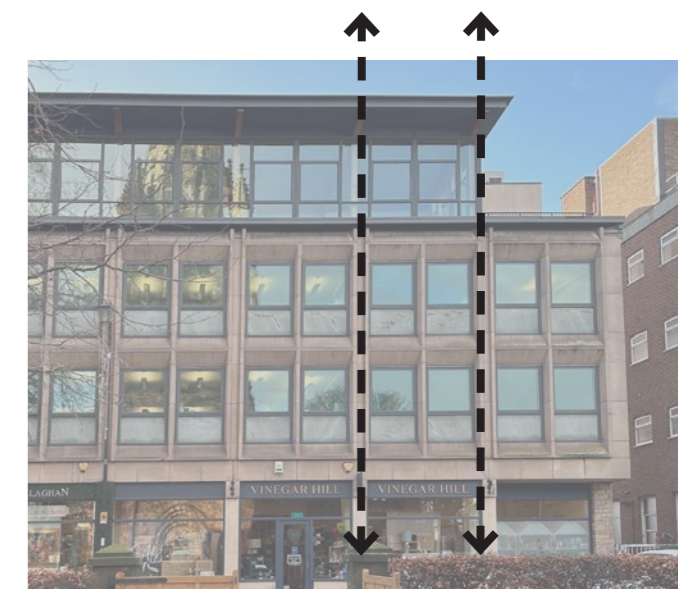


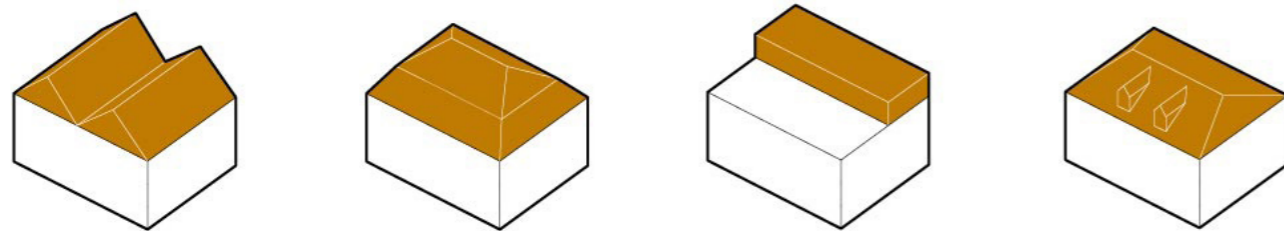
Figure 60 Expressing verticality - 22-24 St Mary's Street: A bay typology can introduce verticality to break up a horizontal elevation.

## Roof form

### I03 Roof form

- A. Proposals for new development should clearly demonstrate how they reflect Shrewsbury Key Characteristics 8 and 10, 'Variety and Contrast' and 'Varied Roofscape'.
- B. Continuous repetition of roof forms and long uniform ridge lines should be avoided.
- C. Roof articulation and set backs should be considered on upper stories to reduce the impact of massing or height.
- D. Buildings should have an uncluttered simple roof profile with all elements such as plant enclosure, solar PVs, maintenance gantries, lift overruns, safety balustrades etc. integrated within the overall built form and set back from the roof edge.
- E. Roof form should respond to the existing context and feature pitch or mansard roofs, to the street. Whilst a top floor set back may be featured, the use of flat roofs should be avoided where the predominant roof form in the surrounding area is pitched and limited to roof gardens and balconies away from main facades.
- F. Dormers should be carefully integrated into the roof line facing onto the street, being careful to maintain symmetry.
- G. Gables facing onto the street should be considered to articulate corners and break long roof lines.

Page 145



Type 1: Pitched roof.

Type 2: Mansard roof.

Type 3: Top floor set back.

Type 4: Roof with dormers.

Figure 61 Typical roof forms



Figure 62 Examples of Shrewsbury roof forms.

## Materials and Details

### I04 Materials and details

- A. Proposals for new development should take inspiration from a local palette of materials (refer to materials palette in this document) Where this is not the case, they should justify sympathetic use of other materials.
- B. Proposals should take inspiration from the palette of patterns, colours and iconography of Shrewsbury town centre, referencing where appropriate Key Characteristic 12 'Intricate patterning and detailing'.
- C. Signage should be simple, integrated and contextually appropriate. It should also positively contribute to the streetscape, utilising a consistent and complementary style.
- D. Shopping fascia's should be of a consistent height and depth throughout the town centre, whilst also reflecting changes in level.
- E. Key frontages, and larger areas where blank facades are unavoidable, should use brick details and patterning, including colour contrast, to provide interest.



Figure 63 Window frame materials complement the external material of a development.

## Windows

### I05 Windows

- A. Window frames must complement the external material of the new development and respond to surrounding character.
- B. New development should consider the use of surface reliefs and depth of shadows to avoid creating flat façades. The use of deep reveals is encouraged to emphasise building details, such as grids, and offer solar shading.



Figure 64 Image of contemporary buildings in Shrewsbury using local palette of materials. Radbrook Village, Shrewsbury. Photo credit AHR Architects.

# Public Space

## Expected Design Outcome:

A town centre where the public spaces are well designed, robust, inclusive and safe.

Public realm is the space between buildings that is publicly accessible as defined by the Shrewsbury Movement and Public Space Strategy as public space. The use of the phrases public space and public realm are often interchangeable, but the definition remains the same.

Whilst streets are dealt with in section M1 of this document, N1 Nature also sets out coding for green infrastructure. This section sets out further principles for the design of the public realm within and around development proposals.

## Public Realm

Page 146

### P01 Public realm

- A. A refined palette of street furniture should be used, selected for longevity, ease of maintenance, and quality. It should create further cohesion in the space and encourage people to dwell and socialise.
- B. Consideration should be given to designing for inclusive spaces, such as curved seating to encourage social interaction and safety.
- C. Street furniture and public art should be used to reinforce the character and identity of the area but in a way that limits street clutter, and rationalises signage.
- D. All street furniture should be robust and easy to maintain and replace.
- E. All new lighting should be robust, fit for purpose, easily replaced, and energy efficient (with a preference for LED lighting).
- F. Planting should be distinctive, providing visual interest and intrigue.

G. Consideration should be given to need for public spaces to be designed to be inclusive and accessible for all users.

- i. Seating to leave space for wheelchairs to sit alongside without blocking circulation.
- ii. A range of scale in seating spaces – quiet corners, busier areas, to give people the option.
- iii. Avoid steps and include ramps.
- iv. Designing spaces for neurodiversity.
- v. Consider the principles of gender inclusive design – alternative seating areas like groups of swings or hammocks that allow older children to hang out without feeling they are impeding on children’s play areas.
- vi. Linear play features / pocket play on the high street to entertain children with a parent waiting for someone to finish shopping. For example, trampolines, slides incorporated with level changes by steps and ramps.
- vii. It is important for outdoor spaces to have the ability to accommodate programmed and non-programmed use (multifunctionality).
- viii. Good open space should allow a variety of uses along the themes of; sit, rest, socialise, play, exercise, eat, drink. The uses should depend on the context of the development.
- ix. Open space should be as green as possible and include SuDs, provide visual amenity, and be connected to existing pedestrian and cycle networks.

H. Features such as bins, cycle stands, and seating opportunities must be included but in a considered way that minimises unnecessary clutter.



Figure 65 A refined palette of street furniture selected for longevity and quality.

## Safety and Security

### P02 Safety and security

- A. All public space should be designed to adhere to the following safety and security principles:
  - i. Routes should be designed with integrated CCTV in mind, promote wide, well lit and direct connections, support ease of maintenance, and benefit from natural surveillance that provides a sense of security for all users.
  - ii. Access points should be designed to have good visibility and allow open views to encourage use by all.
  - iii. There should be clear separation between public and private spaces.
  - iv. All spaces that are publicly accessible should benefit from natural surveillance from active frontages on surrounding buildings.
  - v. Public spaces should be designed to promote a sense of ownership, respect, responsibility and community.

- vi. Public spaces should deter criminal activity through their design. However sometimes it is necessary to also include additional security features. These should be well designed and integrated into the space.
- vii. Public spaces should be designed with management and maintenance in mind, to discourage crime in the present and the future and promote longevity of the space.



Figure 66 Low level planting and clear sight lines increase visibility and comfort.



Figure 67 Use of low level lighting and accent lighting to planting will encourage use and safety throughout the day.

## Play

### P03 Play

- A. Opportunities for play should be incorporated into new development within Shrewsbury town centre, as it is a vital resource. Play needs to consider all people, ages, abilities, and needs.
- B. Play can be delivered in several ways depending on the context:
- Play Areas
  - Play on the way
  - Playful interventions
  - Interactive art
  - Play streets
  - Natural Play
  - Provision for Exercise and Fitness
  - Provision of equipment in open space to facilitate play/ games.
  - Child orientated play
  - All age , games exercise, health and wellbeing.
- C. Play Areas should:
- i. Support Children’s Fundamental Movement Skills and provide risk and progression of challenge.
  - ii. Avoid non-specific, bland and repetitive play experiences. New play spaces should consider existing provision and deliver something different. There may be opportunities to think, about sensory play, or digital / interactive features.
  - iii. Be inclusive and accessible within the main play experience to avoid any sense of separation.
  - iv. Be well located on busy routes, benefit from natural surveillance, and used to enhance community spaces.

### D. Fitness and Exercise spaces should:

- i. Be well located and used to enhance community space.
- ii. Allow for a range of users and abilities and avoid one user group dominating the space. Provision should include instructions on how to use the features. Where fitness equipment is included, include opportunities for a range of stretching, upper and lower body exercise (whether on a single location or part of a trail).
- iii. Dynamic moving units or static units that allow users to bring resistance bands are both appropriate.
- iv. Consider inclusion of running lanes or distance markers along paths.



Figure 68 An example of play on the way.  
Credit: Neil Speakman/Studio Maple

## Hostile Vehicle Mitigation

Hostile Vehicle Mitigation (HVM) measures can be used to prevent criminal damage and harm to people or buildings. Martyn’s Law, officially known as the Terrorism (Protection of Premises) Act 2025, aims to enhance public safety by requiring certain venues and events to implement measures to protect against terrorist attacks.

### P04 HVM

- A. Any new public space with potential to host events must comply with the tiered approach based on the anticipated venue capacity.
- B. HVM measures should be integrated into the holistic design of a street or space.
- C. HVM measures should be proportionate to the perceived threat to avoid unnecessary street clutter in the public realm.
- D. Passive measures such as incidental street elements, sculptures, water, play space, walls, bunds, ditches, topography, raised planters and street furniture are preferred.
- E. Extensive use of bollards should be avoided wherever possible and any requirement for access should be managed carefully to ensure flow of vehicular and pedestrian traffic.
- F. Applicants considering new development should engage early with the Local Authority to ensure HVM is fully integrated into the design proposal.



Figure 69 HVM integrated into the design of the public realm.

# Uses

## Expected Design Outcome:

A town centre where a vibrant mix of uses support everyday activities and bring life, activity, and bustling streets.

## Mix

### U01 Mix

- A. Proposed new development should be consistent with policies in the adopted Development Plan. They should also respond to the adjacent and town-wide offer to ensure they complement rather than compete.

Page 148

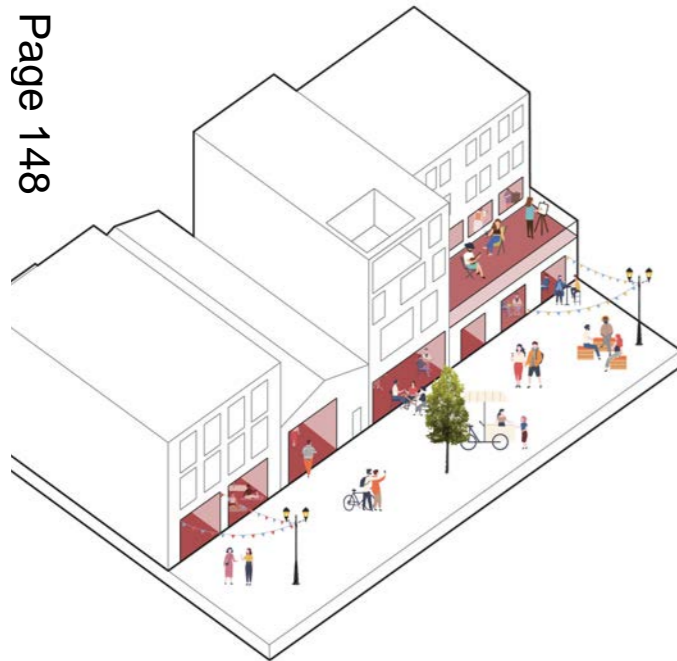


Figure 70 Building frontage activated on ground floor and on terrace to encourage activity on the street and increase surveillance.

## Active Frontages

### U02 Active frontages

- A. New buildings should have active frontages onto streets and other public realm. This should include glazing and/or other openings so as to provide natural surveillance and to allow activity in the building to be clearly visible.
- B. Where new buildings are for commercial uses, active commercial terraces can create diversity and increase footfall. As such, they are encouraged where they can be appropriately accommodated in the building design and appropriately respond to its setting.
- C. Spill out space onto the street is encouraged where it can be clearly defined and comfortably accommodated without unduly compromising other uses.
- D. Where active frontages at street level are not possible due to an associated environmental assessment and heightened risk of flooding, an alternative approach is required to demonstrate activity within the buildings is visible.



Figure 71 Historic and modern active frontages encouraging street activity.

# Homes

## Expected Design Outcome:

A town centre which is proud of the high design standard of all new residential buildings, which are of exemplar quality in terms of functionality, accessibility, inclusivity and sustainability.

## Residential Quality

### H01 Residential quality

- A. All dwellings should achieve high-quality sustainable design, which is adaptable, safe and accessible to all and is responsive to changing lifestyle needs. This includes achieving the M4(2) accessible and adaptable standard as a minimum, and for schemes of 5 or more dwellings a minimum of 5% achieving M4(3) wheelchair user dwelling standard (unless site-specific factors indicate that step-free access cannot be achieved).
- B. Proposals should include an appropriate and diverse mix of dwelling types, sizes and tenures that respond to local need. They should be distributed through the site.
- C. Design should maximise dual aspect dwellings and limit the number of single aspect dwellings - particularly those that are north-facing. Exceptionally, where such units are appropriate, they should not constitute family housing
- D. Building design should seek to maximise daylight penetration. As such, depth should not exceed 7metres except for units with recessed balconies.
- E. In duplex apartments, opportunities to face kitchen and living towards streets and public spaces/courtyards should be prioritised.
- F. Building design should promote natural surveillance of adjoining public spaces. It should also encourage community interaction, engagement, participation and passive environmental control.
- G. Apartments and maisonettes should, wherever possible, include private amenity space that is clearly associated with and accessible from the property. In some instances, it may be acceptable for this to consist of a balcony - dependent on factors such as potential for alternative provision, size, and whether they complement the design of the building and its locality. Where this is the case, it should be complemented by appropriate communal space.
- H. Where the buildings are orientated north/south, they should be designed with a reduced number of units per core to maximise dual aspect units and avoid north facing single aspect units.
- I. Cores should be located at the perimeter of the blocks so they, and associated circulation spaces, receive natural light and ventilation.
- J. The number of dwellings per storey of a core should not exceed 8 to encourage neighbourly interaction and occupier ownership.



Figure 72 Buildings should maximise daylight within homes.

## Gardens and Balconies

### HO2 Gardens and balconies

- A. Private amenity space should ideally be designed to be accessible from the living-room and/or kitchen.
- B. Where balconies are considered appropriate (complement the design of the building, its locality, and satisfy amenity considerations) they can project outwards up to 2 metres beyond the building frontage (but not beyond the development plot boundary) subject to maintaining minimum balcony to balcony facing distances of 18 metres.
- C. Balcony design options include those which project, are recessed or are semi recessed. Their forms should be fully integrated into the architectural composition of the façade, complement the character of the area and achieve satisfactory amenity standards.
- D. Adjoining balconies should be designed with appropriate screenings to achieve a level of privacy.

Page 149



Figure 73 Balconies can project up to 2m and should be fully integrated in the design of the building.

## Detailing

### HO3 Detailing

- A. Attention to detailing is important in achieving the desired quality of the development and giving the development a human scale (Key Characteristic 6). Special attention should be focused in areas where people come into direct contact with buildings such as entrances and at ground level.
- B. Maintenance access and cleaning equipment should be discretely designed and integrated into the building and façade detailing avoiding areas that may be visible from the street.
- C. Utility boxes and meters should be hidden or integrated within entrances to houses and apartments while remaining accessible to utility company staff.
- D. Collection of waste and recycling should be carefully considered during the design of the buildings and streets.
- E. The provision of projecting canopies on buildings maybe allowed up to a distance of 2.5metres, where they complement the design of the building, its locality, and satisfy amenity considerations. Canopies should be integrated into the architecture of the building and should not obstruct the width of the road or footpath nor compromise the integrity of the public realm.

## Resources

### Expected Design Outcome:

A town centre where new development is exemplar - sustainable design of buildings, efficient use of water and, energy, and local materials

## Energy

### Passive Design and Orientation

#### R01 Passive design and orientation

- A. Proposals for new development should demonstrate how they have considered optimising orientation, massing and shade to minimise overheating.
- B. They should demonstrate how sufficient light penetration has been achieved into all habitable spaces, and maximise dual aspect units where possible.



Figure 74 Orientating roofs to incorporate PVs. Radbrook Village, Shrewsbury. Photo credit AHR Architects.

### Solar Energy Generation

#### R02 Solar energy generation

- A. Proposals for new development should demonstrate how they have considered the opportunities for solar photovoltaics (PVs) and other forms of low or zero carbon technology whilst also considering the overall design and skyline.

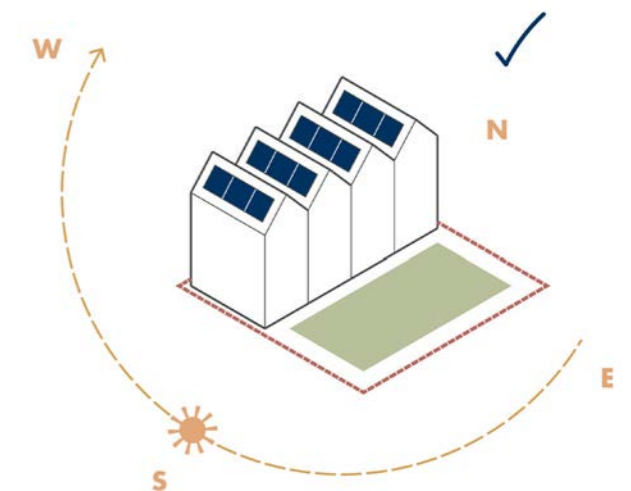


Figure 75 Strategic Design: Orienting blocks to avoid excessive solar gain along long elevations and articulating a roof to allow for the use of PVs.

## Sustainable Construction

### Environmental Standards

#### R04 Environmental standards

- A. New developments should use a certified structure such as the 'One Planet Framework', 'LETI' or other equivalent to ensure sustainability is prioritised and addressed in all areas of development.
- B. They should strive to gain certification from an accredited sustainability assessment such as BREEAM, LEED, WELL, SKA or equivalent.

### Retrofitting

#### R05 Retrofitting

- A. To minimise carbon footprint and other impacts, opportunities to refurbish or convert existing buildings should be explored before it is determined that redevelopment is the preferred approach.
- B. When refurbishing or converting buildings, consideration should be given to opportunities to enhance energy and water efficiency and integrate low and zero carbon energy generation and EV charging.
- C. If demolition is required, re-use of materials should be maximised.
- D. New residential developments should be designed to be safe and accessible to all and responsive to changing lifestyle needs including mobility.

### Windows

#### R03 Windows

- A. New developments should incorporate efficient glazing to maximise thermal performance of buildings.
- B. Opportunities for shading (through design or integrated devices) should be considered to reduce the reliance on mechanical ventilation.



Figure 76 Efficient glazing should be considered to maximise thermal performance.

### Embodied Energy

#### R06 Embodied energy

- A. New development should employ a 'Fabric First' approach to reduce the reliance on technological solutions towards thermal performance.
- B. Sustainable sourcing and carbon footprint should be priorities when selecting materials.
- C. New developments should utilise benchmarked data to ensure whole life carbon emissions are minimised.

### Operational/Whole Life Energy

#### R07 Operational/whole life energy

- A. New development should maximise energy efficiency, which will contribute significantly towards reducing the whole life carbon footprint.
- B. They should explore zero combustion options for heating.
- C. They should seek to utilise or implement heat sharing networks.
- D. Ground source heat pumps should be considered over air source pumps where possible as they are more efficient, a renewable source of energy and reduce the carbon footprint of buildings.
- E. They should utilise demand-based services where possible.



Figure 77 Developments should explore re-use solutions to minimise carbon footprint.

### Modern Methods of Construction

#### R08 Modern methods of construction

- A. New development should strive to utilise modern methods of construction where possible, whilst respecting local character (Key Characteristics 1-12).

### Water Saving

#### R09 Water saving

- A. New development should maximise water efficiency measures thereby meeting the optional Building Regulations' 110 litres per person per day standard.
- B. To complement water efficiency measures, new development should also consider implementing systems such as grey water recycling, and rainwater collection and re-use.

# Delivering Design Excellence

Page 151



The following sets out the key considerations for successfully applying the recommendations in this Design Code.

### **Implementing the Design Code**

This Design Code forms a material consideration for planning applications for new development within Shrewsbury town centre. Applicants are requested to follow the steps outlined within the Code to;

1. Show a full appreciation of the design context;
2. Clearly illustrate how they have followed the town centre and character area codes and how these are reflected in their proposal(s);
3. Outline how the design proposal(s) has adhered to the requirements of this Design Code and complete the Application Check List provided on the following pages. This can be provided separately; and
4. Express clear stages of delivery to assure the Council of their ability to deliver on the aspirations of the application.

As well as a tool for planning decisions, the Design Code will be used to frame pre-application discussions. Applicants proposing new development in the town centre are requested to frame their pre-application submissions around the themes of this Design Code as appropriate.

### **Viability**

There may be occasions where the principles set out in this Design Code impact upon the viability and deliverability of a development. In such circumstances, in accordance with paragraph 58 of the NPPF, there may be an opportunity for an applicant to justify non-compliance on the individual viability of a scheme, but only when an open book approach to viability appraisal is adopted.

This does not, however, exempt the developer from utilising the appropriate professional inputs or adopting the design process, standards and requirements set out in this Design Code in order to achieve the high quality design outcomes required by the NPPF, adopted Development Plan, National Model Design Code and National Design Guide. As such, developers should seek to deliver creative solutions to match the aspirations of the Design Code with the ultimate delivery of high quality, resilient and sustainable development.

### **Post application and conditions**

When new development proposals are granted planning permission, the Council will use appropriate conditions to ensure that the design quality of development is achieved.

For outline proposals, the Council will seek to agree certain development “fixes” which may take the form of a development framework or masterplan. In this context,

a condition will require subsequent reserved matters applications to relate to key masterplan design principles and parameter drawings.

For detailed applications, conditions may require further details to ensure a quality outcome on specific aspects, including materials and landscape specifications.

### **Value engineering and quality in delivery**

Value engineering is important in ensuring appropriate feasibility and best value is achieved for elements of the design proposals. Value engineering, however, should not be a process which compromises the eventual design quality of the outcome. The Council will resist subsequent applications for minor amendments or to vary extant permissions or conditions that are likely to impact on the quality of the architecture or public realm set out at the application stage.

### **Engagement through the Planning Process**

Meaningful engagement should form part of the design process. Engagement should not be seen as a final hurdle before application, it should instead be seen as a vital tool in the creation of the best possible design outcome.

The developer’s vision and concept plan should allow them to present the basic structure of the proposals, and the thinking behind them, to a range of audiences, including:

1. Pre-application discussions with the Council – It is important to engage council planning officers at the outset and at key project milestones throughout any project. These discussions can confirm whether the principle of development is acceptable and provide clarity on the format, type and level of detail required to enable an application to be determined. The pre-application discussions should ultimately lead to a more efficient process and desirable design solution. As outlined, this Design Code should frame these discussions.

Community consultation and co-design – applicants will always be encouraged to consider the benefits of involving the community in developing their proposals. Suggested engagement methods include the use of questionnaires and surveys, public exhibitions or meetings, design workshops with community groups and other stakeholders (including access groups), websites and site notices. For larger scale proposals, the Council strongly encourages a two stage public consultation process – both at the concept and more detailed design stages.

The design process will be greatly enhanced through engagement with harder to reach groups, such as less able bodied or ethnic minorities. As such, applicants are encouraged to actively engage with all groups.

### Design Review and Social Value

The design review process is a well established way of improving the quality of the design of development and is advocated by the NPPF and National Design Guide.

It essentially involves reviewing scheme proposals with an independent, multidisciplinary panel of built environment experts. Schemes can be reviewed at all stages of the planning application process, although a review at the concept stage often helps to add more value to the design.

Shropshire Council strongly advocates the use of a Design Review as part of the pre-application process.

Whilst reviewing design quality, Shropshire Council will also encourage a review of social value. This should consider the social impact of the development; including skills, learning, job creation, access to amenity, inclusive use and other key indicators which could also include contributions to associated social projects it has in development or delivery. Developers are encouraged to clearly outline the social value of their design.

## Required Information

### LDĀDESIGN

This Self-Assessment Checklist guides applicants and officers through the requirements of this Design Code. It is intended to be used as a guide to streamline the planning process and as such should be completed and submitted alongside planning applications for new development in Shrewsbury town centre.

Design Code	Applicable	Not Applicable	Complied with	Not Complied With	Please clearly set out in the column below, in which document of your application you have demonstrated compliance. (e.g. Page X of Design and Access Statement) If not complied with, please state why.	Council Confirmation and comments (Applicants Leave Free)
<b>The Design Vision and Understanding Shrewsbury town centre's Character</b>						
The Design Code sets out a vision for Shrewsbury town centre defines it's key unique characteristics, and identifies expectations for new development in order to positively respond to its unique character and achieve the requirements of the adopted Development Plan. New development should respond to this framework.						
Have you developed a 'Design Vision' and 'Concept Plan' which captures and responds to opportunities and constraints on the site and key relationships in its setting? <i>This 'Design Vision' and 'Concept Plan' should form part of the evidence supporting any planning application.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Does your 'Design Vision' and 'Concept Plan' respond to the unique characteristics of Shrewsbury town centre, with reference to the vision and Key Characteristics set out in this Design Code?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Rooted in heritage - is the 'Design Vision' informed by a professional heritage consultant and does it give specific consideration to heritage?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Green and blue links - does the 'Design Vision' give specific consideration to green spaces and relationship to the river?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

LDĀDESIGN

Design Code	Applicable	Not Applicable	Complied with	Not Complied With	Please clearly set out in the column below, in which document of your application you have demonstrated compliance. (e.g. Page X of Design and Access Statement) If not complied with, please state why.	Council Confirmation and comments (Applicants Leave Free)
Has the 'Design Vision' drawn upon meaningful engagement with the public and key stakeholders? <i>Engagement processes, responses and outcomes must be outlined in evidence supporting any planning application.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>Movement</b> New development must contribute to an accessible and connected town centre, delivering a highly walkable and cyclable public environment. It must also positively respond to the place-making role of streets.						
<b>M01 Streets</b>						
Using the street typologies defined in this Design Code have you established the type of street(s) that your proposed development adjoins? <i>The typology of streets adjoining a site must be outlined in evidence supporting any planning application.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
For proposals that would result in the creation of new streets or change the character of existing streets such that it changes typology, have you: - Considered their place-making and movement needs and opportunities? - Established their street typology within a Street Framework Plan which defines the proposed hierarchy, impacts on existing street layout, and summarises place-making and movement functions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

LDĀDESIGN

Design Code	Applicable	Not Applicable	Complied with	Not Complied With	Please clearly set out in the column below, in which document of your application you have demonstrated compliance. (e.g. Page X of Design and Access Statement) If not complied with, please state why.	Council Confirmation and comments (Applicants Leave Free)
<i>The Street Framework Plan must form part of the evidence supporting any planning application. This should include clearly measured and drawn sections of existing and proposed street types and highlight any distinctive features to be incorporated into the new scheme.</i> For proposals that would not result in the creation of new streets or change the character of existing streets such that it changes typology, have you: - Considered the opportunities that adjoining streets create for the design and layout of development? <i>This consideration should be detailed within the evidence supporting any planning application.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>M02 Active Travel</b>						
Have you prioritised opportunities for active travel, consistent with the Shrewsbury Movement Hierarchy in this design code? <i>The approach to prioritising active travel should be detailed within the evidence supporting any planning application.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>M03 Parking</b>						
Where new car parking is proposed, has its design been informed by the options (and their pros and cons) detailed in this Design Code? Where new car parking is proposed, is it fully integrated into the design - so to be safe,	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

LDĀDESIGN

Design Code	Applicable	Not Applicable	Complied with	Not Complied With	Please clearly set out in the column below, in which document of your application you have demonstrated compliance. (e.g. Page X of Design and Access Statement) If not complied with, please state why.	Council Confirmation and comments (Applicants Leave Free)
attractive to use, and carefully located so as to not detract from the appearance of the town centre? <i>The approach to any new car parking, should be detailed within the evidence supporting any planning application, supported by illustrative plans and sections.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Where new servicing is proposed, is it fully integrated into the design - so to be safe, convenient to use, and carefully located so as to not detract from the appearance of the town centre? <i>The approach to any new servicing, should be detailed within the evidence supporting any planning application, supported by illustrative plans and sections.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>Nature</b>						
New development proposals must integrate green infrastructure to maximise potential for health and wellbeing, biodiversity and climate resilience.						
<b>N01 Green Infrastructure, N02 Green roofs and walls, N03 Trees, N04 Sustainable Drainage, N05 Biodiversity</b>						
With regard to the key characteristics of Shrewsbury, have you considered opportunities for green infrastructure from the outset of design, and maximised opportunities within the site and for connectivity beyond? <i>The strategy for Green Infrastructure, supported by illustrative plans which show on site provision and how these knit into the wider network, should</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

LDĀDESIGN

Design Code	Applicable	Not Applicable	Complied with	Not Complied With	Please clearly set out in the column below, in which document of your application you have demonstrated compliance. (e.g. Page X of Design and Access Statement) If not complied with, please state why.	Council Confirmation and comments (Applicants Leave Free)
<i>be detailed within the evidence supporting any planning application</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Have you considered sustainable drainage from the outset of design – in doing so have you considered opportunities to enhance biodiversity? <i>The approach to sustainable drainage, should be detailed within the evidence supporting any planning application</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Have you considered opportunities to enhance biodiversity (including enhancing existing or create new habitats and features, links to and restoration of the river, potential to create mosaics, opportunities for planting of native vegetation and trees, sustainable drainage and rain garden, and green roofs and walls)? <i>Biodiversity, should be addressed within the evidence supporting any planning application.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>Built Form</b>						
New development must respond to and enhance the town centres coherent form.						
<b>B01 Scale, B02 Massing</b>						
With regard to the key characteristics of Shrewsbury, have you: - Appropriately considered and reflected local context (surrounding buildings and spaces) and the standards in this Design Code when	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

LDĀDESIGN

Design Code	Applicable	Not Applicable	Complied with	Not Complied With	Please clearly set out in the column below, in which document of your application you have demonstrated compliance. (e.g. Page X of Design and Access Statement) If not complied with, please state why.	Council Confirmation and comments (Applicants Leave Free)
<p>considering the appropriate scale and massing of any new buildings?</p> <ul style="list-style-type: none"> <li>- Demonstrated how an appropriate variety in built form could be achieved through subtle changes in height, roof line and typology?</li> <li>- Where relevant, responded to changing topography?</li> </ul> <p><i>Scale and massing should be addressed within the evidence supporting any planning application, supported by a Massing and Scale Plan which outlines proposals and the height of surrounding built form.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<p>Does the development achieve an appropriate density of development - having regard to local and national policy and the surrounding urban context?</p> <p><i>This should be addressed within the evidence supporting any planning application.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>B03 Urban Grain &amp; Articulation</b>						
<p>With regard to the key characteristics of Shrewsbury, have you considered and appropriately responded to the urban grain of the town centre?</p> <p><i>This should be addressed within the evidence supporting any planning application.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<p>Where new development blocks are proposed, have you considered achievement of a permeable</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

LDĀDESIGN

Design Code	Applicable	Not Applicable	Complied with	Not Complied With	Please clearly set out in the column below, in which document of your application you have demonstrated compliance. (e.g. Page X of Design and Access Statement) If not complied with, please state why.	Council Confirmation and comments (Applicants Leave Free)
<p>perimeter and movement corridors through built form, achievement of a continuous built edge, sub-division into distinct buildings or the perception of such through varied massing, roof heights and roof form.</p> <p><i>A plan of the proposed development block showing these considerations should form part of the evidence supporting any planning application.</i></p>						
<b>Identity</b>						
New development must demonstrate an understanding of the unique character of Shrewsbury town centre, responding to local building composition, roof form, materials and details in a sensitive contemporary way.						
<b>I01 Local Character, I02 Composition and articulation, I03 Roof form, IO4 Materials and details, IO5 Windows</b>						
<p>With regard to the key characteristics of Shrewsbury, have you undertaken appraisal of surrounding urban character, clearly articulated the distinctive design and materials that support the areas' identity including distinctive features and details, and detailed how they are to be incorporated into the scheme?</p> <p><i>This should be addressed within the evidence supporting any planning application. This can be supported by use of 3D modelling, cross sections and elevations of the proposal to illustrate how new buildings and landscape will be arranged to work with the topography of the site and the character of the surrounding area</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

LDĀDESIGN

Design Code	Applicable	Not Applicable	Complied with	Not Complied With	Please clearly set out in the column below, in which document of your application you have demonstrated compliance. (e.g. Page X of Design and Access Statement) If not complied with, please state why.	Council Confirmation and comments (Applicants Leave Free)
Has the composition and building articulation proposed been informed by due consideration of the key characteristics of Shrewsbury town centre – including materials and details, roof form and windows. <i>This should be addressed within the evidence supporting any planning application.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>Public Space</b>						
The streets and spaces of Shrewsbury will be enhanced, and added to, through new development within the town centre.						
<b>P01 Public realm, P02 Safety and security, P03 Play and PO4 HVM</b>						
Have opportunities to create public space within a development been considered from the outset and maximised within the design? <i>Each proposed public space should be detailed with the evidence supporting any planning application.</i> <i>This should include a plan identifying its key feature and phasing within the development. Use of illustrations, precedents and visualisations can assist in articulating the intended appearance and feel of proposed public spaces.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Does the design of public spaces ensure they are inclusive and accessible for all, and adhere to the safety and security principles in this Design Code? <i>Inclusivity and safety of proposed public space should be detailed with the evidence supporting any planning application.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

LDĀDESIGN

Design Code	Applicable	Not Applicable	Complied with	Not Complied With	Please clearly set out in the column below, in which document of your application you have demonstrated compliance. (e.g. Page X of Design and Access Statement) If not complied with, please state why.	Council Confirmation and comments (Applicants Leave Free)
Has appropriate street furniture (seating, planters, art, signage, lighting etc) been integrated into any proposed public spaces in a coherent way which minimises clutter and supports maintenance and longevity? <i>The approach to street furniture should be detailed with the evidence supporting any planning application.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>Uses</b>						
New development should contribute towards a vibrant town centre experience						
<b>U01 Mix, U02 Active frontages</b>						
Have proposed uses been informed by an appreciation of surrounding land use character and do they complement and enhance the offer of Shrewsbury town centre? <i>The evidence supporting any planning application should demonstrate why the proposed land use will enhance the land use mix within Shrewsbury</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Do proposals achieve active frontages onto public streets and public realm? <i>The evidence supporting any planning application should include plans demonstrating achievement of active frontages and proposed location of main approaches and entrances to each building.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>Homes</b>						
New development must contribute to the delivery of high quality, accessible and sustainable housing in Shrewsbury town centre.						

LDĀDESIGN

Design Code	Applicable	Not Applicable	Complied with	Not Complied With	Please clearly set out in the column below, in which document of your application you have demonstrated compliance. (e.g. Page X of Design and Access Statement) If not complied with, please state why.	Council Confirmation and comments (Applicants Leave Free)
<b>H01 Residential quality, H02 Gardens and balconies, H03 Detailing</b>						
Do all proposed dwellings achieve at least M4(2) accessible and adaptable dwelling standards and where there are more than 5 dwellings proposed do at least 5% achieve M4(3) wheelchair used dwelling standards? <i>The evidence supporting any planning application should illustrate the achievement of M4(2) and M4(3) standards. A planning condition will be used to secure this provision</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Do all proposed dwellings have access to external private amenity space? <i>The evidence supporting any planning application should illustrate the approach to provision of external private amenity space. The preference is a private garden, although in some instances a balcony and access to communal open space may be appropriate.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Do dwellings include an appropriate mix of types, sizes and tenures that respond to identified local needs? <i>The evidence supporting any planning application should illustrate the dwelling mix and explain how this responds to local need.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Has the layout of any apartments and maisonettes considered provision of natural surveillance, daylight penetration, achievement of dual aspect						

LDĀDESIGN

Design Code	Applicable	Not Applicable	Complied with	Not Complied With	Please clearly set out in the column below, in which document of your application you have demonstrated compliance. (e.g. Page X of Design and Access Statement) If not complied with, please state why.	Council Confirmation and comments (Applicants Leave Free)
frontages, and avoidance of single aspect northern facing apartments? <i>The evidence supporting any planning application should illustrate layout of dwellings and how these issues have been considered.</i>						
<b>Resources</b>						
New development within Shrewsbury town centre should be designed and developed to be climate resilient and sustainable.						
<b>R01 Passive design and orientation, R02 Solar energy generation, R03 Windows, R04 Environmental standards, R05 Retrofitting, R06 Embodied energy, R07 Operational/ whole life energy, R08 Modern methods of construction, R09 Water saving</b>						
Are proposals informed by consideration of optimising orientation, massing, light penetration and shade to minimise overheating? <i>The evidence supporting any planning application should demonstrate how these factors have been considered</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Does design maximise fabric energy efficiency and has consideration for zero and low carbon renewable energy generation occurred? <i>The evidence supporting any planning application should address energy efficiency and renewable energy opportunities.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Unit 209 Ducie House  
37 Ducie Street  
Manchester M1 2JW  
United Kingdom  
+44 (0)161 359 5684

[www.lda-design.co.uk](http://www.lda-design.co.uk)

LDA Design Consulting Ltd  
Registered No: 09312403  
17 Minster Precincts, Peterborough PE1 1XX

This page is intentionally left blank

## Appendix 2: You Said: We Did - Shrewsbury Town Centre Design Code

This briefing is to provide Cabinet with a summary of key amendments made to the **Shrewsbury Town Centre Design Code** following public and stakeholder consultation, and to highlight areas where feedback sits outside the scope of the Code but will be addressed through related programmes (e.g., MPSS, Local Plan, Cabinet Paper narrative).

The following table provides a summary of the main asks, the responses and the changes made.

We Asked	You Said	We Did
What should be clearer in the Code?	Add Conservation Area references; simplify terminology.	Added Conservation Area references and map; linked to national glossaries to avoid confusion.
How can movement design be more inclusive?	Consider mobility scooters, wheelchairs, hills, and accessible routes.	Strengthened inclusive design wording; acknowledged hills; ensured networks connect.
How can nature and biodiversity be better supported?	Include brown roofs, species guidance, and more ambition for trees.	Added brown roofs; aligned tree planting with BS8545; introduced 20% canopy aspiration.
How can the Code reflect historic character?	Improve SUDS guidance in Conservation Areas; reconsider height rules.	Updated SUDS section with heritage guidance; retained flexible height rules (already adaptable).
What identity features matter most?	Stronger guidance on signage and shopfronts.	Added reference to future separate Shrewsbury Big Town Plan- led shopfront guidance.
How can public spaces work better?	Improve accessibility; address antisocial behaviour; clarify stewardship.	Added accessibility statements; incorporated anti ASB design principles; clarified maintenance expectations.
How should the Code support sustainable development?	Apply retrofit first approach; include heritage retrofit guidance.	Strengthened retrofit policy; added heritage appropriate retrofit requirement for listed/Conservation Area buildings.
How should the Code be implemented?	Clarify planning weight; provide design review guidance.	Added explanation of material consideration; strengthened Pre App and Design Review section.

## **Summary of Key Amendments to the Shrewsbury Town Centre Design Code**

Below is a summary of the main changes that have been implemented within the Shrewsbury Town Centre Design Code because of the public consultation and the recommendations proposed. There is also information provided into the items that were not taken forward as they either fell out of the remit of the Design code or have been captured by existing strategies.

### **Strengthening Heritage and Local Context**

- The Shrewsbury Conservation Area will be explicitly referenced within the Introduction, with the boundary superimposed on the existing character area map to clarify its relationship to the Design Code.
- SUDS within historic environments will be expanded following Historic England commentary to ensure archaeological and heritage sensitivities are appropriately managed.

### **Improved Clarity and Usability**

- Instead of creating a long glossary, the Code will now link to the Planning Portal and NPPF glossary to ensure definitions remain accurate and up to date.
- Wording relating to the Shrewsbury Test will be strengthened to reflect its role as an aspiration of the Big Town Plan and a material consideration.

### **Inclusivity and Accessibility**

- Movement principles have been updated to reflect inclusive design, explicitly referencing wheelchairs, pushchairs, mobility scooters and Shrewsbury's steeper gradients.
- Requirements added for new development to connect meaningfully to existing walking and cycling networks, and for early discussion with emergency services.

### **Nature, Biodiversity and Trees**

- Brown roofs will be included within Green Roof guidance.
- The Code now adopts recognised best practice including:
  - "Right tree, right place, right reasons"
  - Alignment with BS8545 (tree establishment)
  - An aspiration for minimum 20% tree canopy cover for new development.These changes respond to Civic Society, STCRA and Ecology comments.

## **Identity, Public Space and Safety**

- A cross-reference to forthcoming Shopfront and Signage work (led by the Shrewsbury Big Town Plan (SBTP)) is added.
- Accessibility strengthened in Public Space guidance; mobility aids referenced explicitly.
- Antisocial behaviour mitigation has been added, including lighting and layout expectations.

## **Climate and Retrofit**

- A strengthened retrofit first approach includes new requirements to use heritage appropriate retrofit guidance for listed buildings and those within the Conservation Area.

## **Implementation & Planning Process**

- The Code's role as a material consideration is clarified within the Implementation section.
- References to Preapplication Advice and Design Review added to support higher-quality proposals.
- A formal compliance statement and fixed review cycle were not adopted due to feasibility constraints.

## **Items Not Taken Forward (Out of Scope for a Design Code)**

- Objections to traffic loops, road closures and reduced vehicle access (addressed via MPSS/Cabinet narrative).
- Detailed drainage maintenance, flood risk responsibilities, cycling rules, affordability requirements, and building regulation matters (overheating, ventilation).
- Prescriptive public realm material palettes or tall building redefinitions without clear planning justification.

---

## **In Summary**

The amendments significantly strengthen clarity, heritage responsiveness, inclusivity, and environmental ambition within the Design Code. Several consultation issues fell outside the remit of a design code and will be addressed through related strategies, Cabinet reporting, or the Local Plan. The Code remains flexible, proportionate, and deliverable while raising expectations for high-quality design in Shrewsbury town centre.

This page is intentionally left blank

**Shropshire Council**  
**Equality, Social Inclusion and Health Impact Assessment (ESHIA)**  
**Stage One Screening Record 2026**

**A. Summary Sheet on Accountability and Actions**

<b>Name of proposed service change</b>
<b>Adoption of the Shrewsbury Town Centre Design Code</b>

<b>Name of the officer carrying out the screening</b>
<b>Emma Williams</b> <b>Claire Evans</b>

<b>Decision, review, and monitoring</b>
---

<b>Decision</b>	<b>Yes</b>	<b>No</b>
Initial (Stage One) ESHIA Only?	x	
Proceed to Stage Two Full ESHIA or HIA (part two) Report?		x

*If completion of a Stage One screening assessment is an appropriate and proportionate action at this stage, please use the boxes above, and complete both part A and part B of of this template. If a Full or Stage Two report is required, please move on to full report stage once you have completed this initial screening assessment as a record of the considerations which you have given to this matter.*

<b>Actions to mitigate likely negative impact or enhance positive impact of the service change in terms of equality and social inclusion and health and wellbeing considerations</b>
<p>Following the completion of the public consultation, the equality impacts of the Shrewsbury Town Centre Design Code continue to be assessed as neutral to medium positive across the nine Protected Characteristic groupings defined by the Equality Act 2010, with strengthened positive impacts arising from updates made in response to consultation feedback.</p> <p>Enhancements have been made to reflect the importance of inclusive and accessible design, including updates to the movement principles to explicitly reference the needs of wheelchair users, pushchair users, and mobility scooter users, as well as recognising Shrewsbury’s steeper gradients. Additional requirements have been added for new development to connect meaningfully with existing walking and cycling networks, and for early engagement with emergency services to ensure safe and inclusive access for all. These refinements are anticipated to increase positive equality impacts for groups including older people, disabled people, families with young children, and individuals with neurodiverse conditions, supporting safer, more comfortable, and more navigable journeys throughout the town centre. The design code promotes excellent quality of design which not only supports social inclusion, and enhancing health and wellbeing, but mitigates any negative impacts of design that is not inclusive for all.</p>

The ESHIA records that there would also be a projected neutral impact or low positive impact for those individuals and households that we may consider to be vulnerable by virtue of their circumstances, by improving the area of the town Centre for the benefit of all. Whilst these are not defined as Protected Characteristics within equality legislation, it has been a matter of good practice in Shropshire for us to consider their needs as well, within a tenth grouping termed Social Inclusion. This includes low-income households, households in rural areas, and individuals at risk of or experiencing homelessness. The Council also seeks to have due regard to the needs of veterans and serving members of the armed forces and their families, and to the needs of young people leaving care.

#### **Actions to review and monitor the impact of the service change in terms of equality, social inclusion, and health considerations**

Following completion of a positive and engaging public consultation, in which we received feedback across represented groups; the Shrewsbury Town Centre Design Code has been reviewed in detail. The code has then been revised to reflect representations received, including matters relevant to equality, social inclusion and health and wellbeing. Cabinet approval is now being sought to adopt the Design Code as amended.

In particular, and in response to consultation feedback, the Design Code has been strengthened in relation to inclusivity and accessibility. The movement principles have been updated to more explicitly embed inclusive design considerations, including specific reference to the needs of wheelchair users, people using pushchairs and mobility scooters, and the implications of Shrewsbury's steeper gradients for safe and convenient movement.

In addition, requirements have been introduced to ensure that new development connects meaningfully to established walking and cycling networks, supporting coherent and accessible routes, and to set an expectation for early engagement with emergency services to inform design and access arrangements. Collectively, these amendments are anticipated to support more inclusive and accessible environments and to contribute positively to equality of opportunity and perceptions of safety for a broad range of users.

The Council has also drawn upon the learning from design schemes across our market towns in Shropshire, which include the Heritage Action Zone (HAZ) scheme in Oswestry, that promotes and endorses excellent quality design and place shaping at the heart of regeneration schemes. This in turn leads to improved physical

access, sense of place around towns by people in protected characteristics groupings, as those we may describe as vulnerable.

Through the consultation process the council has drawn upon strategic policy, around public transport infrastructure, including Active Travel, and best alignment with economic growth strategy development and with the implementation of leisure and cultural strategy actions. These strategies include efforts to promote social inclusion, and in doing so achieve equality of opportunity for people in protected characteristic groupings, to safely access economic, leisure and cultural opportunities in Market Towns.

## Associated ESHIAs

The previous ESHIA for this strategy went to cabinet in September 2025 for approval to undertake public consultation on the Shrewsbury Town Centre Design Code. Prior to this an ESHIA went to cabinet for the Shrewsbury Movement and Public Space Strategy in December 2024. The overlap between the design code and the Movement Strategy is important to recognise as both will provide positive impact for Shrewsbury. The involvement in delivering the Shrewsbury Big Town plan for each of these ESHIAs ensures that future public consultations in Shrewsbury continue to engage with Protected Characteristic Groupings.

ESHIA's were also previously carried out in relation to the development of the Council's Economic Growth Strategy 2022 - 2027, before and following public consultation. These provide useful additional context for the overall strategic policy of the Council towards economic growth as an integral element of place shaping approaches across the County.

An initial Equality, Social and Health Impact Assessment (ESHIA) completed for the Shrewsbury Big Town Plan was signed off on 17th October 2018 with a follow up ESHIA in January 2021

## Actions to mitigate likely negative impact, enhance positive impact, and review and monitor the overall impacts with regard to climate change impacts and with regard to economic and societal impacts

The Design Code outlines a comprehensive approach to climate resilience, sustainability and social inclusion and place shaping through the following measures noted within the document:

### Nature & Green Infrastructure

- **Green Infrastructure:** Encourages integration of green spaces, street trees, rain gardens, and riverfront enhancements to support biodiversity, reduce urban heat, provide cover in summer from sunlight/UV, and manage flood risk
- **Green, Brown Roofs and Walls:** Promotes urban greening and biodiversity net gain, with emphasis on microclimates and water attenuation
- **Sustainable Drainage:** Advocates for SuDS including permeable surfaces, rain gardens, and rainwater harvesting to reduce runoff and flood risk
- **Biodiversity:** Encourages habitat creation (e.g. bee bricks, bird boxes, hedgehog highways) and ecological networks to enhance resilience

## Resources & Energy

- **Passive Design:** Optimises building orientation and massing to reduce overheating and improve daylighting
- **Solar Energy:** Encourages integration of photovoltaics (PVs) with sensitivity to roofscape and townscape character
- **Retrofitting:** Promotes reuse of existing buildings and materials to reduce embodied carbon
- **Embodied & Whole Life Energy:** Advocates for fabric-first approaches, sustainable sourcing, and low-carbon heating systems like ground source heat pumps
- **Water Saving:** Recommends greywater recycling and rainwater reuse systems

## Economic and Societal Impacts

### Public realm and Safety

- **Inclusive Public Spaces:** Promotes accessible, safe, and sociable environments with high-quality street furniture and planting.
- **Safety and Security:** Embeds principles of natural surveillance, lighting, and clear boundaries to foster community confidence and reduce crime and encourage social inclusion (and reduction in isolation), interaction and events.
- **Hostile Vehicle Mitigation:** Integrates passive security features (e.g. planters, seating) to protect public spaces without visual clutter

### Active Travel and Movement

- **Active Travel:** Prioritises walking and cycling infrastructure to improve health, reduce emissions, and support local economies. Combining with the safety and security mentioned above to encourage outdoor exercise and movement during the darker and less active winter months.
- **Street Typologies:** Redesigns streets to balance movement and placemaking, enhancing pedestrian experience and business frontage.

### Homes and Mixed Use

- **Residential Quality:** Ensures accessible, adaptable, and well-lit homes that promote wellbeing and community interaction
- **Active Frontages:** Encourages visible, engaging ground-floor uses to animate streets and support local commerce.

## **Social Value and Engagement**




- The Design code promotes meaningful community engagement, including co-design and consultation with underrepresented groups, to ensure developments reflect local needs and aspirations.
- A design review process is proposed to assess social value, including job creation, skills development and inclusive access.

## **Review and Monitoring of overall impacts**

The design code includes a structured approach to monitoring and accountability

- **Self-Assessment Checklist** – Applicants must complete a detailed checklist, demonstrating how their proposals, comply with the code's guidance, including climate, economic, and social criteria.
- **Planning Conditions** – The council will use planning conditions to secure design quality, and adherence to sustainability principles throughout the development lifecycle.
- **Design Review Panel**- A multidisciplinary panel with assess proposals for design quality and social value.


**Scrutiny at Stage One screening stage**

<b>People involved</b>	<b>Signatures</b>	<b>Date</b>
<i>Lead officer for the proposed service change</i>	Edward West 	
<i>Officer carrying out the screening</i>	Claire Evans 	26/03/26
<i>Any other internal service area support*</i>		
<i>Any external support**</i>  Phillip Northfield (Public Health – Integration & Inequalities Officer)	Phillip Northfield 	<b>26.03.26</b>
<i>Lois Dale</i> Senior Insights and Research EDI Specialist		

*\*This refers to other officers within the service area*

*\*\*This refers to support external to the service but within the Council, e.g., the Senior insights and Research EDI Specialist, Public Health colleagues, the Feedback and Insight Team, performance data specialists, Climate Change specialists, etc.*

**Sign off at Stage One screening stage**

<b>Name</b>	<b>Signatures</b>	<b>Date</b>
<i>Lead officer's name</i>	Edward West 	
<i>Service manager's name</i>		

*\*This may either be the Head of Service or the lead officer*

## B. Detailed Screening Assessment

### Aims of the service change and description

The Shrewsbury Town Centre Design Code sets out an aspiration for high quality design throughout Shrewsbury town Centre, establishing a new standard for placemaking. The areas of the town Centre that it covers are detailed below and had been previously defined by the Shrewsbury Big Town Plan.

Its primary purpose is to ensure new development respects and enhances the character whilst setting a benchmark for design quality and placemaking. This report is designed to be read alongside the High-Quality Design SPD for Shropshire which seeks to provide design guidance for the areas of Shrewsbury outside of these referenced below.



This Design Code sets out how design can contribute to the delivery of an equitable, sustainable, and beautiful town centre. Design in Shrewsbury should be approached positively, focused around delivering a great place to live, visit and work.

Design in Shrewsbury should be:

***Characterful - Healthy - Connected - Green - Varied - Sustainable – Engaged***

A key element within the Draft Design Code is the inclusion of Shrewsbury Character, and guidance on how to address these characteristics is set out in the rest of the document. This is significant to ensure any future development positively contributes to Shrewsbury's Character.

These include:

1. Landform and topography
2. Strong Relationship to the River Severn
3. Fine urban grain
4. A 'Green' Town
5. A network of public spaces
6. Human Scale
7. Celebration of Landmark Buildings
8. Variety and Contrast
9. Verticality
10. Varied Roofscape
11. Definition of the base, middle and top
12. Intricate patterning and detailing

## Intended audiences and target groups for the service change

The Shrewsbury Town Centre Design Code is intended for a wide range of users and stakeholders involved in shaping, using, and accessing the town centre. The public consultation engaged with the following key audiences to ensure that all the intended audiences and target groups were consulted on prior to adoption of the Design Code:

- **Statutory and technical bodies**, including Historic England, Highways Development Control, and organisations with relevant assets or responsibilities, providing specialist input on heritage, movement, and safety.
- **Local government and civic groups**, Meeting's took place with Shrewsbury Town Council, and the Civic Society, and ongoing discussions were had with community associations (e.g. STCRA). This ensured that we represented local democratic, heritage, and community interests.
- **Development and design professionals**, engagement took place with the following organisations including architects, developers, and planning agents, education providers who rely on the Code in preparing development proposals and assessing design quality.
- **Residents and town centre users**, through the public consultation we received responses back from several residents who raised concerns for disabled people, older adults, families with young children, mobility aid users, and those also concerned with safety, movement, and access. Their responses reflected a wide range of experiences and needs.
- **Businesses and cultural or community organisations**, whose interests relate to vitality, sustainability, and the quality of the public realm.  
[https://shropshirecouncil.sharepoint.com/sites/stcrpr/\\_layouts/15/Doc.aspx?sourcedoc={234CCD49-A6B7-4D9A-BD73-368935D88083}&file=Overview of Consultation Responses for Shrewsbury Design Code.docx&action=default&mobileredirect=true](https://shropshirecouncil.sharepoint.com/sites/stcrpr/_layouts/15/Doc.aspx?sourcedoc={234CCD49-A6B7-4D9A-BD73-368935D88083}&file=Overview of Consultation Responses for Shrewsbury Design Code.docx&action=default&mobileredirect=true)

These audiences represent the groups most affected by, and most active in shaping, the final Design Code, ensuring that its guidance supports inclusive, accessible, and high-quality development across the town centre.

### **Evidence used for screening of the service change**

- Public Consultation on the Shrewsbury Town Centre Design Code
- Shrewsbury Big Town Plan 2018
- Economic Growth Strategy 2022-2027
- Shrewsbury Movement and Public Space Strategy 2024

### **Specific consultation and engagement with intended audiences and target groups for the service change**

A public consultation was undertaken on the Draft Shrewsbury Town Centre Design Code, which ran from 17<sup>th</sup> October 2025 to 14<sup>th</sup> January 2026 (13 weeks in total) and drew on responses from statutory consultees, community groups, professional stakeholders, and members of the public. Feedback was received from a broad range of intended audiences, including heritage bodies, design professionals, disability and access-focused respondents, business and civic groups, local residents, and organisations with a technical or operational interest in the town centre.

Engagement reached the following key groups:

#### **Statutory and Professional Stakeholders**

Consultation responses were received from statutory consultees such as Historic England, Highways Development Control, and the Canal & River Trust. Historic England provided detailed comments on heritage and sustainability, including the integration of embodied energy considerations. Highways Development Control contributed technical feedback on parking standards and movement guidance, reflecting accessibility and operational concerns.

#### **Local Authority and Civic Bodies**

Shrewsbury Town Council, the Shrewsbury Civic Society, and community representative groups such as STCRA engaged actively with the consultation. Their submissions highlighted issues of local identity, heritage sensitivity, placemaking, and the need for clear governance arrangements for applying the Code.

#### **Community Groups and Members of the Public**

Twenty-five public responses were received through the online consultation,

representing a wide spectrum of views, with notably polarised responses across all design themes. Respondents raised issues affecting protected groups, including disabled residents, older people, rural residents reliant on car access, and families. Key accessibility concerns related to movement, carparking, pavement quality, trust in planning processes, and safety.

### **Industry and Development Sector**

Architectural practices, developers and design professionals provided detailed feedback regarding the practical application of the Code, proportionality, and the need for flexibility for complex urban development sites. They also commented on accessibility standards, viability, and the balance of prescriptive and discretionary guidance.

### **How Consultation Informed Inclusive and Accessible Outcomes**

Across all respondent groups, concerns relating to accessibility, inclusive movement, and the needs of people with disabilities, older residents, users of mobility aids, families with young children, and those reliant on mixed mode travel were consistently raised. These concerns directly informed amendments to the Design Code, including:

- strengthening the movement principles to explicitly reference wheelchair users, pushchair users, mobility scooters, and Shrewsbury's steeper gradients.
- enhanced requirements for new development to connect with existing walking and cycling networks.
- inclusion of an expectation for early engagement with emergency services to support safe and inclusive access and movement.

These changes respond directly to consultation evidence where accessibility, car movement, pedestrian safety and active travel concerns featured prominently across both supportive and critical responses.

### **Initial equality impact assessment by grouping (Initial health impact assessment is included below this table)**

*Please rate the impact that you perceive the service change is likely to have on a group, through stating this in the relevant column.  
Please state if it is anticipated to be neutral (no impact) and add any extra notes that you think might be helpful for readers*

<b>Protected Characteristic groupings and other groupings locally identified in Shropshire</b>	<b>High negative impact <i>Stage Two ESHIA required</i></b>	<b>High positive impact <i>Stage One ESHIA required</i></b>	<b>Medium positive or negative impact <i>Stage One ESHIA required</i></b>	<b>Low positive, negative, or neutral impact (please specify) <i>Stage One ESHIA required</i></b>
<u>Age</u> (please include children, young people, young people leaving care, people of working age, older people. Some people may belong to more than one group e.g., a child or young person for whom there are safeguarding concerns e.g., an older person with a disability)			Low to medium positive	
<u>Disability</u> (please include cancer; HIV/AIDS; learning disabilities; mental health conditions and syndromes; multiple sclerosis; neurodiverse conditions such as autism; hidden disabilities such as Crohn's disease; physical and/or sensory disabilities or impairments)			Low to medium positive	
<u>Gender re-assignment</u> (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)				Neutral
<u>Marriage and Civil Partnership</u> (please include associated aspects: caring responsibility, potential for bullying and harassment)				Neutral
<u>Pregnancy and Maternity</u> (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)			Low to medium positive	
<u>Race</u> (please include ethnicity, nationality, culture, language, Gypsy, Roma, Traveller)				Neutral
<u>Religion or Belief</u> (please include Buddhism, Christianity, Hinduism, Islam, Jainism, Judaism, Nonconformists; Rastafarianism; Shinto, Sikhism, Taoism, Veganism, Zoroastrianism, and any others)				Neutral

<u>Sex</u> (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)			Low to medium positive	
<u>Sexual Orientation</u> (please include associated aspects: safety; caring responsibility; potential for bullying and harassment)				Neutral
<u>Other: Social Inclusion</u> (please include families and friends with caring responsibilities; households in poverty or on low incomes; people for whom there are safeguarding concerns; people you consider to be vulnerable; people with health inequalities; refugees and asylum seekers; rural communities)				Low positive
<u>Other: Veterans and serving members of the armed forces and their families</u>				Low positive
<u>Other: Young people leaving care</u>				Low positive

**Initial health and wellbeing impact assessment by category**

*Please rate the impact that you perceive the service change is likely to have with regard to health and wellbeing, through stating this in the relevant column.*

*Please state if it is anticipated to be neutral (no impact) and add any extra notes that you think might be helpful for readers.*

<b>Health and wellbeing: individuals and communities in Shropshire</b>	<b>High negative impact</b> <i>Part Two HIA required</i>	<b>High positive impact</b>	<b>Medium positive or negative impact</b>	<b>Low positive negative or neutral impact (please specify)</b>
<b>Will the proposal have a <i>direct impact</i> on an individual's health, mental health and wellbeing?</b>  For example, would it cause ill health, affecting social inclusion, independence and participation? .				Low Positive Impact – potential for greater social inclusion due to accessible and well-designed public spaces.
<b>Will the proposal <i>indirectly impact</i> an</b>				Low Positive Impact –

<p><b>individual's ability to improve their own health and wellbeing?</b></p> <p>For example, will it affect their ability to be physically active, choose healthy food, reduce drinking and smoking?</p>				<p>improvements to active travel routes and additional retail and other facilities will encourage greater walking and cycling uptake across the wider town centre.</p>
<p><b>Will the policy have a <i>direct impact</i> on the community - social, economic and environmental living conditions that would impact health?</b></p> <p>For example, would it affect housing, transport, child development, education, employment opportunities, availability of green space or climate change mitigation?</p>				<p>Low Positive Impact – increase in potential employment opportunities, as well as additional housing availability</p>
<p><b>Will there be a likely change in <i>demand</i> for or access to health and social care services?</b></p> <p>For example: Primary Care, Hospital Care, Community Services, Mental Health, Local Authority services including Social Services?</p>				<p>Neutral to no impact</p>

## **Guidance Notes**

### **1. Legal Context**

It is a legal requirement for local authorities to assess the equality and human rights impact of changes proposed or made to services. It is up to us as an authority to decide what form our equality impact assessment may take. By way of illustration, some local authorities focus more overtly upon human rights; some include safeguarding.

It is about what is considered to be needed in a local authority's area, in line with local factors such as demography and strategic objectives as well as with the national legislative imperatives.

Carrying out these impact assessments helps us as a public authority to ensure that, as far as possible, we are taking actions to meet the general equality duty placed on us by the Equality Act 2010, and to thus demonstrate that the three equality aims are integral to our decision-making processes.

These are: eliminating discrimination, harassment and victimisation; advancing equality of opportunity; and fostering good relations.

These screening assessments for any proposed service change go to Cabinet as part of the committee report, or occasionally direct to Full Council, unless they are ones to do with Licensing, in which case they go to Strategic Licensing Committee.

Service areas would ordinarily carry out a screening assessment, or Stage One equality impact assessment. This enables energies to be focussed on review and monitoring and ongoing evidence collection about the positive or negative impacts of a service change upon groupings in the community, and for any adjustments to be considered and made accordingly.

These screening assessments are recommended to be undertaken at timely points in the development and implementation of the proposed service change.

For example, a Stage One ESHIA would be a recommended course of action before a consultation. This would draw upon the evidence available at that time, and identify the target audiences, and assess at that initial stage what the likely impact of the service change could be across the national Protected Characteristic groupings and our additional local categories. This ESHIA would set out intended actions to engage with the groupings, particularly those who are historically less likely to engage in public consultation e.g. young people, as otherwise we would not know their specific needs.

A second Stage One ESHIA would then be carried out after the consultation, to say what the feedback was, to set out changes proposed as a result of the feedback, and to say where responses were low and what the plans are to engage with groupings who did not really respond. This ESHIA would also draw more upon actions to review impacts in order to mitigate the negative and accentuate the positive.

Meeting our Public Sector Equality Duty through carrying out these ESHIAs is very much about using them as an opportunity to demonstrate ongoing engagement across groupings and to thus visibly show we are taking what is called 'due regard' of the needs of people in Protected Characteristic groupings.

If the screening indicates that there are likely to be high negative impacts for groupings within the community, the service area would need to take advice on whether or not to carry out a full report, or Stage Two assessment. This is resource intensive but will enable more evidence to be collected that will help the service area to reach an informed opinion.

In practice, Stage Two or Full Screening Assessments have only been recommended twice since 2014, as the ongoing mitigation of negative equality impacts should serve to keep them below the threshold for triggering a Full Screening Assessment. The expectation is that Full Screening Assessments in regard to Health Impacts may occasionally need to be undertaken, but this would be very much the exception rather than the rule.

## **2. Council Wide and Service Area Policy and Practice on Equality, Social Inclusion and Health**

This involves taking an equality and social inclusion approach in planning changes to services, policies, or procedures, including those that may be required by Government. The decisions that you make when you are planning a service change need to be recorded, to demonstrate that you have thought about the possible equality impacts on communities and to show openness and transparency in your decision-making processes.

This is where Equality, Social Inclusion and Health Impact Assessments (ESHIA) come in. Where you carry out an ESHIA in your service area, this provides an opportunity to show:

- What evidence you have drawn upon to help you to recommend a strategy or policy or a course of action to Cabinet or to Strategic Licensing Committee.
- What target groups and audiences you have worked with to date.
- What actions you will take in order to mitigate any likely negative impact upon a group or groupings, and enhance any likely positive effects for a group or groupings; and
- What actions you are planning to monitor and review the impact of your planned service change.

The formal template is there not only to help the service area but also to act as a stand-alone for a member of the public to read. The approach helps to identify whether or not any new or significant changes to services, including policies, procedures, functions, or projects, may have an adverse impact on a particular group of people, and whether the human rights of individuals may be affected.

There are nine Protected Characteristic groupings defined in the Equality Act 2010. The full list of groupings is: Age; Disability; Gender Reassignment; Marriage and Civil Partnership; Pregnancy and Maternity; Race; Religion or Belief; Sex; and Sexual Orientation.

There is also intersectionality between these. Eg a young person with a disability would be in the groupings of Age and Disability, and if they described themselves as having a faith they would then also be in the grouping of Religion or Belief. We demonstrate equal treatment to people who are in these groups and to people who are not, through having what is termed 'due regard' to their needs and views when developing and implementing policy and strategy and when commissioning, procuring, arranging, or delivering services.

For the individuals and groupings who may be affected, ask yourself what impact do you think is likely and what actions will you currently anticipate taking, to mitigate or enhance likely impact of the service change? If you are reducing a service, for example, there may be further use you could make of awareness raising through social media and other channels to reach more people who may be affected.

Social inclusion is then a wider additional local category we use in Shropshire, in order to help us to go beyond the equality legislation in also considering impacts for individuals and households with regard to the circumstances in which they may find themselves across their life stages. This could be households on low incomes, or households facing challenges in accessing services, such as households in rural areas, and veterans and serving members of the armed forces and their families, or people that we might consider to be vulnerable, such as young people leaving care or refugee families.

Please note that the armed forces are now a grouping to whom we are required to give due regard under recent Armed Forces legislation, although in practice we have been doing so for a number of years now.

We are now also identifying care leavers as a distinct separate local grouping due to their circumstances as vulnerable individuals.

When you are not carrying out an ESHIA, you still need to demonstrate and record that you have considered equality in your decision-making processes. It is up to you what format you choose.-You could use a checklist, an explanatory note, or a document setting out our expectations of standards of behaviour, for contractors to read and sign. It may well not be something that is in the public domain like an ESHIA, but you should still be ready for it to be made available.

**Both the approaches sit with a manager, and the manager has to make the call, and record the decision made on behalf of the Council.**

*Carry out an ESHIA:*

- If you are building or reconfiguring a building.
- If you are planning to reduce or remove or reconfigure a service.
- If you are consulting on a policy or a strategy.
- If you are bringing in a change to a process or procedure that involves other stakeholders and the wider community as well as particular groupings

*Carry out and record your equality and social inclusion approach:*

- If you are setting out how you expect a contractor to behave with regard to equality, where you are commissioning a service or product from them.
- If you are setting out the standards of behaviour that we expect from people who work with vulnerable groupings, such as taxi drivers that we license.

- If you are planning consultation and engagement activity, where we need to collect equality data in ways that will be proportionate and non-intrusive as well as meaningful for the purposes of the consultation itself.
- If you are looking at services provided by others that help the community, where we need to demonstrate a community leadership approach

### **3. Council wide and service area policy and practice on health and wellbeing**

This is a relatively new area to record within our overall assessments of impacts, for which we are asking service area leads to consider health and wellbeing impacts, and to look at these in the context of direct and indirect impacts for individuals and for communities.

A better understanding across the Council of these impacts will also better enable the Public Health colleagues to prioritise activities to reduce health inequalities in ways that are evidence based and that link effectively with equality impact considerations and climate change mitigation.

#### **Health in All Policies – Health Impact Assessment**

Health in All Policies is an upstream approach for health and wellbeing promotion and prevention, and to reduce health inequalities. The Health Impact Assessment (HIA) is the supporting mechanism

- Health Impact Assessment (HIA) is the technical name for a process that considers the wider effects of local policies, strategies and initiatives and how they, in turn, may affect people's health and wellbeing.
- Health Impact Assessment is a means of assessing both the positive and negative health impacts of a policy. It is also a means of developing good evidence-based policy and strategy using a structured process to review the impact.
- A Health Impact Assessment seeks to determine how to maximise health benefits and reduce health inequalities. It identifies any unintended health consequences. These consequences may support policy and strategy or may lead to suggestions for improvements.
- An agreed framework will set out a clear pathway through which a policy or strategy can be assessed and impacts with outcomes identified. It also sets out the support mechanisms for maximising health benefits.

The embedding of a Health in All Policies approach will support Shropshire Council through evidence-based practice and a whole systems approach, in achieving our corporate and partnership strategic priorities. This will assist the Council and partners in promoting, enabling and sustaining the health and wellbeing of individuals and communities whilst reducing health inequalities.

## **Individuals**

### **Will the proposal have a *direct impact* on health, mental health and wellbeing?**

For example, would it cause ill health, affecting social inclusion, independence and participation?

Will the proposal directly affect an individual's ability to improve their own health and wellbeing?

This could include the following: their ability to be physically active e.g., being able to use a cycle route; to access food more easily; to change lifestyle in ways that are of positive impact for their health.

An example of this could be that you may be involved in proposals for the establishment of safer walking and cycling routes (e.g., green highways), and changes to public transport that could encourage people away from car usage. and increase the number of journeys that they make on public transport, by foot or on bicycle or scooter. This could improve lives.

### **Will the proposal *indirectly impact* an individual's ability to improve their own health and wellbeing?**

This could include the following: their ability to access local facilities e.g., to access food more easily, or to access a means of mobility to local services and amenities? (e.g. change to bus route)

Similarly to the above, an example of this could be that you may be involved in proposals for the establishment of safer walking and cycling routes (e.g. pedestrianisation of town centres), and changes to public transport that could encourage people away from car usage, and increase the number of journeys that they make on public transport, by foot or on bicycle or scooter. This could improve their health and wellbeing.

## **Communities**

Will the proposal directly or indirectly affect the physical health, mental health, and wellbeing of the wider community?

A *direct impact* could include either the causing of ill health, affecting social inclusion, independence and participation, or the promotion of better health.

An example of this could be that safer walking and cycling routes could help the wider community, as more people across groupings may be encouraged to walk more, and as there will be reductions in emission leading to better air quality.

An *indirect impact* could mean that a service change could indirectly affect living and working conditions and therefore the health and wellbeing of the wider community.

An example of this could be: an increase in the availability of warm homes would improve the quality of the housing offer in Shropshire and reduce the costs for households of having a warm home in Shropshire. Often a health promoting approach also supports our agenda to reduce the level of Carbon Dioxide emissions and to reduce the impact of climate change.

Please record whether at this stage you consider the proposed service change to have a direct or an indirect impact upon communities.

### **Demand**

#### **Will there be a change in demand for or access to health, local authority and social care services?**

For example: Primary Care, Hospital Care, Community Services, Mental Health and Social Services?

An example of this could be a new housing development in an area would affect demand for primary care and local authority facilities and services in that location and surrounding areas. If the housing development does not factor in consideration of availability of green space and safety within the public realm, further down the line there could be an increased demand upon health and social care services as a result of the lack of opportunities for physical recreation, and reluctance of some groupings to venture outside if they do not perceive it to be safe.

***For further advice: please contact***

***Lois Dale via email [lois.dale@shropshire.gov.uk](mailto:lois.dale@shropshire.gov.uk), or***

***Phil Northfield via email [Phillip.Northfield@shropshire.gov.uk](mailto:Phillip.Northfield@shropshire.gov.uk)***

This page is intentionally left blank



**Cabinet 15<sup>th</sup> April 2026**

Item

Public



## Adoption of the Destination Management Plan

<b>Responsible Officer:</b>	Matt Potts / Paul Gossage		
email:	<a href="mailto:Matt.potts@shropshire.gov.uk">Matt.potts@shropshire.gov.uk</a> <a href="mailto:Paul.gossage@shropshire.gov.uk">Paul.gossage@shropshire.gov.uk</a>	Tel:	01743 257881  01743 255068
<b>Cabinet Member</b> (Portfolio Holder):	Cllr Rob Wilson		

### 1. Synopsis

Approval is sought for the Shropshire Destination Management Plan (DMP) which sets the direction of tourism for the next 3 years. Its objectives are to grow the value of tourism, strengthen stakeholder collaboration, raise Shropshire’s profile, enhances access and inclusion and follow restorative tourism practices that restore, renew, and enhance the local environment and community.

### 2. Executive Summary

2.1 The Shropshire Destination Management Plan (DMP) provides a strategic roadmap for boosting the visitor economy between 2025 and 2029. Funded by the UK Shared Prosperity Fund, the DMP is intended as a guiding framework for stakeholders to inform their own operational plans, rather than detailing specific projects. It emphasises Shropshire’s natural beauty, rich heritage, and distinctive local character, aiming to grow tourism’s value, raise the region’s profile, and improve the overall visitor experience. Shropshire’s appeal lies in its 23% National Landscape designation, scenic rivers, charming market towns, and welcoming community. The DMP actively promotes these assets, inviting visitors to explore and appreciate the county’s unique charm. In 2024, Shropshire welcomed 10.23 million visitors, generating around £910 million for the local economy and supporting approximately 9,153 tourism-related jobs. Most visitors (86%) are day-trippers, but those who stay overnight contribute significantly to economic impact, prompting the plan’s focus on attracting more staying guests. The latest Scarborough Tourism Economic Activity Monitor report estimates that the visitor economy, for the first time, generated over £1bn in 2025 in Shropshire, a 10.1%

increase on the 2024 results. Visitor numbers rose to 10.66 million and 9454 jobs were supported.

- 2.2 The plan's key objectives are to increase tourism value, attract more and longer-staying visitors, foster stakeholder collaboration, strengthen regenerative tourism, and develop Shropshire's reputation as an accessible and inclusive destination. These objectives set a foundation for future investment and credibility within the sector.
- 2.3 Developed through extensive consultation—including stakeholder engagement, focus groups, interviews, and a two-month public consultation—the DMP aligns with Visit England's strategies and Telford and Wrekin's DMP. Ultimately, it aims for a unified DMP across the Telford and Shropshire Local Visitor Economy Partnership area by 2029.
- 2.4 Shropshire's strengths include its heritage attractions, vibrant food and drink scene, unique towns, and diverse outdoor activities, especially walking. However, the plan acknowledges areas for improvement, such as increasing serviced accommodation, enhancing transport options, and developing more family-friendly attractions.
- 2.5 The four-year growth plan seeks to adjust the ratio of staying to day visitors from 86:14 to 80:20, develop productive partnerships, promote Shropshire's image nationally, and establish a reputation for regenerative tourism. Key priorities involve increasing bed stock, defining a clear identity for the county, implementing targeted marketing, supporting responsible and inclusive tourism, building county-wide and regional partnerships, and establishing a robust evaluation framework using STEAM Tourism research, which is a methodology that measures the economic impact of tourism by systematically collecting and analysing visitor data and surveys, covering aspects such as spending, visitor numbers, and local benefits.
- 2.6 Governance will be overseen by a Visitor Economy Working Group, comprising representatives from Shropshire Council, local business improvement districts, Visit Shropshire, the Shropshire Hills National Landscape, and the tourism sector. Developing the visitor economy is expected to directly benefit Shropshire Council through increased business rates, higher spending in council facilities, reduced pressure on health and wellbeing services, and greater inward investment and migration, contributing further to council tax and business rates.
- 2.7 The implementation of the plan will be delivered by multiple stakeholders including Shropshire Council. This will be done within current budget levels, with any additional operational costs supported by external funding.
- 2.8 In conclusion, the Shropshire DMP is a comprehensive strategy designed to revitalise the county's visitor economy through sustainable practices, partnership working, and leveraging its unique assets. By focusing on accessibility, inclusivity, and responsible tourism, Shropshire aims to cement itself as a leading and attractive destination within England.

### 3 Recommendations

Cabinet is recommended to endorse the Destination Management Plan and delegate to the relevant Service Director, in consultation with the relevant Portfolio Holder, to work with partners and stakeholders to deliver the plan.

## Report

### 4 Risk Assessment and Opportunities Appraisal

<i>Risk</i>	<i>Mitigation</i>	<i>Link to Strategic Risk</i>
If the DMP is not approved, the visitor economy will be disadvantaged, and Shropshire will no longer be able to be a partner of the Local Visitor Economy Partnership	Approve the DMP or suggest amendments	No direct link to the Council's strategic risks has been identified
The tourism trading environment can change quickly due to external factors, such as economic down turns, pandemics, geopolitical issues. Such issues could result in the DMP becoming irrelevant.	The DMP should be seen as a dynamic document that needs to be reviewed over the course of its life and adapted where necessary.	No direct link to the Council's strategic risks has been identified
Increased visitors have a negative impact on the environment	The DMP puts the local and global environment at its heart through the adoption of regenerative/ sustainable tourism developments and recommends that the value rather than the volume of tourism should be grown, and all growth should be done in an environmentally sustainable fashion.	No direct link to the Council's strategic risks has been identified
The need for additional accommodation results in more residential properties being used as holiday lets, reducing available housing stock and increasing rents/ property values	The DMP recommends the growth of serviced rather than un serviced accommodation, which is already well represented.	No direct link to the Council's strategic risks has been identified

<p>There may be criticism that the plan does not address the needs of local areas/ specific sector.</p>	<p>The plan explains that whilst certain hero locations and products are referenced, the DMP follows a thematic approach rather than a spatial one. It should be used by local destinations or product types to develop their own plans within the framework of the DMP.</p> <p>In response to public consultation, additional geographic/ product references have been included.</p>	<p>No direct link to the Council's strategic risks has been identified</p>
<p>Shropshire Council may be criticised for not investing in the recommendations suggested within the DMP</p>	<p>The plan clarifies that the DMP is a strategic document that should be used by the entire Visitor Economy, not just Shropshire Council.</p> <p>In order to help facilitate its recommendations Shropshire Council will continue to seek external funding to support a Visitor Economy team.</p> <p>Without external funding, Shropshire Council will play an enabling role rather than a delivery role.</p>	<p>No direct link to the Council's strategic risks has been identified</p>
<p>More visitors will increase demand on the county's infrastructure and services.</p>	<p>The DMP suggests a growth in the value of the visitor economy rather than a pure increase in the volume. It also recognises that infrastructure and services need to be maintained and developed in line with any tourism development.</p>	

## 5 Financial Implications

5.1 The implementation of the plan will be delivered by multiple stakeholders including Shropshire Council. This will be done within current budget levels, with any additional operational costs supported by external funding.

5.2 Development of the Visitor Economy will benefit Shropshire Council with:

- additional car parking revenue in town centre and country park locations
- additional ticket spend, donations and secondary spend at Theatre Severn, Old Market Hall, Shrewsbury Museum and Art Gallery and other sites

- Increased / sustained business rates from commercial tourism operators
- Improved perception for inward investment and migration with consequential income from business rates and council tax
- Enhanced visitor facilities, being beneficial for residents which will help support positive mental and physical health, helping to reduce the strain on adult and child services
- The latest Scarborough Tourism Economic Activity Monitor report estimates that the visitor economy generated over £1bn in 2025 in Shropshire, a 10.1% on the 2024 results. Visitor numbers rose to 10.66 million and 9454 jobs were supported.

## 6 Climate Change Appraisal

6.1 The DMP directly addresses climate change and the environmental consequences of the impact of the Visitor Economy.

6.2 It recommends that sustainable/ restorative tourism under lines all visitor economy development.

6.3 This will result in the environment being in a better state after a visit than before

6.4 Detailed delivery plans will be developed as part of the next phase and these will address carbon reduction, transport choices and other measures to manage carbon footprint.

## 7 Background

7.1 The Shropshire Destination Management Plan (DMP) serves as a strategic framework for enhancing the visitor economy in Shropshire from 2025 to 2029. The plan emphasizes the region's natural beauty, exceptional history and heritage, and unique local offerings, aiming to increase the value of tourism and improve the overall tourism experience. The production of the Destination Management Plan has been funded by the UK Government through the UK Shared Prosperity Fund. The DMP is not an operational document that details specific projects and tactics, but a strategic plan that can be used by all stakeholders to develop their own operational plans to help deliver the DMP's objectives.

7.2 Shropshire boasts 23% of its area designated as a National Landscape, providing a tranquil escape from urban life. The region is characterized by its picturesque rivers, quirky towns, and friendly locals, which contribute to a unique visitor experience. The plan encourages potential visitors to explore Shropshire and discover its charm first-hand.

### Objectives of the DMP

7.3 The objectives are designed to provide direction for stakeholders, enhance the credibility of the tourism sector, and inform future funding and investment strategies:

- Increase the value of tourism.
- Attract more visitors and persuade existing visitors to stay longer.

- Enhance collaboration among stakeholders.
- Elevate Shropshire's profile as a tourist destination.
- Strengthen a regenerative approach to tourism development.
- Enhance Shropshire's product and reputation as an accessible and inclusive destination

## Methodology

7.4 The plan was developed through a consultative process involving Shropshire Council and various stakeholders. It included updating previous plans, engaging in focus groups, conducting interviews to gather insights on tourism themes, priorities, and emerging trends and a written survey completed by 50 partners.

7.5 It was subject to a 2-month Public Consultation, the results of which have been incorporated into the plan.

7.6 It aligns with Visit England's strategies and priorities and has received their approval. It was designed to work in parallel with Telford and Wrekin's DMP, with the aim that in 2029 there is one DMP for the Telford and Shropshire Local Visitor Economy Partnership area.

## Current Visitor Economy

7.7 Shropshire's visitor economy is rich in history and natural beauty, with significant figures indicating 10.23 million visitors in 2024, contributing approximately £910 million to the local economy. The employment within the sector has also seen growth, with around 9,153 people employed in tourism-related jobs.

## Visitor Demographics

7.8 The visitor demographics indicate that 86% of visitors are day-trippers, while staying visitors account for 14%. However, staying visitors generate a considerable portion of the economic impact, highlighting the need to attract more overnight guests, in line with our priority to grow the value of the visitor economy, not just the number of visitors.

## Strengths and Gaps

7.9 The DMP identifies key strengths such as:

- A variety of heritage attractions and a strong food and drink culture.
- Unique market towns with distinct identities.
- A strong and varied outdoor activity offer, particularly walking opportunities.
- However, it also highlights gaps, such as the need for more serviced accommodation, better transport choices and family-friendly attractions.

## Four-Year Growth Plan (2025-2029)

7.10 The growth plan focuses on:

- adjusting the ratio of staying to day visitors from 86:14 to 80:20.
- developing effective partnerships including enhancing collaboration with Telford and Wrekin

- delivering activity as part of the LVEP
- working with neighbouring destinations including the Marches
- improving Shropshire's image and growing awareness
- establishing a national reputation for regenerative tourism and as an accessible and inclusive destination.

## **Priorities for Development**

7.11 The plan outlines several priorities:

- increase bed stock to encourage longer stays
- build on past work to create a clear identity for Shropshire as a tourist destination
- implement integrated marketing strategies to attract visitors
- support responsible tourism initiatives that benefit the environment and local communities
- work with the sector to develop product to ensure that the destination is accessible and inclusive
- the development of county wide and regional partnerships
- the creation of a robust evaluation framework based on STEAM, a visitor survey and partner intelligence.

## **Governance**

7.12 Progress in delivering the DMP will be monitored and managed by a Visitor Economy Working Group, made up of representatives from:

- Shropshire Council's
- Visitor Economy Team
- Economic Growth Team
- Relevant Portfolio Holder
- Shrewsbury and Oswestry Bid
- Visit Shropshire
- Shropshire Hills National Landscape
- The wider sector.

## **Direct benefit to Shropshire Council**

7.13 The direct benefit to Shropshire Council includes:

- Increased business rates from tourism businesses
- Increase visitor spending in Council facilities including car parks, museums & parks
- Reduce pressure on health and wellbeing services, as tourism product has a positive impact on residents as well as visitors
- Increased awareness of the county, resulting with increased inward investment and migration, with associated income from Business Rates and Council Tax for Shropshire Council.

## **Conclusion**

7.14 The Shropshire DMP is a comprehensive strategy aimed at revitalizing the visitor economy by leveraging the region's unique assets and fostering collaboration among stakeholders. By focusing on sustainable tourism practices and enhancing the overall

visitor experience, Shropshire aims to position itself as an attractive and increasingly popular destination in England's tourism landscape.

## 8. Additional Information

- The DMP has been created in partnership with a wide range of stakeholders
- Following 2 months of Public Consultation over 70 comments were analysed and relevant feedback added. The relevance of comments was judged by the executive, Portfolio Holder and the working group.
- From 1<sup>st</sup> April the responsibility for the Visitor Economy will sit in Economic Growth and be delivered by a dedicated officer
- An integral part of their role will be to identify projects and secure funding that will help deliver the DMP

## 9. Conclusions

- The DMP has been developed by professionals, informed by the sector and public consultation
- It is a broad strategic document that will be used by the wider visitor economy sector, not just Shropshire Council
- Shropshire Council is one of the key partners in its delivery, but we are one of many.
- Cabinet is recommended to endorse the plan and delegate to the relevant Service Director in consultation with the Portfolio Holder to work with partners and stakeholders to deliver the plan.

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

1. The Destination Management Plan
2. The Public Consultation Report

**Local Member:** All

### Appendices

The Destination Management Plan  
The Public Consultation Report

# Shropshire Destination Management Plan 2025 – 2029 Survey

## Feedback Report

February 2026



# 1 Introduction

In October 2025 Shropshire Council sought to gather views and opinions on the draft Shropshire Destination Management Plan (DMP). This plan is designed as a blueprint for how the county intends to manage its visitor economy between 2025 and 2029, and intended to build on the current plan, which expired in 2025.

The draft was developed by Shropshire Council with the support of partners and stakeholders from across the county. It was approved by Visit England and was written to align with Telford and Wrekin's DMP. This is more important than ever as we have recently formed the Telford and Shropshire Local Visitor Economy Partnership (LVEP) with them and Visit Shropshire.

The DMP identified priorities and objectives that will help to further develop Shropshire as a visitor destination and will form a reference document for future funding and a basis for future bids into government programmes. The plan will be used by developers and tourism businesses to shape their investments, and it will serve to inform and guide how resources are used and allocated.

Shropshire Council has recognized the importance of engaging with stakeholders and the public to gain insight and feedback on the plan, before it is approved and implemented. Therefore, a survey was published as a way of collecting feedback, and this report aims to analysis the views and opinions of the respondents, to help shape and guide future and ongoing changes to the plan.

The survey was available online on Shropshire Council's website, in alternate forms by request and through Shropshire Council's face-to-face services in libraries and Shropshire Local (hub spots in various locations throughout the county). The survey and consultation on the draft Destination Management Plan ran from 1<sup>st</sup> December 2025 and closed on 2<sup>nd</sup> February 2026. It was well advertised on social media, Shropshire Council's Get Involved page and through posters with QR codes in various Shropshire Council Customer Services locations.

This report describes the survey findings within 5 main sections:

- **Section 1: Background** (this section) provides an overview of the survey and how it was promoted.
- **Section 2: Respondents** covers those engaged within the survey to provide context to the feedback and understand whether the response is representative of the wider community.
- **Section 3: About the respondents** explores who has answered and their background, in order to provide a clearer image of opinions offered.
- **Section 4: Recommendations** considers recommendations for change, based on the feedback presented in this report.
- **Section 5: Summary and Conclusion** provides a summary and conclusion based on the overall analysis of the feedback received.

## 2 Respondents

The survey was responded by 84 people over a 2-month consultation period (1<sup>st</sup> December 2025 to 2<sup>nd</sup> February 2026). The survey was published with the Draft Shropshire Destination Management Plan 2026-2029 alongside it and the first question asked whether respondents had read the draft DWP.

**Figure 1: Has the DMP been read by the respondents.**



Figure 1 shows that 77 people responded and overall, 78% of respondents had read the draft DWP in full, 21% in part and 1% had not read the draft at all. This is positive to see, as it should mean respondents will understand the questions, and can provide meaningful and considered feedback.

When asked for their overall thoughts on the DWP, 75 people answered under 5 categories, and figure 2 will show the results in full.

**Figure 2: Thoughts on the draft DMP.**

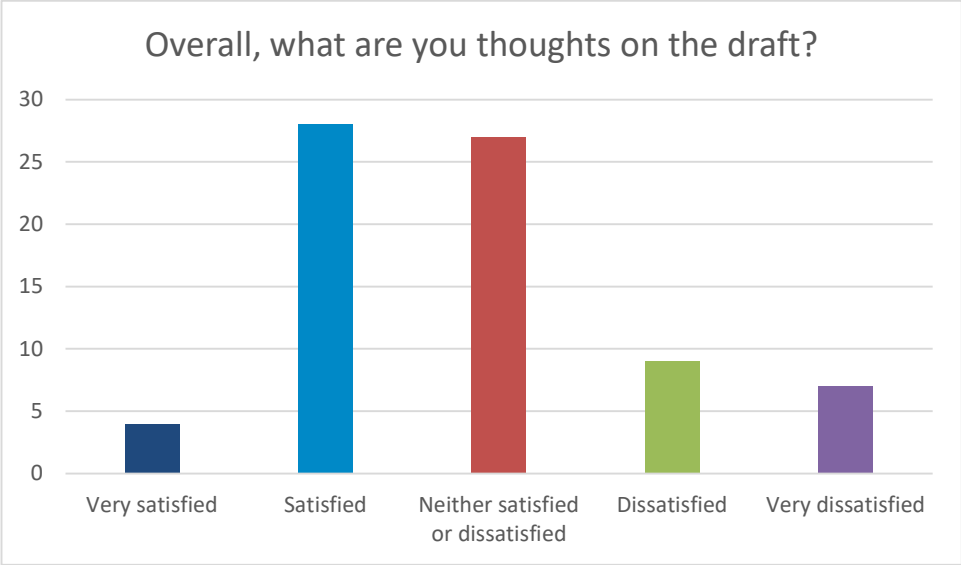


Figure 2 shows that in general, people were satisfied and very satisfied with the draft DWP; 43%. Cumulatively, 21% of respondents were dissatisfied and very dissatisfied, and 36% were neither satisfied or dissatisfied. It is encouraging that the majority of people reading the DWP are happy with it rather than unhappy.

The next question asked the respondents to rate how much in agreement or disagreement they were of 8 key points. Figure 3 shows the breakdown in full.

**Figure 3: Responses that best reflect respondents' opinions on statements**

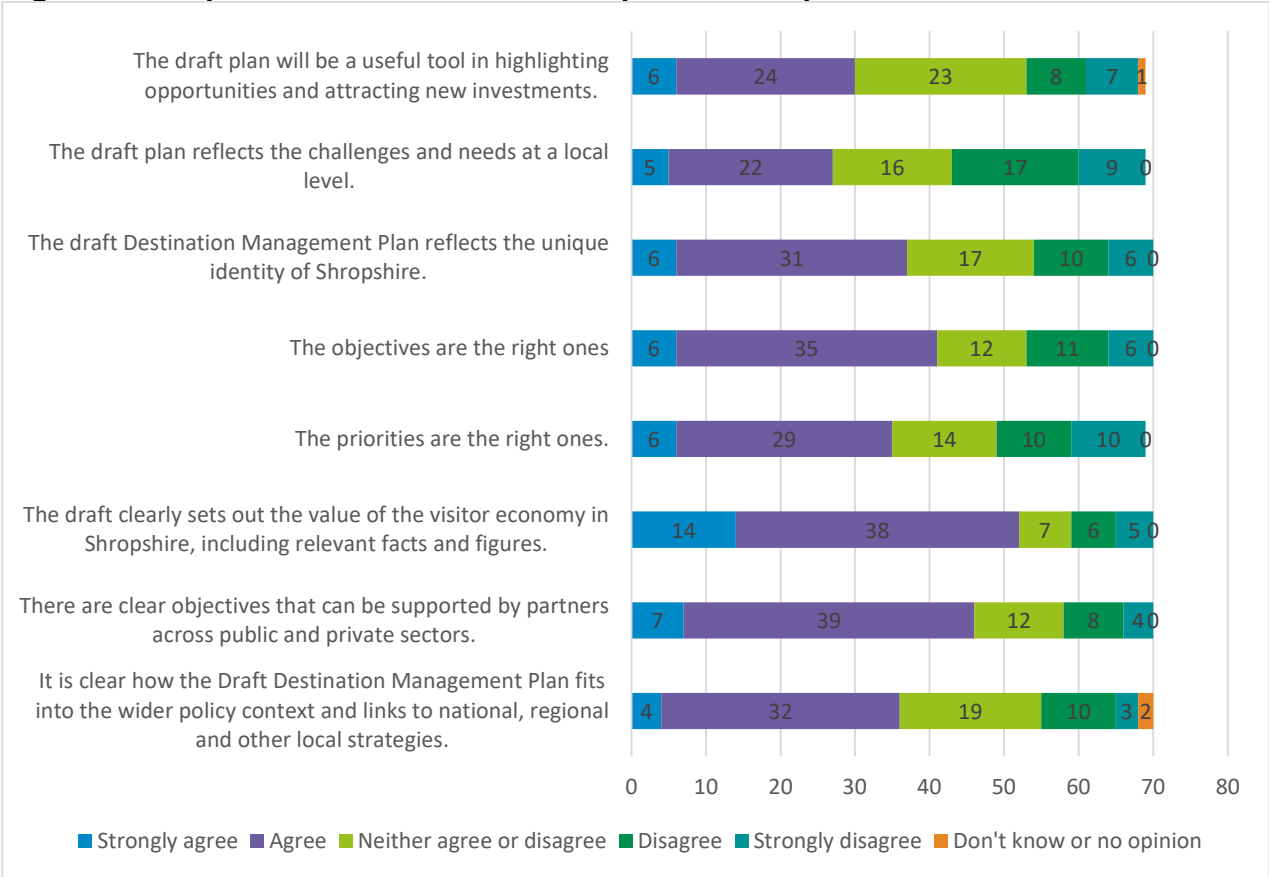


Figure 3 shows that overall, people who agreed or strongly agreed with the statements accounted for 55% of the responses, whereas 23% disagree and strongly disagree. The rest (22%) were made up of people with neutral responses and those that had no opinion or could not give an opinion.

The survey then asked for comments to explain the selections made above, with an emphasis on wanting to hear the comments of those that chose 'strongly disagree'. There were 47 comments and the key themes are shown in table 1.

**Table 1**

Theme	Number	%
Lacking specific area identity/ too broad or focuses on Shrewsbury	17	31
No detail on how to achieve things listed e.g. bed space	9	16
Lacking some important tourism aspects e.g. canal tourism, equestrian, church tourism	12	22
Clarity and explanation on terms are needed	1	2
Not enough thought given to important issues like transport/connectivity	3	5
Tourism is hampered by Council policies – e.g. planning	2	4
The plan is good	1	2
Other comments – including general/negative comments	10	18
<b>Total</b>		<b>100%</b>

The main themes from these comments focus on how the plan does not feature individual places enough, or focuses on Shrewsbury too much; that the plan does not include all aspects that make up tourism in Shropshire such as canal and church tourism; and there is no real detail on how to achieve the things the plan sets out to achieve, such as bed space. There are also other comments including negative comments about the plan and money-wasting by the Council.

**Example comments:**

- *The DMP is good at the county wide level but doesn't have the right approach to the very local level. It feels like the unique vibe of specific areas is missing.*
- *The plan does not suggest any meaningful way of increasing bedspaces in the County.*
- *Whittington Parish Council were disappointed to not see any mention of Whittington Castle in the document as it is a significant tourist attraction in the county.*
- *There are some references which need more clarification - what exactly is regenerative tourism? Responsible tourism tends to suggest that visitors are consciously responsible - surely too vague.*
- *The Shropshire Union Canal is a key draw to the county for boaters and waterside enterprises but there was nothing about drawing in more boater visitors and providing facilities for them. Hire boaters usually spend one or two weeks on the canal but continual cruisers and leisure boaters can spend several weeks even months on the canals here. There did not seem to be any mention of the Canal and River Trust and its roles.*
- *The plan is clearly laid out, attractive and well presented, but fails to show all of Shropshire clearly. It is highly focused on South Shropshire and the urban areas therein. There is inadequate coverage of north Shropshire in general and the Ellesmere area in particular. The town and its environments is not adequately described, and their particular attractions are totally absent. In short, it needs to be more fully representative of the often-overlooked areas and rural areas like Ellesmere, the Meres, mosses, canals and other attractions.*

- *The DMP provides an excellent foundation for the development of tourism in Shropshire overall but then what? Shouldn't there be individual town/ regional area versions that break down the tourism growth for all elements of the region into something deliverable - who / how would be responsible for delivering? In addition, there are no indications of budgets - costs or ownership of the elements of the DMP to actually be delivered. Making it somewhat a 'nice to have'.*
- *If we are to raise staying guests then difficulties we've experienced as parish councilors in getting pods/chalets etc. past planning permission because of planners interpretations of policies by non-local consultant planners engaged because of a lack of full-time Shropshire based planners will need addressing.*
- *As a business and resident of Shropshire the plan does not support growth or help. Shrewsbury gets too much priority with the other towns suffering.*

Question 5 asked for views on the 7 priorities included in the DWP, they are:

- Increase bed stock to encourage longer stays
- Build on past work to create a clear identity for Shropshire as a tourist destination.
- Implement integrated marketing strategies to attract visitors.
- Support regenerative tourism initiatives that benefit the environment and local communities.
- Continue to create a destination partnership that can embrace all, and that brings people together.
- Create an evaluation framework that can inform activity based on economic impact survey e.g. STEAM and working with partners on data sharing to generate objective performance and evaluation metrics.
- Build a reputation as an accessible and inclusive destination by instilling a determination across the sector to ensure everyone is welcome.<sup>2</sup>

Figure 4 shows the results of these views:

**Figure 4: Responses to reflect opinion on the 8 priorities in the DMP**

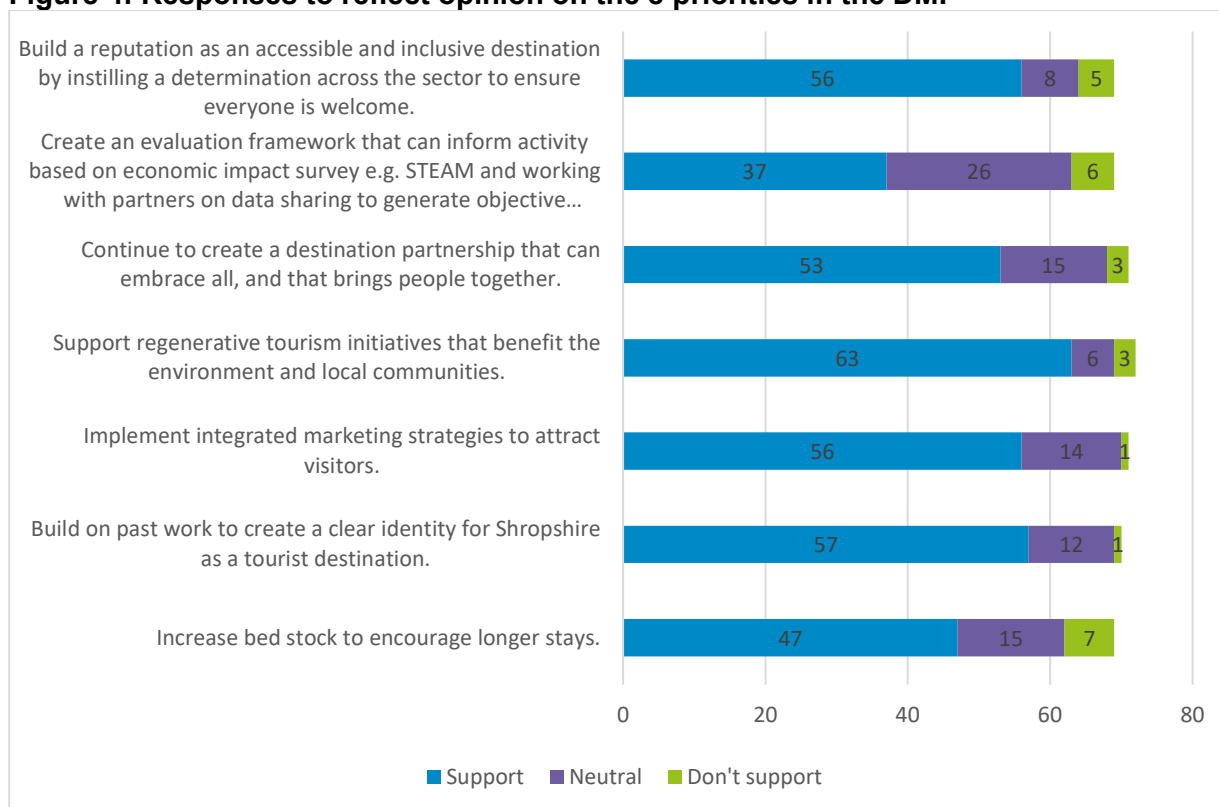


Figure 4 shows that people are more in support of the 7 priorities than not; 75% of responses are in support, 20% are of a neutral opinion and 5% do not support. Supporting regenerative tourism initiatives to benefit the environment and communities is the most supported of the priorities followed by creating a clear identity for Shropshire as a tourist destination. There is also strong support for integrated marketing strategies to attract visitors and for building a reputation as an accessible and inclusive destination. The priority with the least support is for the creation of an evaluation framework based on economic impact.

The next question follows on from this and asks the respondents to rate the priorities in importance to them.

**Figure 5 – A graph that shows the rating of importance of the 7 priorities from most to least important**

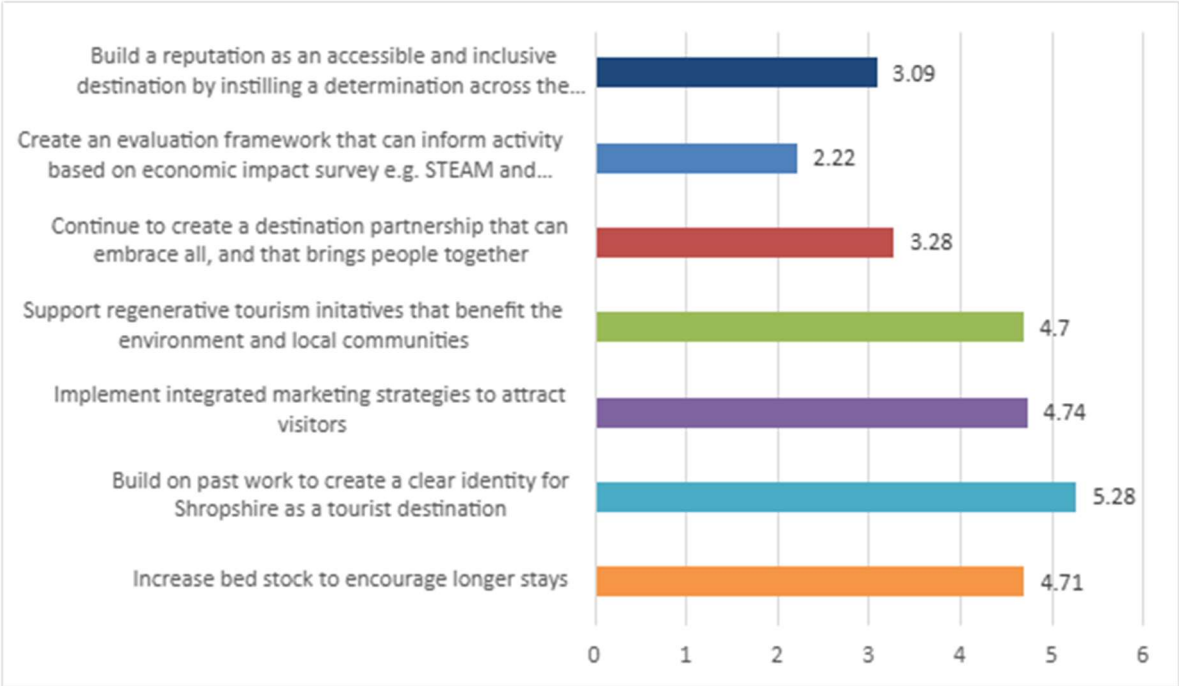


Figure 5 shows that building on past work to create a clear identity for Shropshire as a tourist destination is the most important to most people, followed closely by supporting regenerative tourism, implementing integrated marketing strategies and increasing bed stock to encourage longer stays. Overall, the results back up the previous answers and confirm that there are clear priorities within the priority list and widespread consensus among consultation respondents. Building a reputation as an accessible and inclusive destination by instilling a determination across the sector to ensure everyone is welcome was a priority that was not quite as well supported when survey respondents were asked to rank priorities in order.

The next question asked the respondents to provide views on the 4 objectives that were laid out in the plan. These are:

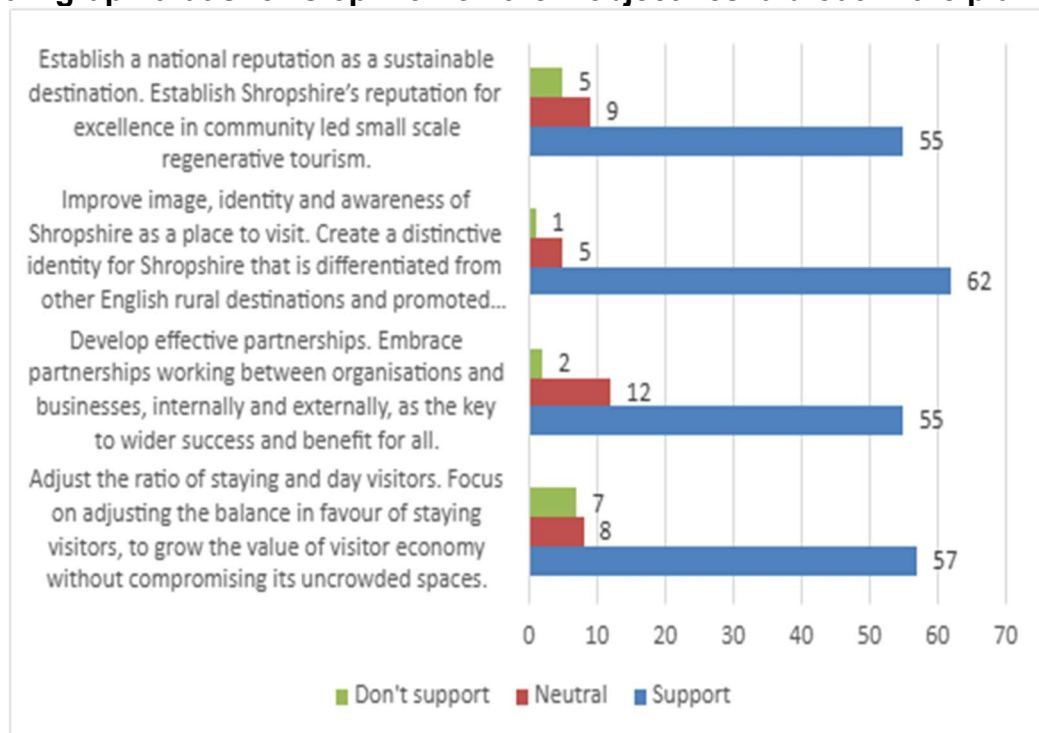
1. Adjust the ratio of staying and day visitors. Focus on adjusting the balance in favour of staying visitors, to grow the value of visitor economy without compromising its uncrowded spaces.
2. Develop effective partnerships. Embrace partnerships working between

organisations and businesses, internally and externally, as the key to wider success and benefit for all.

3. Improve image, identity and awareness of Shropshire as a place to visit. Create a distinctive identity for Shropshire that is differentiated from other English rural destinations and promoted effectively.
4. Establish a national reputation as a sustainable destination. Establish Shropshire's reputation for excellence in community led small scale regenerative tourism.

The respondents were asked whether they supported the objectives or not, or were neutral towards them. 72 people answered and Figure 6 shows that overall, people are in support of all the objectives.

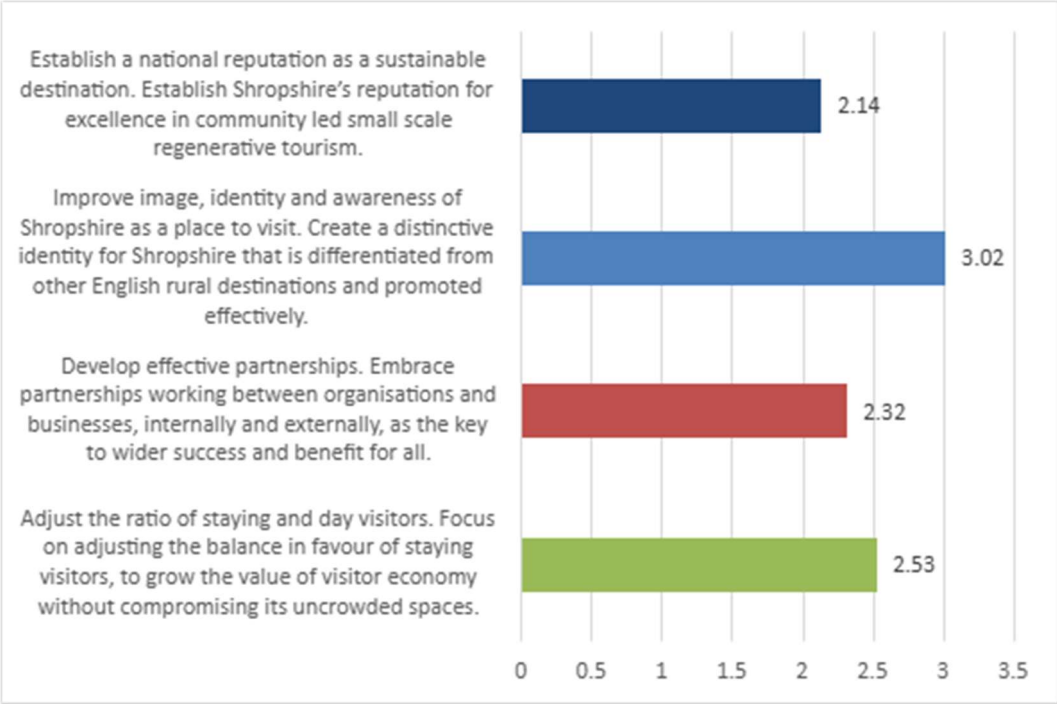
**Figure 6 – graph that shows opinion on the 4 objectives laid out in the plan**



As shown in Figure 6, the respondents support the objectives more than not supporting or having a neutral opinion. They are particularly in support of objective 2 of improving identity, image and awareness of Shropshire as a place to visit. This aligns with some of the comments from question 4; we can see that people are very keen to have distinction for Shropshire but also the individual areas within the county, as well as increasing awareness of other tourism areas like churches and canals, which they feel are not mentioned enough in the DMP. 7 people have concerns about increasing staying visitors and it may be helpful to consider those concerns within the next stages of work.

As they did in the previous question, the respondents rated the importance of the objectives. They were similar in their responses but objective 3 was rated the most important, as seen in Figure 7

**Figure 7 – graph that shows 4 objectives from most important to least**



There is not much difference between the objectives in regard to their importance, bar the improvement of the improving image objective which is clearly ranked the most important, according to those who answered the survey. This might point to all the objectives being of equal or at least similar importance.

The next question allowed for further elaboration from the respondents as they were asked to comment on what they particularly liked about the Destination Management plan. 41 people answered, which allows for a good range of comments.

**Table 2: Table of themes arising from comments on what respondents liked about the DMP.**

Theme	Number of responses	%
Comments about plan's layout and presentation/colour	9	22%
Good as a draft but needs action	4	10%
Well written and thought out	9	22%
Tourism is being given positive consideration	5	12%
People like specific sections - ie accessibility	4	10%
Suggestions	5	12%
Negative comments	5	12%
<b>Total</b>		<b>100%</b>

Overall, the respondents thought the plan was well written and well thought out, as well as liking the way the plan looks; in its presentation and colour. Other themes include the thought that tourism being considered is a good thing, that the plan is good as a working draft but it will need action; there are some suggestions for additions and that the respondents liked specific sections or aspects of the plan and there are some elements of negative comments.

## Example comments

- *It is a good working document, but it needs to translate to the local areas.*
- *Seems to be a good starting point for the future but needs building on.*
- *To market Shropshire nationally, ideally using television adverts and social media to create an embracing image for Shropshire.*
- *Lots of good ideas which if applied would increase demand for staying visitors.*
- *It's bright, clear and attractive.*
- *It is well written and focuses on value rather than quantity of visitors.*
- *I like the focus on Market towns and encouraging independent small businesses, no one wants to go on holiday and have the town be a carbon copy of where you came from Costa, Wilkos, Greggs, etc. people want cute little shops selling interesting things! and they certainly don't want to see 7 Turkish barbers on medieval streets and associated flashing lights- they should be banned.*
- *Expressed in clear terms, with evidence based proposals, and sensible objectives laid out.*
- *I think Section 1 does a good job of identifying the benefits and problems facing the tourism sector in Shropshire.*
- *You need to support business already doing this as you don't support at all.*
- *I'm pleased to see Shropshire's potential as a destination recognised, along with the need to raise awareness of its many appealing features for visitors. We live in South Shropshire (Bucknell), a common comment when speaking to visitors is 'We didn't expect it to be such a lovely area to come and visit'.*

The next question asked the opposite question of what the respondents didn't like about the plan. There were more responses to this question; 51 respondents. However, this doesn't necessarily have to be viewed as negative, more as an opportunity to gather real feedback and to listen and value residents' opinions.

**Table 3: Themes reflecting opinions given on what respondents didn't like about the DMP.**

Theme	Number of responses	%
Not individual enough – too much focus on bigger towns	14	25%
Not enough focus on the delivery of the objectives	9	16%
Focus on transport and connectivity	6	11%
The plan omits important aspects – equestrians/motorhomes/failure to focus on infrastructure	14	25%
Collaboration needed -joined up thinking	2	4%
Other comments	11	20%
<b>Total</b>		<b>100%</b>

As presented, the respondents mostly think the plan is too focused on the bigger towns, namely Shrewsbury, and the plan omits important aspects e.g. equestrian's, motorhome, failing to focus on infrastructure. Further themes include that the plan does not focus on the delivery of the objectives enough, there needs to be a focus on connecting Shropshire via transport, and other comments, including comments on the plan's layout.

## Example comments

- *The uniqueness of individual towns and villages is not present. Bishop's Castle is a town that has its roots connected to Empire and industry that are not highlighted. It would be*

reasonable to conclude there are more hidden gems that could bolster Shropshire's portfolio.

- The plan needs to focus on raising awareness and bringing people into the whole county.
- The plan is too heavily focused on South Shropshire. Despite being a tiny town which has very little to offer tourists outside of organised events, Clun is mentioned more than twice as often as Ellesmere, Whitchurch or Market Drayton. The north of the county has a lot to offer tourists and more should be done to attract visitors.
- More emphasis on connectivity, people being able to get around by public transport.
- There is no mention of individual parts of Shropshire, each one has different needs & objectives, some are larger towns, some smaller.
- In theory it looks good for rural businesses, but without support in developing infrastructure to enable people to get to us and stay without blocking roads etc. needs to be thought about.
- Reconsider the layout so you don't have to get to the very end of the document before you can understand what the proposed actions are. Some sections seem a little repetitive. A few typos to sort out.
- It is not clear how Shropshire Council will in practice work in partnership with Town Councils, especially those which do not have a BID and promote collaborative inter-town working (currently minimal).
- Not clear how this will be taken forward.
- I feel that the North/South divide has not been improved upon, perhaps worsened. As a resident of Ellesmere, I feel that the plan writers are not fully in tune with the distinctive offer from the North, are not particularly interested in developing the North and aren't really looking for opportunities there. I therefore feel disheartened by this project.
- Much more mention of public transport which is mostly terrible in Shropshire.
- Lacks information on most places, focuses mostly on Shrewsbury, which is also stated that there feels a divide because there is one.
- I'd like to understand more about how you intend to encourage longer term stays, this feels like a commercial decision for each accommodation provider. How will you influence this?
- It needs joined up thinking. Equestrians must be considered and included in ALL initiatives.

The survey then asked if there was anything missing in the plan or if there were gaps. Again, there was a higher number of people engaging with this question; 57 and this is reassuring that the consultation has done what it set out to do – to understand public opinion.

**Table 4: Themes arising from analysis of comments on what is missing from the DMP.**

Theme	Responses	%
Important tourist aspects missing e.g. church/canal etc.	9	15%
Lack of support or consideration for localized areas	6	10%
Transport links and connectivity – how to manage and promote.	6	10%
How to deliver on the objectives/measure success/ deliver the service/ promotion	13	21%
Development of the countryside e.g. equestrian access/walks	7	11%
Sectors not represented	3	5%
Suggestions	5	8%
Other comments – including negative comments.	12	20%
<b>Total</b>		<b>100%</b>

Moreover, we can see that the respondents feel that overall, there are gaps in how to deliver on objections, how to measure success and in the promotion of the area. They also feel there are some important tourism attractions not represented, with a focus on church and canal tourism. Development of the countryside is needed, according to the respondents, as well as transport links and connectivity throughout the county. There

were some suggestions on how to encourage tourism, as well as some negative comments.

### Example comments

- *Perhaps a glossary of terms to clearly define e.g. 'outdoor activities', 'rights of way' etc.*
- *Proper consideration of infrastructure support for visitors.*
- *How this strategy translates into local visitor businesses and engages with these businesses at the frontline of the visitor economy How does this help them/ do they know about it/find out about it or even engage with it. It would be good to develop/support volunteer festivals/events which are key attractions to visitors to be sustainable, expand or just increase viability.*
- *There is no mention of the fact that Crewe station, with nearly 5m passengers using or connecting annually, is only 17 minutes from Whitchurch and 30 minutes from Shrewsbury. More should be done to attract visitors by rail.*
- *How the council is going to attract new businesses to invest in Shropshire.*
- *The canals and their users are not represented and CRT is nowhere mentioned when it is an important stakeholder in the county. Attracting more boater visitors with proper facilities is absent and they contribute greatly to local economies. There is no mention of digital tourism or immersive tourism experiences for people who cannot visit in person.*
- *We need more entertainment in the evenings for visitors who are staying. Draw local bands etc. Ludlow has a lot of good music/ shows that encourage visitors.*
- *Financials on how this may be achieved and actually delivered and who is responsible for delivering it - otherwise could be something that is dusted off every year with no real actions.*
- *Encouraging market towns to create their own events- ghost walks, treasure hunts, history walks with different themes.*
- *Little mention of role of Visitor Information Centres in encouraging people to visit your town - and how centres could be provided with marketing material to promote other places to visit within Shropshire. Very little printed information being produced these days but people still want it as well as digital information.*
- *Very little real focus on public transport. Outside of Shrewsbury, it is comparatively expensive, infrequent, with few options. If you wanted to get to the Devil's Chair or the top of the Longmyd, I don't know how you'd get there if you weren't driving. Maybe help local people to set up walking tours? Focus on Offa's Dyke for walkers which could be linked to other counties. Many people who have grown up in Shropshire don't really see the benefit of tourism, they see it as outsiders, they need to be able to see it as a benefit to the area... highlight the impact of tourism, investment in transport etc.*
- *Actions seem very broad and not measurable. Lots of words, lack of tangible benefits.*
- *Extra visitors in the county place an extra burden on facilities in the area. Roads see extra traffic, public toilets need servicing, waste generated from visitors needs to be managed. All these areas are typically managed by the council. How are they going to pay for this extra demand?*
- *Improvements in public transport so market towns and attractions are more easily and reliably accessible.*
- *Lacks plans for most other towns, Bridgnorth for example is mentioned once and only as a quote.*
- *If outdoor activities are going to be pushed as a selling point for Shropshire then it would be nice if equestrian and equestrian access wasn't overlooked as is usually the case. Bridleways, byways and permissive routes are important both to locals and as a tourism prospect. A large proportion of the county are equestrian yet repeatedly only walker and cycle access is pushed.*
- *Encouragement and development of countryside access would be great (i.e. Bridleways, byways and other access routes).*
- *Tactics to achieve strategic goals.*

The next question focused on the continuation of stakeholder engagement in the Destination Management Plan and asked if the respondents had any comments. 37

people commented.

**Table 5: Themes arising from comments on the continuation of stakeholder engagement.**

Theme	Responses	%
More people or areas should be involved in the engagement - members of the public/other stakeholders	21	57%
The engagement has been good and is necessary	6	16%
Shropshire Council needs to offer more support to more people	3	8%
Other comments	7	19%
<b>Total</b>		<b>100%</b>

Though there were less comments, the consensus throughout is that more people or areas should be involved in the engagement and this made up 57% of the comments. 16% commented that the engagement has been good and it is worthwhile, and 8% commented along the theme of Shropshire Council needs to offer more support to more areas or organisations. 19% of the comments fell under the 'Other' theme and included general negative comments and specific mentions of the definition of 'stakeholder'.

### Example comments

- *The face to face workshop held previously with representatives from stakeholder groups eg equestrians was a useful way to engage.*
- *P26-27 of the DMP list a large number of consultations 'for alignment'. This is an indication that stakeholder engagement has been poorly managed and directed historically. Until this fundamental weakness is addressed, consultations 'for alignment' will continue to accumulate. A good starting point would be to limit each engagement to specific and distinct topics.*
- *'Stakeholder engagement' is management speak for 'we'll do what we intend to do and pretend to take other views into account, which obviously we have no intention of doing in reality.'*
- *SC [Shropshire Council] could engage with owners of bedspaces in the county to find out what would help them to thrive with and how to encourage possibilities for expansion.*
- *Need to meet more often to develop ideas and meetings held around the county to encourage greater local participation*
- *To include more owners of hospitality businesses to engage with the council to develop tourism.*
- *Actually ask the people who pay for all the people in substantive roles what they need in their individual area too.*
- *Ensure more stakeholders are aware and given the opportunity to participate - eg Ellesmere TC believe they were not consulted !*
- *Involve local town and parish councils. embed accessibility and do it well. this is more than putting in assessable info which is good but does not go very far for rural areas.*
- *Shropshire Council should offer more support to the Sustainable Tourism Strategy of the Shropshire Hills National Landscape.*
- *Residents should be viewed as important stakeholders not just bod organisations.*
- *I think it is vital that the council continue to encourage stakeholder engagement but also act on it.*
- *I think you have to get out there and visit as many businesses as possible, don't just ask for contributions because you'll only get the most motivated. Find out why the "small trader" in a small town is feeling depressed about their future. There are many of those.*
- *Increased engagement and advice from locals to enhance plans in development would be a good thing*
- *Utilise widespread consultant bodies, such as Create Streets and The King's Foundation to gauge more feedback.*

Shropshire Council undertakes Equality, Social Inclusion and Health Impact

Assessments (ESHIA) for new strategies, plans and service changes and has included one into this draft Destination Management Plan. The next questions asked for comments on diversity, equality or social impact that the respondents would like to be considered in the plan, and 34 people answered.

**Table 6: Themes from analysis of comments made around the ESHIA.**

Theme	Responses	%
Diversity is needed but is difficult according to rurality/nature of towns	8	24%
Diversity is not needed	8	24%
No comment	4	12%
There is already diversity in place	2	6%
Diversity and inclusivity needs to be for locals as well as tourists	5	15%
Other comments	7	21%
<b>Total</b>		<b>100%</b>

There is a mixture of comments, but the two main themes are that diversity is needed but it difficult to achieve because of the rural and historical nature of the towns throughout the county; and that diversity is not necessary. Other comments include specific statements about where people and groups could be included, for example making roads and towns accessible for horses; and there are several comments regarding ensuring that diversity and inclusion benefit the local community as well as the visitor sector. There are 2 comments that suggest the respondents feel there are already adequate diversity policies in place, and there are a few no comments. This is not a skipped comment; it is the respondent answering a variation of 'no comment'.

### Example comments

- *As a town council, we are committed to giving our time to conversations that not only boost tourism to the town and country but also place residents at the heart of our decision making. We are available for wider conversation around governance.*
- *Be inclusive but also be realistic about what can, and can't, be achieved.*
- *Our 30,000 booklets and website contain details of parking, WC and disabled access. We are very well aware of diversity.*
- *Not needed*
- *Forget DEI [Diversity, equality and inclusivity] just focus on what is actually needed, good places to visit, easily reached if you don't own your own car & affordable, also ensure that there are adequate public toilets, i.e. the toilets in Shrewsbury Town Centre are woefully signposted & out of the centre.*
- *Access for disabled visitors must extend to the waterways.*
- *Ellesmere Town Council are fully inclusive*
- *Although it is difficult to ensure buildings, especially heritage buildings are accessible, more guidance and resources to make simple modifications should be available.*
- *Most people just want to live and let live stop gas lighting and pigeonholing everyone. Leave people alone, most don't want to hear all this nonsense. Most people are good and kind to each other without this.*
- *Shropshire Council should support the Market Towns' initiative to make their medieval town centres more accessible and support the expansion of electric charging points for visitors.*
- *Please consider those that live in tourist destination areas. Limit the use of things like AirBnB and short-term lettings so that people who live in the area can still afford to stay and buy their own property if they want to.*

- *Difficult for market towns to be accessible because of the nature of their architecture - e.g. cobbles, narrow pavements. Is there any funding available to help with this?*
- *Benefits should be for the majority of the residents of Shropshire not just minority and visitors*
- *Stop focusing on vanity projects and woke nonsense and just provide proper basic services without wasting our money.*
- *South Shropshire, because of its geomorphology, is not easy to make fully accessible, and this needs to be borne in mind, and taken account of - financial assistance is likely to be required by businesses to be able to overcome this.*
- *Safer riding areas for horse riders and Carriage drivers. Consideration for travelling between bridleways/byways. As a very rural area Equestrians will travel to areas to ride and drive. e.g. Shropshire hills/moorland but they need safe roads such as provided for cyclists and walkers.*
- *As a disabled business owner you do little or nothing to support this. No support is given and indeed people told not to prioritise this and it can't be supported when we applied for government support to make improvements. We are successful but chose not to proceed and now struggle to expand because you would not support changes that made for more inclusivity.*
- *Making Transport integration work for visitors helps it work for locals too - as does improving awareness of what is on etc. We need to ensure we keep the wider public on-side as we encourage more visitors. For example Oswestry - given the trains still do not run here needs a bus link to the trains in Gobowen that runs to meet the trains coming and going!*

The last question asked for any other comments. These are below in full:

- *We have recognised that each place in Shropshire has a unique visitor offer, and our town wants to drive a circular economy which improves the lives of those who live here. Using wider ambition, we believe we can not only achieve this across town but also support our neighbours. Our overarching goal is to use the strengths of our community members to build local ambition into a national identity, which is clear and welcoming.*
- *It is appreciated that the document in consultation is strategic but looking ahead, the following should be considered: There are 27,082 horses registered to Shropshire postcodes (DEFRA, 2024). This equates to a contribution to the economy of £186,513,734 pa. (British Equestrian Trade Association). Reconomics 3.0 (Sport and Recreation Alliance, 2025) states the combined outdoor recreation sector is worth £22billion with £5 billion of that coming from equine industry. BHS therefore advocates that equestrian activity should feature more clearly in this draft destination management document. Public rights of way are mentioned in the document and the role of the Countryside Service. PRow will be impacted by an increase in tourism and consideration must be given to the investment needed to maintain existing PRow and to extend the network through investment in the Definitive Map Modification process. To be inclusive, any new trails should be multi-user wherever possible to include equestrians, and parking areas should also be inclusive, ideally with designated parking areas for horseboxes. Only 22.7% of PRow are bridleway or byway and only 3.6% are restricted byway or BOAT so at present horse riders have limited off-road access in Shropshire. Where there is a good bridleway network e.g. Long Mynd, there is already a high level of tourism activity. Increasing accommodation that is equestrian friendly is important as many of those transporting a horse will, for welfare and other reasons, not want to travel a long distance for a day out but would prefer to stay for a night or more. Popular accommodation elsewhere is able to accommodate horses and riders, offering a range of accommodation from camping/use of own trailer or lorry to guest house and from stable to paddock for the horse. Education for visitors to Shropshire will be important. For example, how to interact with other users (dogs under close control around horses, parking sensibly, passing horses on roads or paths with care adhering to the Highway Code, keeping to designated paths and understanding the status of routes - footpath, bridleway, restricted byway).*

- *An average start, but only half-done. 6/10.*
- *There is a need to be able to move from this strategy to implementation at the grass roots tourism level.*
- *I don't think I have ever seen a document so stuffed with corporate platitudes and meaningless soundbites. 'climate change' makes an appearance even. I'm only surprised we didn't see the Ukraine war referenced for its impact on the 'product' and the 'customers' of Shropshire.*
- *Needs to gather some pace and be maintained around the whole of the county and not just the big towns.*
- *I hope you will take note of these concerns. They are extremely important for the future of tourism in Shropshire in terms of the economy, the profile, the built environment and the landscape.*
- *Thanks.*
- *The canals as health and wellbeing centres are vital to the county as well as contributing to the tourist experience by providing an environment that enhances the visitor experience. The canals are some of the most loved by boaters and a huge draw. The Council needs to be at the forefront of supporting and developing their waterways. A mile of canal has been shown to add £93 000 to the economy of the local area (CRT Valuing Our waterways report).*
- *I live in Much Wenlock. A town with significant historical connections, not only with the modern Olympic movement, but also to the Cluniac movement and the Priory ruins. Tourism is an important factor in the economy of the town. However, it fails to achieve its potential due to its limited infrastructure, particularly its lack of parking. I believe that your survey makes a very good start on looking at improving the prospects for the whole of the county and it's short timeline of three years is fine but limited. There should be an element for longer-term projects that will both excite and encourage visitors to look at the county as a must-see destination. WE have a UNESCO world heritage site at Ironbridge, and the immediate area has historical associations with the Industrial Revolution with Ironmaster houses in Broseley and the Much Wenlock connections that I have previously mentioned. The problem is the awful lack of facilities to accommodate travelling visitors. To this end, I have approached the directors of Telford Steam Railway because there is a plan in the pipeline to connect the Ironbridge Power Station development with a rail line to Madeley Junction, thereby providing a railway station. An existing disused railway line, that has not been overrun with properties, runs to Ironbridge and beyond. Telford have expressed an interest in running a steam line to The Ironbridge which would mean that the station could accommodate a large quantity of extra traffic, negating the need for creating further car parks. I'm sure that a suitable ticket price could be arrived at in order to encourage visitors to use the facility. I also believe that the visitor experience would be enhanced if they could visit Broseley and Much Wenlock. As I have mentioned, parking here is also a significant problem made worse by the topography of the area. This could be overcome by erecting a cable car connection to the two towns. Cable cars are increasingly being used to overcome traffic issues. They can, and do, deliver people to, or very close to, the centre of the historical area. They also add to the novelty and make the day(s) of visiting Shropshire very memorable and worthwhile. The publicity would and should reflect well on an economic gain for the county. This is a long-term aspiration, and would not be covered by your timescale of three years. However, I believe it would have merit for future serious discussion.*
- *Please see separate email from Ellesmere Town Council which will be sent to [name removed].*
- *Great workshop that was run on partnerships and DMP development. I would like to see more on the LVEP and how to participate.*
- *You can contact me [email address removed].*
- *Regarding bed stock, in Clun there is a large empty-listed building previously offering accommodation - the Buffalo Inn - which is now unused owing to the wealthy owner refusing to sell and choosing to leave it unused.*

- *It's interesting to note the Wales did a significant repositioning to move from being a seaside conventional holiday destination to a shorter stay adventure location to attract a wider year-round audience. Towns which have embraced this like Rhyader have done very well. Central to their particular visitor economy is the welcoming of 4x4 and motorcycles who often spend several days in the area staying in the hotels and B&Bs and eating out at both lunch and dinner! Another area where the county, and particularly Shrewsbury and Ludlow miss out are on coach tours for international visitors. Currently they will visit Bath, Stratford on Avon, Chester, York etc. Shrewsbury and Ludlow should be on those itineraries which would probably require targeted marketing to the tour operators. Overall though everything hinges on accommodation and transportation.*
- *No.*
- *Shropshire was celebrated for real food and drink and has lost its way-SMBs need support. Think of who visits Shropshire and put more resources into our strengths such as outdoor pursuits and walking. There isn't much on offer for families that are not 'outdoorsy' but there are wasted opportunities-e.g. Discovery Centre-why isn't it an Iron Age Village and world heritage site like Bliss Hill?*
- *In the opening statement, say that 'the night sky is darker', which is mysterious and appealing, not 'the sky is darker' which sounds like it's always raining here and you'll need your anorak!*
- *County support for Church Stretton to acquire a hotel would be helpful.*
- *More consideration for the environmental impact of tourism is needed, especially as you have declared a climate emergency. Climate should always be your top priority especially when you consider things like flooding which is a top issue in parts of Shropshire.*
- *It's a start. You need the income, but a bit of work to do on access, knowledge and investment.*
- *Shropshire needs motorhome stopovers, for Transit motorhomers who can stopover at places like, Shrewsbury, Oswestry, Wem ,Ellesmere, most council run carparks are empty after 1800, these could be put to use in designated areas of the car park, generating income, and encourage the nighttime economy, where Transit motorhomers could stop, Example, on the Scottish / English borders a small town called HAWICK, they have free stopover for motorhomes, 16 spaces, this one site generates thousands of pounds for the business in HAWICK, backed by the local council. Come on, open your eyes to this potential.*
- *There's a typo on page 29, which refers to Running Amok Bishop's Castle (I believe the company referenced is called "Runningmonk". On page 22, the Plan mentions, "30 horse riding tails". Should that be trails? The Report mentions five National Trust properties. Is this correct, or does that include Sunnycroft? On page 16 it states, "Activities provided by cultural venues such as museums, theatres and cinemas appeal largely to a local audience are more likely to animate a visit that generate one", which doesn't make sense.*
- *Shropshire council currently has a financial black hole to deal with. There is no mention of any ways that extra visitors can be capitalised on to raise money for the infrastructure in the county. Currently a large proportion of residents of the county will be reading this plan and wanting to know how the knock-on effects to public services in the county will be paid for. The council already struggles to keep on top of maintaining the rural road network. Trying to attract more visitors to areas with no public transport provision only makes that wors*
- *There is an old saying - "You only have one opportunity to make a good first impression". The road signs in Shropshire and around Shrewsbury require a thorough wash and clean. Many have not been touched for 10-15 years and are covered in dirt and lichen. Cleaning them would help give a much better impression of the delights of the County. This is urgent in my view.*
- *We won't pay extra council tax to cover your mistakes.*
- *Some nice ideas, but pie-in-the-sky given the inept political framework we have in this country. Still, it's nice to dream.*
- *I think more could be done to attract a younger crowd, these towns only really attract older*

visitors. I think it has been overlooked that the "visitors" are actually probably mostly local to Shropshire anyway.

- You need to be aware that banks and building societies will NOT lend funding secured on mixed-use properties. This adversely affects small businesses where the proprietors may wish to reside on the property and effectively prevents owners from leveraging finance in order to grow, and operate e.g. guest houses, camp sites, restaurants, cafes, B&Bs, shops on high streets in small towns. This national policy by lenders is a HUGE disincentive to anyone considering setting up or developing such a business. It needs addressing at national level. I am a recently retired solicitor and speak from experience and knowledge of this. Secondly, many of our lovely high street properties are ancient, and in need of renovation and repair, to bring these up to a visually acceptable standard, after a period of economic stagnation, we really will need additional financial assistance. The provision of visitor attractions on agricultural properties was previously funded via European Funding encouraging rural diversification. Following Brexit, this is no longer available, and if additional attractions are to be planned and encouraged, this will need to be addressed. A number of the attractions you refer to are believed to have been developed initially with access to EU development funds, without this, no one is going to be able to start up and develop further projects.
- I saw very little information about short-term holiday lets owned and run in Shropshire. (Known as AirBnB and Booking.com) There are many units available and these bring visitors into the county overnight. There are many opportunities here, but they were not discussed in the plan.
- A wish list would be a public transport network across the whole county, with links across the border, serving both destinations and places of work, so that people could use a fast, efficient bus to work, and even go out in the evening to Shrewsbury without driving.
- Include equestrians in your tourism strategies. Shropshire has a lot to offer us . But link up routes, integrate access, places to stay etc.
- I would be happy to encourage any emphasis on active tourism - with routes that actually lead somewhere
- More equestrian access.
- Glad this is underway.
- TA needs to be at the forefront of this and all strategy plans.
- Support residents that are trying hard to run businesses, live and bring up families in the local community.
- With the closer links to Telford and Wrekin in Tourism Shropshire needs to be even more careful not to overly focus on the South of the County. We also need to be aware that we don't want to alienate the older visitors as we seek to encourage the younger.
- Page 11 - Clun is described as a village, it's actually a town.

There is a wide range of opinions but there are several clear themes that have emerged. Overall, they emphasized the need for better balance, clearer delivery and stronger representation of the whole county. The most frequent points raised include respondents wanting better inclusion of smaller and northern towns; better transport links; recognition of underrepresented sectors e.g. equestrians, and the need to know how the DMP will be delivered.

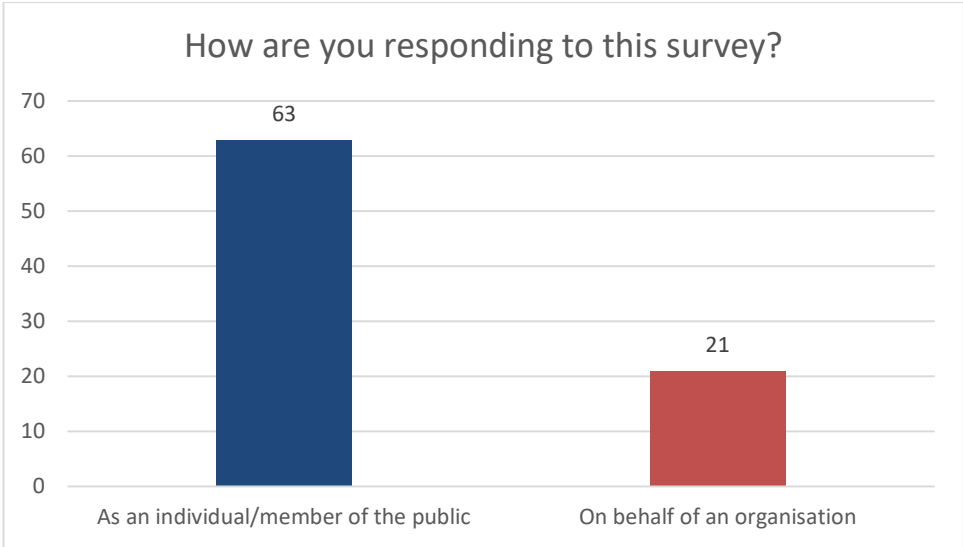


### 3. About the respondents

The survey also sought to find out more about the people who responded to the survey. Understanding the characteristics of survey respondents allows Shropshire Council to understand whether the research sample is representative of the wider community and whether any groups with particular characteristics have been omitted from the research and their views not taken into account. This data collection and analysis can inform future or further engagement. Survey respondents were asked questions about themselves, and the summary of this data is shown below. The first part concentrated on the individual and the second set of questions focused on people who responded as part of an organization.

The first question shows that all 84 people answered and 75% answered the survey as an individual or member of the public, as seen in Figure 8. This is helpful information and provides an indicator to suggest how many consultation respondents were representing organisations or businesses with an interest in tourism in Shropshire, and the proportion of respondents who are individuals and do not necessarily represent others.

**Figure 8: In what capacity are people responding to the survey.**



The following questions focused on the individual and therefore, asked the 63 respondents their gender.

**Figure 9: The gender of the individual respondents.**

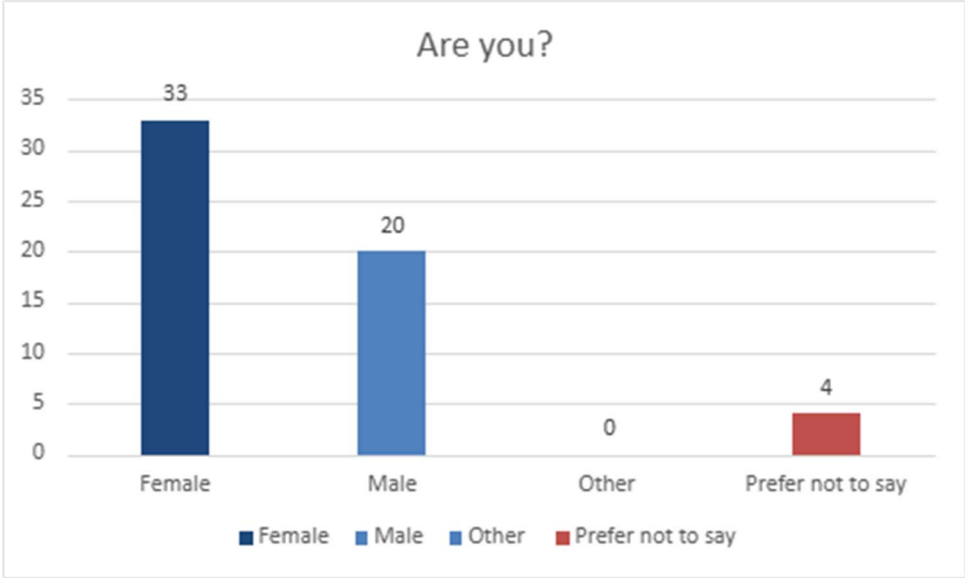


Figure 2 shows that the respondents were predominantly female; 58% with 33 responses, 35% (20 responses) were male and 7% (4 responses) preferred not to say. In total 57 people answered this question, which equate to 91% of those that have answered as an individual, which shows positive engagement with the question.

The individuals were then asked their age groups and the results are shown in Table 7 below.

**Table 7: Table of age ranges and people’s responses.**

Age groups	Responses	%
Under 16	0	0%
16-19	0	0%
20-29	3	5%
30-44	6	10%
45-59	17	29%
60-84	26	45%
85+	1	2%
Prefer not to say	5	9%
<b>Total</b>	<b>58</b>	<b>100%</b>

Table 1 shows that most of the respondents are in the 60-84 age group, which is reflective of Shropshire demographic, and 58 people answered, which is a good response percentage: 92%.

When asked if the respondents have any long-standing illness or disability that limits daily activity, 58 people answered with 40 people answering no, which equates to 69%. 9 people (16%) answered yes and prefer not to say respectively.

The same 58 people answered the ethnic origin question, with 86% (50 responses) answering white of British, Irish, Polish, Gypsy or Irish traveller descent. 2% (1 response) answered they were of ‘other ethnic group (Arab, other)’ and 12% (7 responses) preferred not to say. There is an under-representation of non-White British respondents which should be noted for future engagement planning. Culture, heritage and ethnicity

are considerations for planning tourism attractions and visitor marketing.

They were then asked about their employment status. Figure 10 shows the results in full.

**Figure 10: In terms of employment, how would the respondents describe themselves.**

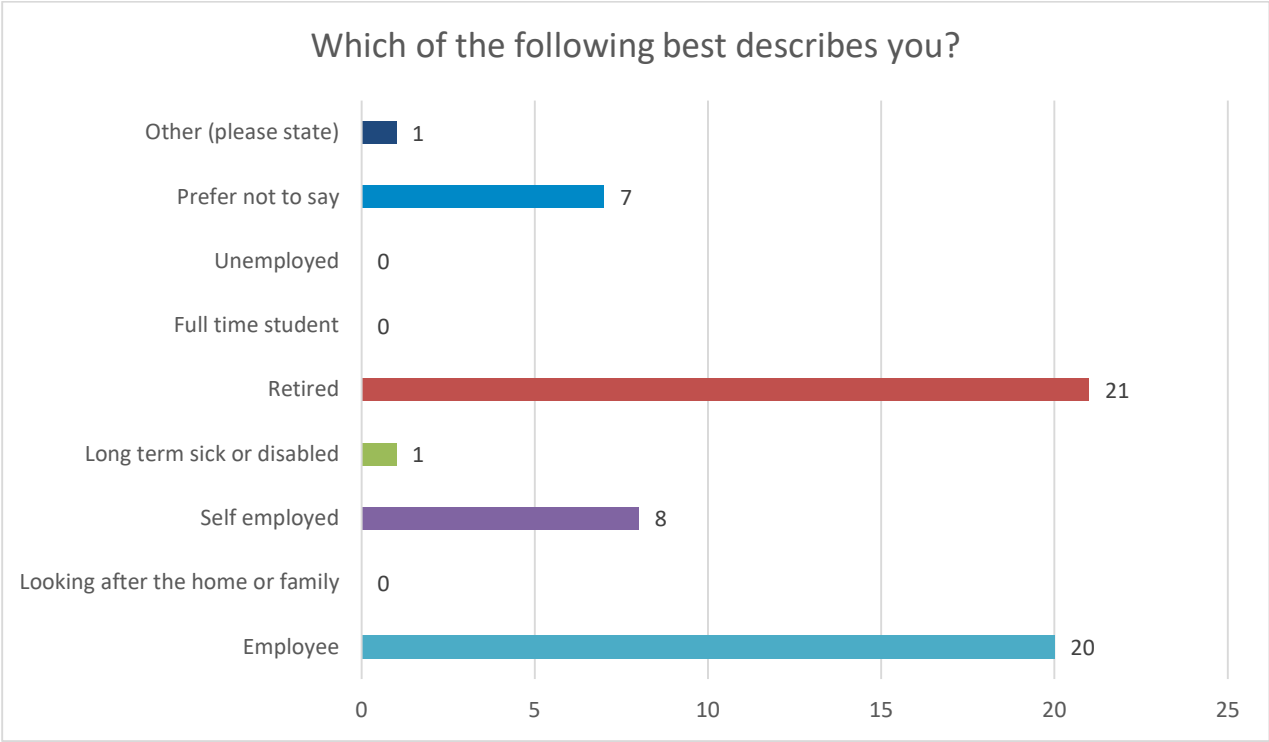
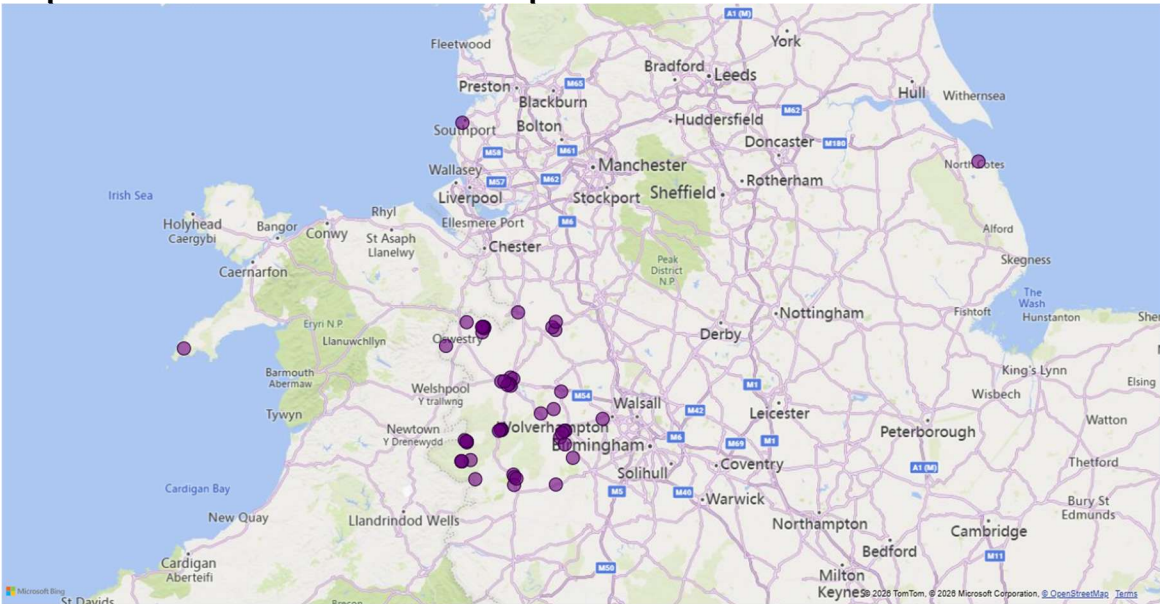


Figure 10 shows that the majority are retired or employed, with 36% retired and 35% employed. 14% are self-employed, 12% prefer not to say and 2% are long term sick or disabled and other respectively.

The final question for the individual respondents regarded postcode.

**Map 1: Postcodes of individual respondents.**



The majority of people are shown to have a SY postcode, with a few individuals answering from North Cotes, Southport and North Wales.

The survey then returned to the people answering on behalf of an organization. On the first question of which type of organization that people were answering on behalf of, 28 people answered.

**Table 8: Table showing what type of organization people are answering on behalf of.**

<b>Organisation type</b>	<b>Responses</b>	<b>%</b>
Representative of business	5	18%
Councillor representative of a Shropshire Ward	0	0%
Representative of a Town or Parish Council	10	36%
Representative of a Voluntary Community Sector (VCS) organisation	0	0%
Representative of a local interest, community and faith group	3	10%
Provider of public services	0	0%
Organisations with strategic and cross boundary interests	0	0%
A local partnership body or network	1	4%
Other (please specify)	9	32%
<b>Total</b>		<b>100%</b>

This shows that people were mostly answering on behalf of a Town or Parish Council. Thereafter, 'Other' received the most responses, which people were asked to specify and which are below:

- National charity with staff and volunteers involved in Shropshire.
- Charity.
- County-wide voluntary tourism organization.
- Local author of walks, former director of re-tourism.
- Clun Community Benefit Society.
- Bishops Castle Town Hall Trust, an independent organization working in partnership with Bishops Castle and Enterprise SW Shropshire (Tourism etc.)
- National charity.
- Motorhome user.
- Community Campaigner and Consultant.

They were then asked if they wanted their responses identified to name their organization. 20 people answered:

- Bishop's Castle Town Council
- Bridgnorth Town Council
- Clun Town Council and Chapel Lawn
- Diddlebury Parish Council
- Ellesmere Town Council
- Much Wenlock Town Council
- Oswestry Rural Parish Council
- Oswestry Town Council
- Whittington Parish Council
- Clun Communtiy Benefit Society

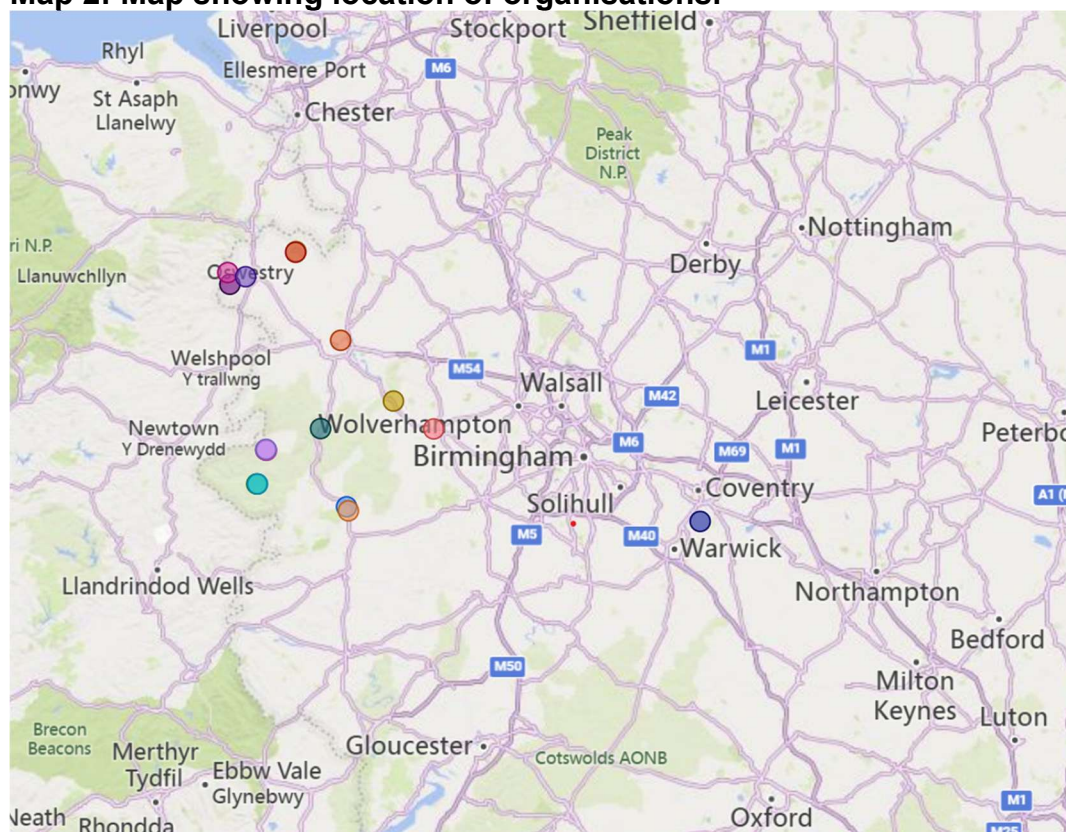
- Bishops Castle Town Hall Trust
- British Horse Society
- Montgomery Canal Partnership
- Shropshire Climate Action
- Rural Lifeline C.I.C
- Shropshire Churches Tourism Group. Also a member of Inland Waterways Association.
- White Horse Inn
- English Heritage
- No organization (2)

Shropshire Council would like to gauge how many employees these organizations have and 68% answered that they were micro-organizations (1-9), 23% were small (10-49), 5% were medium (50-249) and 5% were part of a large organization (250+).

When asked what sector the business is in, 20% answered tourism and visitor economy, 10% are in the retail sector, 10% in the accommodation sector, 5% in hospitality and property each, 15% in public administration and defense, and 35% in other.

They were similarly asked about where their businesses were based and Map 2 shows as we saw with the individuals, the majority are in a SY postcode.

**Map 2: Map showing location of organisations.**



Section 3 outlines who took part in the DMP consultation, showing that most respondents (75%) participated as individuals, with the remainder representing organisations. The individual respondents were predominantly female and mostly aged 60–84, reflecting Shropshire’s older demographic.

Most reported no long-standing illness or disability, and the majority identified as white. Employment status varied, though most were either retired or employed, and most lived in SY postcode areas.

Organisational respondents were mainly Town or Parish Councils, alongside charities, community groups and tourism-related bodies, with most being small or micro-organisations operating within the visitor economy or related sectors.



## 4 Recommendations

The recommendations below are based on the feedback analysed and presented within this report. It is acknowledged that there will be budget and staffing constraints and other limiting factors that may prevent these recommendations from being taken forward and implemented. The recommendations are presented as an ambition for the future. Readers are asked to recognise the council's budget situation (similar to local authorities across the UK) and the financial emergency announced in September 2025, do not form the economic conditions necessary for significant service investment. Similarly the economic conditions may mean local tourism providers find investment equally challenging. Despite this the recommendations can form ambitions should funding and other resources increase in future.

### 1. Strengthen Local Representation Across the County

Feedback consistently highlighted that the plan is perceived as too focused on Shrewsbury and South Shropshire, with insufficient attention paid to northern and smaller towns and rural areas.

Recommendation:

- Include more place-specific content, ensuring each area's unique identity, assets and challenges are acknowledged.
- Add examples, case studies or micro-profiles from North Shropshire, canal-side towns, and lesser-featured communities.

### 2. Provide Clear Delivery Plans, Timescales and Responsibilities

A major concern was the lack of detail on *how* objectives will be delivered, measured and resourced.

Recommendation:

- Add a delivery framework outlining actions, ownership, timelines and expected outcomes.
- Include KPIs for evaluation, such as transport improvements, visitor awareness metrics, or accommodation growth indicators.
- Publish an annual progress update to maintain transparency and trust.

### 3. Expand Coverage of Underrepresented Tourism Sectors

Church tourism, canals, equestrian access, motorhome provision and countryside trails were repeatedly cited as missing.

Recommendation:

- Integrate these sectors into the main narrative of the DMP.
- Develop dedicated sub-strategies or working groups (e.g., for canals, equestrian access, motorhomes).
- Strengthen partnership working with sector bodies such as the British Horse Society, Canal & River Trust and local faith tourism networks.

## 4. Improve Focus on Transport and Connectivity

Transport barriers—particularly public transport limitations—were among the most frequent complaints.

Recommendation:

- Include a dedicated transport and connectivity section.
- Explore options such as integrated rail-bus links, seasonal shuttles to rural attractions, circular routes, and improved evening services.
- Map key visitor journeys to identify critical gaps.

## 5. Enhance Communication of Shropshire's Identity

Respondents were clear that developing a stronger, unified tourism identity was highly important.

Recommendation:

- Build a clear and distinctive county-wide visitor brand rooted in Shropshire's landscapes, market towns, heritage and outdoor offer.
- Support this with tailored marketing for different sub-regions so each area feels represented.
- Highlight unique assets like dark skies, heritage rail potential, equestrian landscapes and canal networks.

## 6. Deepen Stakeholder Engagement and Make It More Inclusive

Many respondents felt stakeholders weren't fully consulted or aware of opportunities to engage.

Recommendation:

- Establish ongoing themed stakeholder forums (e.g., accommodation, accessibility, market towns, outdoor tourism).
- Hold rotating in-person sessions across the county to widen participation.
- Strengthen communication channels—newsletters, briefings, and sector bulletins—to ensure all groups feel included.

## 7. Strengthen Diversity, Equality, Accessibility and Social Inclusion

Views varied, but a strong theme was the need for meaningful, practical accessibility measures.

Recommendation:

- Provide guidance for businesses on improving physical accessibility, particularly in heritage and rural settings.
- Promote inclusive design for new trails, horse-friendly routes, digital accessibility, and visitor information.
- Recognise local residents as key beneficiaries, not just visitors.

## 8. Address Infrastructure and Capacity Pressures

Concerns were frequently raised about roads, toilets, waste management, rights of way, and parking.

Recommendation:

- Working to influence those responsible for infrastructure planning and delivery to highlight the importance of considering how increased tourism demand can be accommodated.
- Work with town councils to promote the importance of parking solutions, improved signage, modernised toilets, and rights of way networks.
- Highlight how visitor revenue can support these improvements.

## 9. Support Sustainable and Regenerative Tourism

Respondents welcomed this priority but wanted clearer actions.

Recommendation:

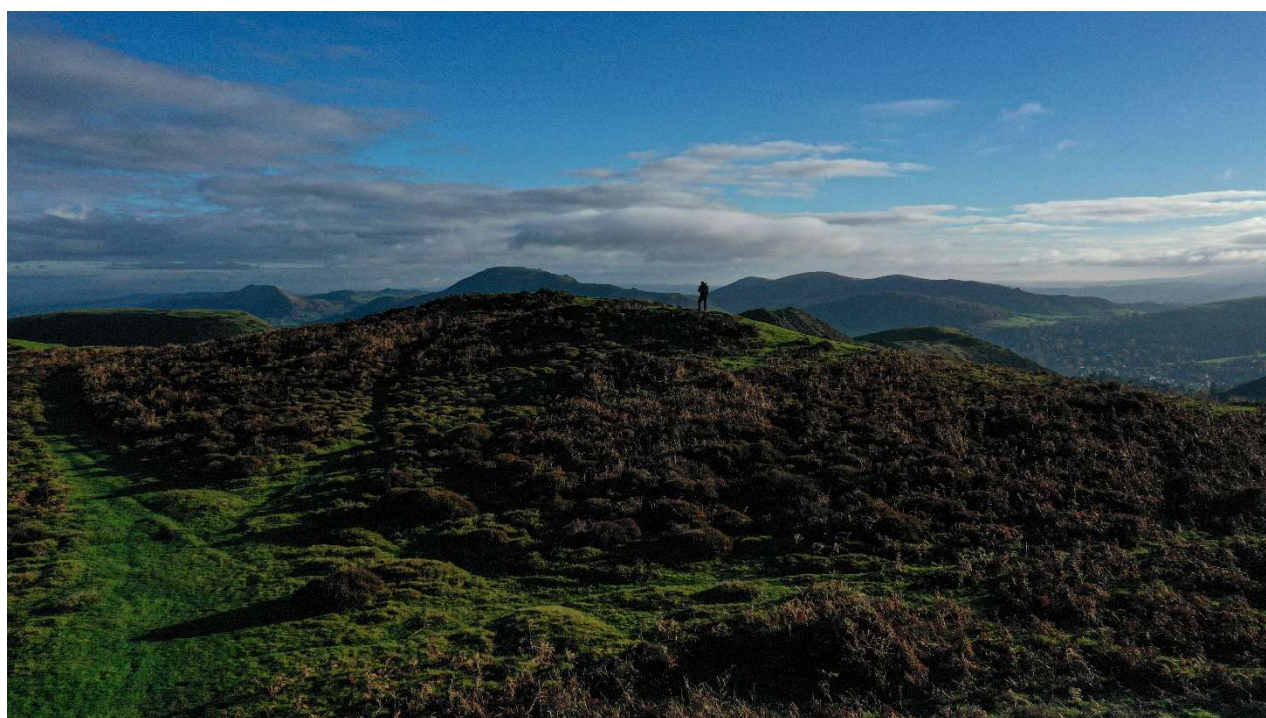
- Create a set of practical regenerative tourism initiatives with measurable outcomes (e.g. habitat restoration, community-led walking festivals, local food partnerships).
- Provide support for market towns seeking to diversify into sustainable visitor experiences.

## 10. Offer More Support to Businesses and Accommodation Providers

Businesses want clearer guidance and help—especially around increasing bed stock and navigating planning challenges.

Recommendation:

- Develop a business support package offering planning guidance, funding signposting and marketing support.
- Explore incentives to help expand accommodation types (e.g. equestrian-friendly stays, motorhome stopovers, accessible accommodation).



## 5 Summary and Conclusion

In summary this report has reflected on respondent's comments and responses to a variety of closed and open ended questions on the draft Destination Management Plan, in order to understand public and stakeholder opinion, with a view to better form this plan and future planning.

Respondents were asked to rate their agreement with eight key statements relating to clarity, priorities, objectives, identity, and the plan's usefulness in attracting investment. Overall, **55% agreed or strongly agreed** with these statements, **23% disagreed**, and **22% remained neutral or unsure**, reflecting broad but not universal support. When invited to elaborate on their views, 47 people provided comments. These highlighted a range of recurring concerns, such as the plan being too broad or too focused on Shrewsbury, lacking detail on delivery, overlooking important sectors like canal tourism and equestrian activities, and failing to address transport and connectivity challenges. These themes point to a desire for stronger local representation and more tangible, practical actions.

The section also reports on levels of support for the DMP's seven priorities. Here, respondents were broadly positive: **75% supported the priorities**, **20% were neutral**, and only **5% did not support them**. Among these, the creation of a clear Shropshire identity, development of regenerative tourism, and integrated marketing strategies stood out as especially important. Similarly, respondents were supportive of the four strategic objectives, with the objective of improving Shropshire's image, identity, and awareness emerging as the most important. There was relatively little difference in how the other objectives were ranked, suggesting they are viewed as similarly valuable.

Respondents were also invited to comment on what they particularly liked about the draft plan, and 41 people contributed. Many praised its layout, clarity, and presentation, describing it as well written and thoughtfully structured. Others appreciated its focus on tourism as an economic priority and felt it offered a solid basis for future work—though many emphasised that meaningful action would now be essential. In contrast, when asked what they disliked, 51 respondents shared concerns, most notably that the plan overlooked smaller towns and rural areas, lacked detail on how its objectives would be delivered, and did not sufficiently address transport limitations or infrastructure needs. Some also criticised the structure and readability of the document. Further exploration of perceived gaps attracted 57 responses. These comments reinforced previous concerns, highlighting missing tourism sectors (including churches and canals), insufficient localisation, unclear delivery mechanisms, limited success measures, and a need for improved countryside access. Issues around transport links, rural connectivity, and the practical realities of promoting tourism in dispersed communities were again prominent. Overall, the survey demonstrates strong engagement, broadly positive attitudes toward the DMP's aims, and a clear appetite for a more detailed, place-specific, and delivery-focused approach.

The Shropshire Destination Management Plan (DMP) 2025–2029 consultation ran from 1 December 2025 to 2 February 2026 and received 84 responses from individuals, organisations, and community representatives. The survey aimed to gather informed feedback on the draft DMP before finalising its direction and delivery. Most respondents had engaged with the document closely, with 78% reading the draft in full and a further

21% reading it partially, enabling thoughtful and detailed contributions.

In conclusion, sentiment toward the draft plan was generally positive but mixed, with 43% feeling satisfied or very satisfied, 36% neutral, and 21% dissatisfied. When asked to reflect on key elements of the DMP—clarity, objectives, identity, and perceived usefulness—55% agreed or strongly agreed with the statements, while 23% disagreed, often citing a lack of detail or uneven geographic focus.

A consistent message across the feedback was concern that the plan lacked strong representation of northern Shropshire and smaller towns, with many respondents feeling it placed too much emphasis on Shrewsbury and South Shropshire. Other repeated themes included insufficient detail on how actions would be delivered, omission of important tourism sectors (such as canals, churches, equestrian activity, and motorhomes), and significant worries about transport and connectivity, especially in rural areas. Respondents also felt that practical issues such as infrastructure, parking, rights of way, digital access, and evening activities needed stronger consideration.

Despite these reservations, support for the DMP's proposed seven priorities and four strategic objectives was high. The most valued priority was creating a clear visitor identity for Shropshire, while the most important objective was improving the county's national image and awareness. Many respondents praised the document's layout, clarity, and ambition, but stressed the need for a clear delivery framework, measurable outcomes, and stronger alignment with local communities.

Feedback also explored what respondents liked and disliked about the plan. Positive comments highlighted strong presentation, well-considered foundations, and a focus on value rather than volume of tourism. Negative comments pointed to concerns about local representation, transport gaps, lack of practical detail, and the omission of certain tourism sectors. Additional views emphasised the need for more inclusive stakeholder engagement, better communication, and stronger support for businesses and organisations delivering tourism on the ground.

Section 3 of the report showed that respondents were predominantly older adults (especially 60–84), mainly from SY postcode areas. Most organisational respondents represented Town or Parish Councils, community groups, charities, and visitor-related bodies—mostly micro or small organisations rooted in tourism, hospitality, or public services.

Across the final open-text questions, several themes recurred: the need for clearer delivery and accountability; concerns about infrastructure pressures; calls for more balanced county-wide representation; greater recognition of equestrian, canal and heritage sectors; stronger public transport links; and more practical support for businesses and accommodation providers. Many also stressed that any diversity or accessibility ambitions must be realistic within Shropshire's rural and historic environments.

Overall, the consultation demonstrates strong engagement, cautious optimism, and a clear appetite for a more detailed, geographically balanced and action-focused DMP, supported by improved transport planning, inclusive engagement, and meaningful collaboration with both residents and industry.

Many thanks are extended to all those who took the time to provide considered and helpful feedback. The findings will now be used to inform a final version of the Destination Management Plan 2025-2029. The final version will be presented to Shropshire Council's Elected Members for formal approval.





**February 2026**

Analysis and reporting by:  
Feedback and Insight Team, Shropshire Council  
Email: [TellUs@shropshire.gov.uk](mailto:TellUs@shropshire.gov.uk)

Shropshire Council Lead:  
Culture, Leisure and Tourism



2026-2029

# DESTINATION MANAGEMENT PLAN

FOR  
**SHROPSHIRE**

[VISITSHROPSHIRE.CO.UK](http://VISITSHROPSHIRE.CO.UK)

They say the grass isn't always greener.

Well, with 23% of Shropshire designated a National Landscape of outstanding natural beauty, it's safe to say, it is in Shropshire. And with no city in sight, the night sky is darker, and the roads are quieter too.

In fact, everything's just that bit better in Shropshire. The rivers are longer. The towns are quirker. The streets are wonkier. The people are friendlier. And the Sunday roast is tastier too.

But don't just take our word for it, discover it for yourself.

**LIFE'S BETTER IN**  
**SHROPSHIRE**

# EXECUTIVE SUMMARY

This document outlines the Shropshire Destination Management Plan (DMP), which serves as a strategic framework for enhancing the visitor economy in Shropshire from 2026 to 2029. The plan emphasizes the region's natural beauty, exceptional history and heritage, and unique local offerings, aiming to increase the value of tourism

## Overview of Shropshire's Appeal

Shropshire boasts 23% of its area designated as a National Landscape, providing a tranquil escape from urban life. The region is characterised by its picturesque rivers, quirky towns, and friendly locals, which contribute to a unique visitor experience. The plan encourages potential visitors to explore Shropshire and discover its charm firsthand.

## Objectives of the DMP

The DMP aims to:

- Increase the value of tourism.
- Attract more visitors and persuade existing visitors to stay longer.
- Enhance collaboration among stakeholders.
- Elevate Shropshire's profile as a tourist destination.
- Strengthen a regenerative approach to tourism development.
- Enhance Shropshire's product and reputation as an accessible and inclusive destination.

These objectives are designed to provide direction for stakeholders, enhance the credibility of the tourism sector, and inform future funding and investment strategies.



## Methodology

The plan was developed through a consultative process involving Shropshire Council and various stakeholders. It included updating previous plans, engaging in focus groups, and conducting interviews to gather insights on tourism themes, priorities, and emerging trends. It also aligns with Visit England’s strategies and priorities and is designed to work in parallel with Telford and Wrekin’s DMP as part of the Telford and Shropshire Local Visitor Economy Partnership.

## Current Visitor Economy

Shropshire’s visitor economy is rich in history and natural beauty, with significant figures indicating 10.23 million visitors in 2024, contributing approximately £910 million to the local economy. The employment within the sector has also seen growth, with around 9,153 people employed in tourism-related jobs.

## Visitor Demographics

The visitor demographics indicate that 86% of visitors are day-trippers, while staying visitors account for 14%. However, staying visitors generate a considerable proportion of the economic impact of the visitor economy. In line with our objective to grow the value of the visitor economy we need to encourage longer stays.

## Strengths and Gaps

The DMP identifies key product strengths including:

- A variety of heritage attractions and a strong food and drink culture.
- Unique market towns with distinct identities.
- A strong and varied outdoor activity offer, particularly walking opportunities.

However, it also highlights gaps, such as the need for more serviced accommodation and family-friendly attractions and the need for more transport choices and connectivity.

## Three-Year Growth Plan (2026–2029)

The growth plan focuses on:

- adjusting the ratio of day to staying visitors
  - specific targets include shifting the visitor ratio from 86:14 to 80:20 by 2029
- developing effective partnerships including:
  - enhancing collaboration with Telford and Wrekin
  - delivering activity as part of the LVEP
  - working with neighbouring destinations including the Marches
  - connecting with Birmingham and the West Midlands
- improving Shropshire’s image and growing awareness
- establishing a national reputation for regenerative tourism
- Developing the product and reputation as an accessible and inclusive destination



Page 231



### Priorities for Development

The plan outlines several priorities:

1. Increase bed stock to encourage longer stays.
2. Build on past work to create a clear identity for Shropshire as a tourist destination.
3. Implement integrated marketing strategies to attract visitors.
4. Support regenerative tourism initiatives that benefit the environment and local communities.
5. Work with the sector to develop product to ensure that the destination is accessible and inclusive.
6. The development of county wide and regional partnerships.
7. The creation of a robust evaluation framework based on economic impact survey e.g. STEAM, a visitor survey and partner intelligence.

### Conclusion

The Shropshire DMP is a comprehensive strategy aimed at revitalising the visitor economy by leveraging the region's unique assets and fostering collaboration among stakeholders. By focusing on regenerative tourism practices and enhancing the overall visitor experience, Shropshire aims to position itself as an attractive and increasingly popular destination in England's tourism landscape.

# WELCOME...

**Welcome by Cllr Rob Wilson,**

Shropshire Council Portfolio Holder for Transport and Economic Growth

Shropshire is a wonderful county, and one I am proud to call 'home'. Sharing our home with visitors is a fantastic privilege. It is the birthplace of the Theory of Evolution and the Industrial Revolution, with vibrant market towns and a precious National Landscape. Shropshire is one of Britain's best kept secrets, and we want to share it with the world.

I am delighted to present the Shropshire Destination Management Plan, which reflects the Council's strong commitment to working together to support and nurture our vital visitor economy. We recognise that tourism is not only a powerful driver of economic growth—impacting positively on a wide range of businesses from hospitality to retail and beyond—but also plays a central role in creating a vibrant, attractive, and inclusive county for our residents.

The visitor economy is key in Shropshire for the many opportunities it brings: from sustaining local jobs and supporting independent enterprises to encouraging investment and innovation right across the county.

Importantly, the improvements we make for visitors—enhanced amenities, accessible attractions, green spaces, and cultural experiences—also contribute to making Shropshire an even better place to live, work and enjoy. This plan sets out our shared ambitions for the future, and I look forward to working with partners, businesses, and communities to realise our vision for a thriving and sustainable destination that benefits everyone.





# ABOUT THIS PLAN

The Shropshire Destination Plan is intended as a county sector strategy, not a detailed checklist for any single organisation such as Shropshire Council or Visit Shropshire. It's about setting a direction for a range of organisations, interest groups, and local destination management teams, enabling them to create their own plans that best suit their area of interest. Projects could be identified that align with the plan's objectives and priorities, funding secured, and partners collaborate to deliver these projects for the benefit of Shropshire's visitors and communities.

The plan sets out a three-year growth plan to:

- Increase the value of tourism.
- Improve collaboration across Shropshire and beyond.
- Increase the destination's profile and appeal among current and potential visitors.
- Strengthen the regenerative approach to visitor economy development.
- Ensure that Shropshire enhances its product and reputation as an accessible and inclusive destination.

Its purpose is to:

- Provide direction and impetus for everyone with a stake in the sector.
- Help the sector to gain credibility and recognition as an important driver of the county's economy.
- Articulate the priorities of businesses and stakeholders in Shropshire's visitor economy so that they can be fed into local and regional plans.
- Provide an important reference document for future funding and funding bids.
- For use by developers and tourism businesses to shape their investment, and
- Inform, guide, and influence how resources are used and allocated.





**Methodology**

The plan was developed in consultation with Shropshire Council between December 2024 and April 2025 in three stages.

- The first stage was to update the 2022 DMP with new data and developments.
- The second stage involved engaging stakeholders to assess progress since 2022 and gather future strategy insights. 3 focus groups were convened: one on tourism themes like accessibility and sustainability, another on priority areas for the destination, and a third analysing emerging themes and brainstorming new development ideas.

Alongside these focus groups we conducted twelve 1-2-1 interviews with stakeholders who have specific roles or insights e.g. English Heritage, landscape management, festivals, training, business improvement districts. Subsequently, a full-day workshop was conducted with a larger group of stakeholders to pinpoint those hero products and target audiences that would drive growth.

- The final stage involved integrating findings from the second phase into a business survey to 50 key businesses across the county to broaden our perspective and confirm emerging hypotheses and strategic imperatives.

The DMP is a live document that will be periodically reviewed and adjusted to take account of the operating environment (political and financial), the needs and expectations of consumers, businesses and communities, as well as opportunities to develop new products and propositions.

The list of priorities and actions is intentionally short so that success can be easily tracked and attributed.

**Governance**

Shropshire Council with its partners Telford and Wrekin Council and Visit Shropshire have secured Local Visitor Economy Partnership (LVEP) status and are part of the national structure of tourism management which is overseen by Visit England.

Over the timeframe of this DMP the Telford and Shropshire LVEP will develop a new governance and organisational model and work on a growth plan.

A key requirement of an LVEP is that it has a destination management plan (DMP) that is supported by stakeholders and delivered in partnership. Telford and Wrekin’s DMP was published prior to LVEP accreditation and runs to 2029. Shropshire’s new plan covers the same time period and, as much as possible, mirrors the Telford and Wrekin plan to make it easy to see where the two align. Towards the end of the decade it is expected that the Telford and Shropshire LVEP will develop a single DMP.



# SHROPSHIRE'S VISITOR ECONOMY NOW

Page 236

## INDICES

Shropshire is rich in landscape and history, home to world changing ideas and an abundance of geological wonders. It was here in the early 18th century that Abraham Darby lit his furnace at Coalbrookdale and ignited the Industrial Revolution. A hundred years later Charles Darwin was born in Shrewsbury, observed the landscapes, flora and fauna around him and went on to change forever the way we think about ourselves.

From using the Earth's resources to power the world's industry to deepening global understanding of how its ecosystems work, a fascination with the natural world is part of Shropshire's

DNA. The county ranks as the sixth least densely populated county in England, providing visitors with the space and freedom to relax and recharge.

The Shropshire Hills National Landscape (formerly known as AONB) competes with England's national parks in the beauty stakes, while the River Severn that gives the lively county town of Shrewsbury such an impressive situation, is one of the defining features of the county.

Ellesmere, in North Shropshire is surrounded by 9 glacial lakes known as Mere's and described as Shropshire's mini 'Lake District'





The county has a quirky and independent streak which gives rise to many unique pockets of delight such as Bishops Castle where the Poetry Pharmacy prescribes for the soul, in Oswestry where in August a host of balloons delights, the food provenance culture in Ludlow where food miles are counted in single figures, Bridgnorth which has one of the most beautiful streets in England, the bijou town of Clun with its nearby pine marten colony, Much Wenlock where the concept of the Olympic Games was hatched and the small town of Market Drayton where delicious gingerbread biscuits can be found.

Wem, where the annual Sweet Pea Festival celebrates the town's floral heritage with vibrant displays. Broseley boasts close connection with the birthplace of the Industrial Revolution, is home to John Wilkinson creator of the 1st Iron boat and the world-famous clay tobacco pipe industry. Soulton Hall has a fascinating history that includes ancient architectural codes, Shakespearean connections and internationally significant religious artifacts. The nine meres, formed during the ice age and often described as a 'mini Lake District', can be found in and around Ellesmere.

Shaped by its history, landscape and people, Shropshire is one of England's lesser-known destinations. This plan sets out a path for it to become one of the country's most desirable.



# Page 238 DESTINATION PERFORMANCE

Destination performance is primarily assessed through STEAM\* reports. The 2019 report provides a baseline of the pre-Covid situation, while the subsequent three reports since the pandemic's conclusion enable an evaluation of the recovery of Shropshire's visitor economy.

## Visitors

In 2024, Shropshire visitor numbers were estimated to be 10.23 million. This compares to 11.1 million in 2019 before the pandemic and is slightly down from 2023 at 10.5 million.

The number of visitor days was 13.28 million, which is also still down compared to 2019's 13.92 million and 2023's 13.45 million. However, compared to 2019, the average stay is now slightly longer at 1.29 days compared to 1.25 days.

Day visitors account for 86% of all visitors and approximately 50% of the total economic impact, staying visitor are only 14% of all visitors but also represent about half of the economic impact. However in 2024 the number of staying visitors was slightly down (-1.3%)





**Economic impact**

In 2024, tourism contributed £910 million to Shropshire’s visitor economy, which is an increase of 29% compared to pre-pandemic levels and £37 million more than in 2023.

**Employment**

The number of people employed in the sector has grown consistently each year since 2022 and is currently estimated at 9153, which is an increase of 3.5% compared to 2019.



**Accommodation**

Non-serviced accommodation saw a 6% increase in visitors, contributing to a 9.7% rise in economic impact. Serviced accommodation’s economic impact grew by 3.4%, despite a 5.4% drop in hotel and guest house visitors, possibly due to a shortage or better value options elsewhere.



**The shape of the visitor economy**

Food and drink generate £203m for Shropshire’s visitor economy, followed by shopping, driven by Shrewsbury’s appeal. Accommodation spending is £107m, a 30% increase from 2019 but only 5% from 2023 to 2024, likely due to limited bed stock. The lack of a major attraction may be limiting recreation spend, which is £93.5m, up 4% year-on-year.

Overall, despite some positive aspects, destination performance in 2024 has been consistent rather than exceptional. It is crucial that the recommended actions in this plan are followed to enable Shropshire to achieve its full potential.



# THE VISITOR OFFER

A place of innovation and unconventional thinking throughout its history, Shropshire balances respect for its history and heritage with taking innovative approaches to celebrate its outstanding assets and delighting visitors with new experiences and ways to explore the county.

There are three key ingredients that makes Shropshire an enticing place to visit:

- Shrewsbury, the county town with intriguingly named locations, atmospheric streets and a vibrant hospitality and retail offer.
- Many historic market towns, all different in look and feel but characteristic of the place with a strong community spirit.
- Stunning landscapes epitomised by the Shropshire Hills National Landscape that are relatively uncrowded and ideal for outdoor recreation, especially walking and rural relaxation.
- Abundant water-based activities from wild swimming to paddleboarding and sailing to taking a narrowboat on the extensive canal network.

Location is also a positive for the county. The major urban population centres of Manchester, Liverpool City region and Birmingham combined put over 7 million people within an hour and a half drive time of the county. A further 1m potential visitors live in Cheshire to the north.

A closer look at the offer reveals additional product strengths and some notable gaps that if addressed could increase the value of the visitor economy significantly over the next three years.



## Accommodation base

Accommodation supply is heavily weighted towards non-serviced with the largest number in the Motorhome, Caravan & Camping sector. In the serviced sector there are over double the number of establishments with over 50 rooms or less than 10 than mid-size properties.

DISTRIBUTION BY TYPE OF ACCOMMODATION 2023	Est.	Beds
All Paid Accommodation Total	814	22,627
Serviced Accommodation	22%	25%
Non-Serviced Accommodation	78%	75%

The distribution of accommodation is similar to many rural English Counties with a concentration of hotels, B&Bs and guesthouse accommodation in the towns, particularly Shrewsbury, and non-serviced accommodation in rural locations. Budget provision is focused on Shrewsbury and the main visitor hot spots with Travelodge and Premier Inn having the largest footprint.

The county is underrepresented in the portfolios of the major branded hotels with just a handful present such as The Macdonald Hotel in Whitchurch and the Radisson in Albrighton. In visitor hotspots occupancy and rack rates and midweek business travel suggest that demand is outstripping supply. More small-scale independent properties in the 20-50 rooms categories would seem appropriate though this needs to be confirmed. There are few examples of alternative accommodation options such as yurts, tepees, and shepherd's huts, a surprise given Shropshire's rural nature.

## Attractions

Heritage is a product strength in Shropshire with two World Heritage Sites in or partly in the county and five National Trust properties including Attingham Park in Atcham, which is consistently in the top echelon of NT paid attractions and Dudmaston Hall, near Bridgnorth. English Heritage manage 15 properties including castles, priories and abbeys of particular note is the under-valued Wroxeter Roman City and the recently acquired Flaxmill in Shrewsbury. There are three heritage railways, the Severn Valley Railway, Bridgnorth's funicular cliff railway and Cambrian Heritage Railway in Oswestry.

Shropshire features 32 castles and forts, from the grand Ludlow Castle to the picturesque Stokesay and Whittington Castles. There is also the ancient Iron Age Hill Fort of Oswestry, highlighting its rich history.

The county's heritage is further reflected in its noteworthy churches and religious sites, such as Shrewsbury Abbey, St Laurence's in Ludlow, Much Wenlock Priory, St Mary's in Bridgnorth, and St Oswald's in Oswestry—all celebrated for their architecture and historical significance.

Wollerton Old Hall Gardens is award-winning but for a rural county Shropshire has relatively few significant garden attractions and most are attached to historic houses. Family attractions are under-represented with a cluster around Telford plus a couple of falconry centres and farm attractions, including Park Hall Farm in Oswestry. Ironbridge, Attingham Park, the heritage railways, the British Ironworks Centre, Shrewsbury Prison, the RAF Museum Midlands and recently reopened Acton Scott Heritage Farm all have clear family appeal. Despite these new additions there remains a question mark over whether there is a critical mass of attractions that makes Shropshire great for families.

## Activities

Family activities include a sizeable number of water sports hire companies for canoeing and paddleboarding, Sabrina boat trips on the Severn and a couple of balloon flight companies. Park Hall Farm and Attingham Park also offer strong family appeal.

Many of the county's attractions provide a range of seasonal activities within their properties and a new offer at Shrewsbury Prison is proving popular and attracting good numbers.

The county's landscapes are places for outdoor leisure including walking, cycling and horse riding. There is little packaged or branded outdoors product compared to other rural counties and an emphasis on visitors enjoying landscapes and views. Cycling as a way of exploring the Shropshire Hills is encouraged as it is environmentally positive. The electric bike has 'transformed' cycle touring - opening access to the hills and ways to explore the countryside and has the potential to further promote.

The canal network in Shropshire holds significant economic, social, and historical value for the county. Boaters traveling through the region and staying in local marinas contribute to the local economy. Additionally, the towpaths along the canals are popular with walkers and cyclists, while the waterways themselves offer opportunities for paddle boarding and canoeing. Moreover, the canals are an integral part of Shropshire's identity, reflecting its rich heritage and contributing to the area's unique charm.

As well as a network of canals, water-based activities can be found across the county including wild swimming in rivers in Shrewsbury and Ludlow, paddleboarding at Ellesmere and Alderford and sailing on Colemere and Whitemere.

Opportunities to see wildlife are on offer across the county including Heron Watch at Ellesmere.

Equestrian tourism presents a potential opportunity for Shropshire, highlighted by the 100-mile Jack Mytton signature bridle way. More research and development are needed to assess its value and identify necessary improvements.



Activities provided by cultural venues such as museums, theatres and cinemas appeal largely to a local audience and are more likely to animate a visit that generate one.



### Hospitality and retail

Farming heritage and fertile countryside provides Shropshire with its raw ingredients for culinary excellence.

The food and drink offer is more independent in nature in Shropshire than in some comparable areas of the country. Across the county visitors can enjoy Enticing cafes such as CSons in Ludlow and Shrewsbury, pubs like The Bailey Head in Oswestry, crowned the CAMRA National Pub of the Year for 2025 and restaurants like Wild Shropshire Restaurant, Whitchurch using locally sourced food. The county boasts an impressive number of breweries including Hobson's in Cleobury Mortimer who have won The Best Green Business Award from SIBA (Society of Independent Brewers) twice.

Ludlow is the best-known food destination and there has been significant expansion in Shrewsbury with entrepreneurs bringing new and often high-quality concepts to the town.

Retail includes a strong representation of high street names, especially in Shrewsbury and near by Telford and the market towns are home to a wealth of independent retailers, with Shrewsbury's Wyle Cop consistently being mentioned as one of England's best streets for independent operators. Shrewsbury is gaining a reputation for quality shopping among a regional audience and has secured national awards and recognition for its indoor Market which has won Britain's Favourite Market 4 times – 3 wins in the past 3 years!

### Culture

The nationally significant Ironbridge Gorge Museums in Telford, Shrewsbury Museum and Art Gallery, collections and exhibitions in historic properties, commercial galleries and mixed use arts venues make up a significant part of the cultural offer. Several market towns have a heritage centre or local museum. Whilst there are a limited number of theatres, such as Theatre Severn in Shrewsbury, performance spaces can be found in most of the market towns including The Assembly Rooms at Ludlow and Theatre on the Steps in Bridgnorth.

Shrewsbury has a strong festival heritage, with major events taking place in the Quarry and around the town. Its most popular event has been the Shrewsbury Flower Show, which was cancelled in 2025 whilst the event managers reevaluate it. The major event and festival sector is facing increasing challenges with the Shrewsbury Flower Show under strain, and the county struggles to maintain and grow previously successful events.

There are many smaller local events, workshops and cultural activities arranged around the main school and annual holiday periods such as Oswestry Balloon Carnival, Shrewsbury Food Festival, Market Drayton's Ginger and Spice Festival, Whitchurch's The Blackberry Fair and the Clun Green Man Festival.

Evidence from other events in Shrewsbury and Ludlow show that live music is working particularly well attracting new and younger audiences. Ludlow Food Festival continues to enjoy a national reputation and showcase the best of producers from along the Marches, and the town is developing its festival programme centred on Ludlow Castle.



Summary of product strengths, gaps and new development

Product strengths	Product gaps	Product in development
Heritage attractions Caravan and camping accommodation Market towns Independent retail Shrewsbury Food and drink National and protected landscapes, outdoor activity offer and wildlife watching Extensive network of walking routes including the Shropshire Way Outdoor challenge events Canal Network	Serviced accommodation & motorhome provision Festivals and events with a national reputation Branded / packaged outdoor activities e.g. Go Ape Business tourism offer Church Tourism Equestrian Tourism Further need for the provision of Visitor information in destination	Family attractions Electric bike experiences Nature watching linked biodiversity improvements Accommodation in Shrewsbury Outdoor hub at Attingham Park Ellesmere Canal Basin

Page 244





Shrewsbury



Oswestry



Shropshire Hills  
National Landscape



Church Stretton

### Shrewsbury

Shrewsbury, considered one of the best places to live, has a compact centre encircled by the River Severn. It boasts historic buildings, charming passageways, beautiful churches, and engaging museums. The town features cozy coffee shops, quaint old pubs, and fine dining spots. The Market Hall's market is nationally acclaimed.

### Oswestry

Oswestry, a border town known for its annual Balloon Carnival and is also home to the Cambrian Heritage Railway. It is famous for war poet Wilfred Owen; his legacy is marked by a town trail and a statue in Cae Glas Park. Old Oswestry Hill Fort, an Iron Age stronghold, offers panoramic views of south Shropshire, Wales, and the Cheshire plains. Nearby can be found Park Hall Farm and Countryside Experience, the British Ironworks Centre and the Pontcysyllte World Heritage Site.

### Shropshire Hills National Landscape

Recognised internationally for Sustainable Tourism in Protected Areas by the Europarc Federation, this area rivals England's national parks for beauty and features a diverse geology. Its varied landscapes include the rocky Stiperstones, the plateau and deep valleys of the Long Mynd, the craggy Stretton Hills, the quarried Clee Hill, the wooded Wenlock Edge, and the rolling hills of the Clun Forest.

### Church Stretton

Church Stretton, known as 'Little Switzerland', for its scenic beauty, is an ideal base for outdoor activities like walking, cycling, mountain biking, orienteering, and gliding in the Shropshire Hills. The Long Mynd offers spectacular views from Snowdonia in the north to the Malvern Hills in the south.

### Clun

In A Shropshire Lad, AE Housman describes “Clunton and Clunbury, Clungunford and Clun” as “the quietest places under the sun.” Approximately 125 years later, this small border town remains quiet except during spring when the 15th century stone packhorse bridge that divides the town hosts an annual event featuring the Green Man and a witch. The town’s high street has historic significance and is overlooked by the remains of Clun Castle.

Clun Museum holds historic artefacts from the town and surrounding area.

### Ludlow

Ludlow, in south Shropshire, is known for its gourmet food. Recently, the focus has shifted from restaurants to high-quality produce and food miles. Visiting the Ludlow Food Centre or walking around the market can demonstrate this change. The town contains over 500 historic buildings, including Ludlow Castle, which dates to the Norman conquest and is considered one of England’s notable structures.

### Much Wenlock

Much Wenlock is a renowned small market town. Dr. William Penny Brookes started the Wenlock Olympian games in 1850, which inspired Baron de Coubertin to create the modern Olympic Games. The town features fine medieval buildings, commercial art galleries, and the ruins of Wenlock Priory.

### Bridgnorth

John Betjeman wrote, “If you approach the High Town by the cliff railway you feel you are being lifted up to heaven”. The Bridgnorth funicular railway links Low Town with High Town, which is lively and full of independent shops, a church by Thomas Telford, and East Castle Street, known for its architecture. The River Severn in Low Town offers a peaceful spot for anglers, walkers, and wildlife. It is also home to the Severn Valley Railway.



Clun



Much Wenlock



Bridgnorth

Ludlow



Ellesmere and the Meres

### Ellesmere and the Meres

Ellesmere, Shropshire’s own mini–Lake District, boasts scenic meres created by glaciers 12,000 years ago, rich wildlife and impressive landscapes. Visitors can enjoy tranquil walks, cycling, and angling along its canals and meres. The 11th-century medieval castle atop the crown bowling green offers breathtaking views, while Ellesmere Yard, established in 1806 by Thomas Telford, is a testament to heritage canal maintenance and craftsmanship. Historic buildings and the area’s natural beauty make it an ideal destination for relaxed tourism.

### Market Drayton

In 1245, King Henry III granted the town a charter for a weekly market, which continues to be held every Wednesday. The town is known for its gingerbread, which inspired the Ginger and Spice Festival. In the centre, there is Buttercross Market Hall dating from 1824 and Joules brewery.



Market Drayton

### Whitchurch

Dating from the Neolithic period and located between Chester and Wroxeter during Roman times, Whitchurch boasts a charming town centre filled with independent shops and serves as an excellent base for walkers and canal boating, being situated on Telford’s Llangollen Canal. The town has a long-standing history of dairy farming and cheese making, and in recent years, it has attracted several highly acclaimed chefs.

### Bishops Castle

Bishops Castle is in an area known for its excellent walking trails and dark skies. The town features attractions such as the Poetry Pharmacy at the top of the hill and the Three Tuns brewery. Visitors can observe unique elements like elephants painted on buildings, hats tied to railings, and houses decorated with flower garlands.



Whitchurch



Bishops Castle



**2 UNESCO World Heritage sites**  
 Ironbridge Gorge and Pontcysyllte Aqueduct, heritage icons



**What makes Shropshire special...**

Every destination has natural beauty, heritage, and award-winning accommodation and dining. What makes Shropshire unique?

**The Modern Olympic Games**

Based on The Wenlock Olympian Games, still held every year.

**Skyscraper pioneer**

Ditherington Flaxmill was the world's first multi-storey iron framed building.

**Slow food capital of England**

built on the national reputation of Ludlow for culinary excellence and local provenance.

**The world's most influential scientist**

birthplace and inspiration to Charles Darwin.

**County of castles**

Out of 32 Ludlow and Stokesay stand out for their history and setting.

**Ancient borderland**

Offa's Dyke, a national trail crossing between England and the Welsh border.

**Birthplace of the Industrial Revolution**

powering the world.

**Award winning family fun.**

RAF Museum Midlands, Severn Valley Railway, Attingham Park and Weston Park.

**Mini Lake District** made up of 46 hectare Ellesmere & surrounding 8 ice age meres.

**Star of the natural world**

Shropshire showcases rocks from 11 of the 13 recognised geological periods.

**Outstanding landscapes**

from Stiperstones, the Long Mynd, Carding Mill Valley to The Wrekin voted one of the best viewpoints in England.

**Shropshire is 'one to watch'.**

According to the Association of British Travel Agents.



Home to remarkable Market towns

**Stakeholder perspective**

Stakeholders and visitor economy businesses are positive and enthusiastic about the county's tourism future but realistic about what is needed to reach its potential. It is agreed that Shropshire needs to focus on distinctive and unique visitor experiences, to avoid becoming an undifferentiated rural destination. Concepts such as sustainability and accessibility will be increasingly embedded in the DNA of everything we do.

There is also wide agreement to focus a **few achievable goals** which will be the bedrock of success in the coming years. This will guard against dilution of effort and focus.

With any visitor economy development consideration needs to be given to the state of current public realm infrastructure and services, including roads, footpaths, signs, car parks, public lavatories and waste management to ensure that it is fit for purpose and that the visitor economy developments support improvements to the infrastructure and services, rather than just increasing usage.

The table summarises the collective view of stakeholders.

Positives	Work to Do	Negatives
LVEP status and new partnership with Telford & Wrekin	Optimising rail connectivity with multimodal connections, e.g. between Gobowen and Oswestry	Perception of a divide between the northern and southern regions and between Shrewsbury and the rest of the county
Improved relations between councils and DMO	Ensuring the reality of the destination can live up to the marketing promise	More diverse voices and opinions are needed in the sector
Potential for cross-border initiatives in the Marches (Cheshire, Herefordshire, Welsh border)	Continued improvement in generation and dissemination of insights and data especially visitor experience and evaluation	Lack of sufficient bed stock to meet potential
Shropshire Hills National Landscape holds the Sustainable Tourism Charter	Continuous practical support is needed for visitor economy businesses	Investor interest in larger projects is minimal
Development of Shrewsbury – independent retail and heritage, new bed stock 2025/2026	Innovation in the festivals and events sector to support long-standing festivals and introduce new concepts	There is poor/inadequate public transport choices and connectivity
Range of accommodation options, including motorhomes, glamping sites, pubs with rooms, boutique hotels, and Airbnb listings	More focus on residents as they play a key role in the visitor economy	Expenditure on raising awareness and profile is currently too low
Success of Business Boost training programme	Improved information and provision for individuals with disabilities	Businesses need support marketing specifically digital
Excellent food and drink offer	Potential positive impact of HS2 in Birmingham on surrounding area	Lack of understanding of and propensity to practice Regenerative Tourism
County wide network of TICs staffed by volunteers	A clearer strategy for group tourism	Consideration needs to be given to how increased levels of visitors could impact on local residents and what infrastructure and services needs to be developed to enhance the environment for both residents and visitors.
Independent and artisan businesses epitomising the county's independent spirit	More focus on the link between visitors and people coming to live and work in Shropshire. "What's good for visitors is also good for residents"	
	Create a culture where regenerative tourism is adopted by visitors, residents and businesses	



**Policy context**

Shropshire’s Destination Management Plan exists in a national, regional, and local context that is constantly changing. The Shropshire DMP draws from and supports a wide range of related strategies that touch the visitor economy tangentially or are closely interwoven with it. They are concerned with economic development, culture, landscapes, climate change, community resilience, skills and national policy.

Page 252

Primary strategies for alignment	The benefits of alignment
Shropshire Economic Growth Strategy 2022–27	Focuses on issues of importance to tourism including jobs and workforce, skills and investment, strategic locations specifically towns (visitor hubs)
Shropshire Hills Sustainable Tourism Strategy 2024–29	Prioritises regenerative tourism. Covers a significant percentage of Shropshire and comprises one of the county’s key assets. The Shropshire Hills National Landscape Team works with partners to facilitate collaboration.
Shropshire’s Great Outdoors Strategy 2018–28	Describes improvements to essential visitor economy infrastructure and help promote the county’s rural assets to visitors. Project team in place to facilitate
Shropshire Destination Brand Strategy 2024	Embedding visitor economy into broader place branding and place narrative activity Amplification of key messages across multiple sectors to define Shropshire and increase awareness
Vibrant Shropshire, Cultural Strategy 2021–31	Cultural product is central to attracting visitors
Shropshire’s Climate Change Strategy to 2030	The context for a regenerative approach to tourism
Telford Destination Management Plan 2024–29	Destination partner in the Telford and Shropshire LVEP. Complimentary product, opportunities for collaboration
March the Marches Tourism Feasibility Study February 2025	Support for developing tourism strong alignment of products and experiences and mechanism for cross-border marketing
UK Tourism Strategy, DCMS/VisitEngland (in development)	Maximising opportunities for mutual support and securing benefits for Shropshire including marketing, training, business support and potential investment

Supporting strategies for alignment	The benefits of alignment
Shrewsbury BID business plan 2024-29	Destination management role focusing on local promotion, business support and place making.
Bid Oswestry Business Plan 2023-28	Destination management role focusing on local promotion, business support and place making.

The Shropshire Economic Growth Strategy is thematic in nature. Its focus is on supporting local businesses, strategic locations and employment and skills all of which are relevant to the visitor economy. Its key values of resilience, inclusivity, sustainability and well-being are shared by the DMP which has regenerative tourism running through its narrative and objectives. The need to work in partnership to leverage resource is common to both documents and they both highlight digital connectivity and sustainable transport infrastructure as priorities for economic success.

There is particularly close alignment between the DMP and three strategies that seek to shape and manage key visitor product: the Shropshire Hills Sustainable Tourism Strategy, Vibrant Shropshire Cultural Strategy, and Shropshire’s Great Outdoors Strategy. All three have influenced the content of this plan and are reflected in its vision, objectives and priorities.

A new strategy for tourism in the UK is under development, led by DCMS and due for publication in autumn 2025.

VisitEngland are also developing new domestic segmentation which will help guide destination marketing strategy.





### Visitor economy SWOT

Strengths	Weaknesses
Geographical location, proximity to 3 large population centres, Greater Manchester, Liverpool City Region and the West Midlands. Crewe Station is just 30 minutes from Shrewsbury	Poor awareness nationally
Outstanding landscapes, three of national importance, with characteristics stemming from the county's geology, wildlife and geography	Weak differentiation from other English destinations
Share of two World Heritage Sites (Ironbridge and Pontcysyllte Aqueduct) and strong supporting heritage product	Out of date image and reputation
Significant quantity of non-serviced accommodation	Lack of serviced bed stock
Retail, hospitality and evening economy offer in Shrewsbury	Few all-weather attractions
Regenerative and experiential tourism initiatives centred across Shropshire's varied landscapes, including Shropshire Hills, the River Severn, the canal network and the Meres and Mosses	Constrained capacity of organisations and businesses
Strong market towns with good tourism offer including Oswestry, Ludlow, Whitchurch, Church Stretton, Bridgnorth, Ellesmere, Shifnal, Wem, Broseley, Cleobury Mortimer, Clun, Market Drayton, Much Wenlock, Broseley and Shrewsbury	Over reliance on day trips
Crowd free destination, space for freedom and escape	Rural transport options and connectivity challenges e.g. rail connections to Oswestry
Achievement of LVEP status with Telford and Wrekin	Poor digital connectivity in many areas
Shrewsbury & Oswestry have been designated a coach friendly towns by CPT (Confederation of Passenger Transport)	Fragmented visitor information
Extensive rights of way network with 300 published routes	Perceived lack of family fun despite some quality family attractions
The canal network	Stakeholder perception of divide that favours Shrewsbury and Shropshire Hills

## Opportunities

Bed stock growth opportunities in Shrewsbury

Feasibility study for Shrewsbury Castle to reimagine its purpose

Growth of independent hospitality and retail offer

Ludlow's food provenance and culinary expertise

Development of county wide regenerative initiatives in responsible transport and biodiversity led by examples in the Shropshire Hills National Landscape and Ellesmere Canal Basin Development

Large urban catchment area, West Midlands and Greater Manchester

Complimentary visitor offer in Telford and Wrekin e.g. family offer, business tourism, serviced accommodation

Potential of partnership with Harper Adams for rural expertise

The Marches Forward Partnership for cross border initiatives with Wales

Support from VisitEngland and the LVEP network

Recent traction in PR and marketing, a base to build from

Strong (ish) festival calendar and events expertise, with new product in development

RAF Museum Midlands (formerly Cosford) wider national profile

Growing popularity of outdoor challenge and trail events e.g. Shropshire Way, Triathlon's and other endurance events across the county.

Increased access via electric bike network

New partnership around the Great Outdoors project producing comprehensive online information fresh marketing collateral related to the rural offer

Develop the Shropshire Way as a signature walking route with accommodation and food and drink options and weekend highlighted itineraries

3 Counties Connected Community Rail Partnership

National Trust taking over the Ironbridge Gorge Museums

Developments at Attingham Park

## Threats

Funding insecurity for key organisations and agencies particularly Shropshire Council and Visit Shropshire impacting on delivery

Lack of a local plan for commercial development, hindering private sector development

Domestic competitors moving faster, Cheshire, Herefordshire and Worcestershire all have more bed stock and wet weather options

Impact of macro factors (not specific to Shropshire):

- cost of living crisis less money for leisure
- cost of doing business squeezing the sector
- international competition, particularly from Europe
- Climate change – flooding, nature loss and risk of large scale fires affecting air quality and carbon storage
- Poor image (post Brexit, weather, gloom and doom) and poor value perception of UK
- Wildlife and habitat decline



# THREE-YEAR GROWTH PLAN 2026-2029

Page 256

## 7 NOTICES

The Shropshire Destination Management Plan (DMP) is the blueprint for how the county intends to develop and manage its visitor economy between 2026 and 2029. It sets out how the county will increase the value of tourism, improve collaboration across Shropshire and beyond, increase the destination's profile to attract visitors and strengthen the regenerative approach to visitor economy development.

### **Our aim is to foster....**

A strong county-wide destination partnership that encourages all visitors to enjoy Shropshire's precious natural landscapes, world-renowned built heritage and individual spirit in a way that safeguards them now and for future generations.





# OBJECTIVES & TARGETS

## Objective 1

### Adjust the ratio of staying and day visitors.

Focus on adjusting the balance in favour of staying visitors to grow the value of the visitor economy without compromising its uncrowded spaces.

**Target: Move from a 86:14 ratio to 80:20**

## Objective 2

### Develop effective partnerships.

Embrace partnership working between organisations and businesses, internally and externally, as the key to wider success and benefits for all

**Target:**

**Establish 5 partnership working groups reflecting different interest groups and sectors**

## Objective 3

### Improve image, identity and awareness of Shropshire as a place to visit.

Create a distinctive identity for Shropshire that is differentiated from other English rural destinations and promoted effectively.

**Targets:**

**Growth in consumer awareness and change in perception of Shropshire's visitor offer**

## Objective 4

### Establish a national reputation as a regenerative destination.

Establish Shropshire's reputation for excellence in regenerative tourism.

**Targets:**

**Increase the number of community & sector led regenerative projects**

**National recognition for responsible tourism development**



# PRIORITIES

## (1) More bed stock

Making it easier and more attractive to take a short break in key towns and The Shropshire Hills, couple with a forensic analysis of how to maximise occupancy. Ideally an accommodation needs study for the whole county should be commissioned including serviced accommodation and motorhome provision.

## (2) A clear and differentiated identity

Producing clear visitor proposition based on the county's strongest assets, hero products and spirit of independence.

## (3) Integrated and targeted marketing

Taking a whole destination, multi-platform approach to marketing that targets staying visitors and off-season visits.

## (4) Regenerative tourism initiatives

Developing new products and experiences that deliver net benefit to the environment, economy and society establishing a national reputation as a sustainable destination

## (5) Partnership development

Creating a destination partnership that can embrace all and that brings people together.

Developing the governance and operational model for the Telford and Shropshire LVEP.

## (6) An evaluation framework that can inform activity

Based on economic impact survey e.g. STEAM and a visitor survey every three years and working with partners on data sharing, generate objective performance and evaluation metrics.

## (7) A reputation as an accessible and inclusive destination

Instilling a determination across the sector to ensure everyone is welcome.



Museum & Art Gallery

PRESENTED BY THE SHROPSHIRE  
HORTICULTURAL SOCIETY 1995

PRESENTED BY THE SHROPSHIRE  
HORTICULTURAL SOCIETY 1995

# GUIDING PRINCIPLES

Four guiding principles underpin this plan and will influence the way that it is delivered. They are embedding regenerative tourism in the thinking and actions of visitor economy stakeholders, a partnership approach to planning and delivery and evidence-based decision making.

## 1. Regenerative tourism

Regenerative tourism has become a central concept world-wide as the tourism industry picks up on increasing consumer trends to choose sustainable options when travelling and recognises that tourism must deliver a net gain for communities and the environment if it is to be resilient and successful in the longer term.

Shropshire has started pursuing a regenerative approach to tourism development. The Government is committed to protect 30% of land and sea for nature by 2030. This is guiding National, Regional and grass-roots community initiatives across the UK. An increasing emphasis on landscapes as a source of therapy for mental wellbeing provides a natural bridge between tourism and health and demonstrates that the visitor economy can play a significant role in delivering on public sector priorities.

Putting regenerative tourism at the heart of this DMP will ensure we will learn from and build on existing initiatives with the aim of securing a national reputation in this area.





## 2. Everyone welcome – an accessible destination

Shropshire is committed to delivering a high-quality, inclusive visitor experience that welcomes everyone. Accessibility is at the heart of this vision, with ongoing efforts to improve both physical and digital access across the county. This includes

- Enhancing accessibility at key visitor sites and transport hubs
- Providing clear, comprehensive pre and post arrival information to support trip planning
- Actively participating in Local Visitor Economy Partnership (LVEP) accessibility initiatives
- Offering regular training and updates for front of house staff, including hotel teams, taxi drivers and attraction managers

The aim is simple: for every visitor to feel genuinely welcomed, respected and valued.

Globally, around 15% of travellers identify as living with a disability – whether physical, sensory,

cognitive or neurodiverse. Many of these disabilities are not visible, and with an ageing population, this number is set to grow. Shropshire recognises the importance of continuous improvement in its offer to its visitors and is investing in training and development to ensure the visitor economy is equipped to meet diverse needs.

Visit England has developed a comprehensive Accessible and Inclusive Tourism Toolkit, which provides practical guidance for businesses. Many of the recommended changes are low-cost and easy to implement yet can significantly enhance the visitor experience.

Investing in accessibility also makes strong business sense. The 'Purple Pound' – the spending power of the disabled people and their families is substantial at £14.6bn per annum. These visitors often travel in larger groups, demonstrate strong brand loyalty and actively promote destinations that serve them well.

By embracing inclusivity, Shropshire not only does the right thing but also builds a stronger, more resilient visitor economy.

### 3. Partnership

#### Team Shropshire

To be a good regional and national partner our internal partnership needs to be as strong as possible. There is work to do to minimise a perceived North/South divide and strengthen public/private cooperation.

Key organisations that could become part of Shropshire's destination management partnership are Shropshire Council, Visit Shropshire, The Shropshire Hills Partnership, the Great Outdoors project team, Oswestry Borderland Tourism, Business Improvement Districts in Shrewsbury and Oswestry, town and parish councils and sub county destination groups plus specialist organisations involved in culture, education and business support.

#### Telford and Shropshire LVEP

As the LVEP develops governance mechanisms and a shared growth plan there are significant opportunities for collaboration across the new LVEP geography. DMPs for each area form the basis for identifying where working together will produce greater impact and economies of scale.

#### Regional partnership

The Marches Forward Partnership has identified several projects for cross border cooperation between England/Wales, for example the restoration of the Montgomery Canal. There are also opportunities for tactical partnerships with neighbouring counties including Cheshire, Herefordshire and the West Midlands Growth Company and with organisations such as the Three Counties Connected Community Rail Partnership and the Canal and River Trust.

In the longer term there are opportunities for us to participate in thematic partnerships nationally and potentially internationally. Examples include partnering with Essex to replicate the Tudor era Grand Tour that involved London, Oxford and Shropshire and strong links with Shakespeare's England.

#### Led by the sector

Shropshire Council will facilitate at least five partnership working groups to promote best practice sharing, identify common issues, and collaborate on solutions and project delivery. These groups foster innovation, strengthen county wide networks, and help develop effective, resilient responses to sector needs.



Our partners	Shared priorities and projects
Telford and Wrekin	Seasonality, thematic marketing, business support, research and data, leisure extenders for business visitors
Marches Forward Partnership	Cross-border marketing, sustainable tourism
Neighbouring counties	Tactical marketing regionally and nationally
West Midlands Growth Company	Tactical marketing e.g. transport deals
VisitEngland	Travel trade, research and data, business support, skills and training, LVEP network
VisitBritain	Marketing

Page 263

### 4. Evidence-based decision making

Shropshire currently lacks comprehensive and up to date information about the performance of the destination, its visitor demographics and their experience of visiting. Information gaps make it difficult to quantify the contribution that the visitor economy makes towards the health of the economy, environment, society, and the population. It is also challenging to identify actions that will make a positive difference or measure our success.

Recent investment in the STEAM economic impact study, starting in 2019 and more local data from Shrewsbury and Oswestry BIDs has begun to rectify this. Visit England's data and insights working group will potentially fill more gaps as they turn national level data into destination level intelligence. A priority within the lifetime of this DMP is delivering a long overdue visitor survey and implementing a robust evaluation framework to measure progress.



# MARKETS & VISITORS

In the absence of data and insights into markets, visitor types and the visitor experience, target markets and visitor segments are identified using general indicators such as market proximity, product strengths, visitor trends and the visitor personas described in Shropshire’s destination brand toolkit. The new domestic audience segmentation being developed by VisitEngland will support the marketing strategy.

## Markets

There is a general acceptance among stakeholders and businesses that Shropshire’s main appeal is for domestic rather than international markets. It is recognised that there is a small but important international market, and this needs to be nurtured and whenever possible attendance at international events to keep abreast of trends and meet operators should be encouraged but it is not viable to proactively market the destination internationally.

Domestic markets are more likely to be regional than national. Exceptions are the draw of the UNESCO World Heritage Sites at Ironbridge Gorge and Pontcysyllte and the presence of English Heritage and National Trust properties all of which are promoted nationally through their own marketing channels.





There is more work to do on the types of tourism that are most beneficial to Shropshire. Oswestry and Shrewsbury's coach friendly status suggests group travel may be a market to target but whether it is relevant to the whole county and what type of group travel is most beneficial is unclear. Market Drayton is also in the process of becoming Coach Friendly.

Shropshire's target markets in broad terms are the large population centres that are close by, have good transport connections and are within a comfortable travel time for both staying and day visits. These centres have an estimated 8 million plus potential visitors within a 1.5hr travel time Shropshire. They are:

- The West Midlands
- Liverpool city region and Greater Manchester
- Neighbouring counties including Staffordshire and Cheshire
- Welsh border towns such as Wrexham

Recent marketing campaigns have targeted these areas.



## Visitors

YouGov conducted brand strategy research in 2023 with prospective visitors from the Northwest, Midlands, and Wales. When asked about their preferences for a short break, the top responses were “relax and unwind,” “nature,” “appealing towns and villages,” and “history and heritage,” which align with the Shropshire visitor offer.

However the research concluded that about half had never visited Shropshire or were unsure if they had. Those who had visited tended to be older. The main reason cited for visiting was to “go somewhere different” and for not visiting, the main reason was a lack of awareness and little understanding of what it offers.

Efforts are therefore needed to raise awareness of Shropshire and its location, highlighting positive attributes reported by visitors such as “unspoiled,” “creative,” “rural but not remote,” “independent,” “quirky,” and “varied.”

Marketing channels should prioritise search tools like Google and Tripadvisor, as well as broadcast channels and public relations.

The research concluded that Shropshire offers many of the qualities that certain visitors are now seeking, and Shropshire’s brand toolkit, created as a result of the research, identifies three leisure audiences described according to their **mindset**

and **attitudes**. Partners across the county are now using the brand in effective and creative ways to raise profile and create a stronger identity for the county.




The visitor economy should adopt these audiences as appropriate and use the toolkit to inform the way we market the county. The audiences are summarised in the table below which also identifies the main visitor types and core products that are likely to attract and delight them.

## A New Brand for Shropshire

The ‘In Shropshire’ Brand plays a vital role in supporting the county’s Destination Management Plan by weaving together a distinctive visual and narrative identity. Its uplifting tone of voice, paired with inspiring copy, high-quality photography, and expressive illustrations, brings to life Shropshire’s unique appeal. Carefully chosen fonts and a harmonious colour palette reflect the area’s character—natural, welcoming, and vibrant. The brand’s flexibility allows it to champion everything from historic sites to outdoor adventures, always anchoring its message around the central promise that ‘life’s better in Shropshire.’ This unifying approach inspires visitors and stakeholders to share in Shropshire’s story and future potential.

[shropshire-brand-guidelines-v19-v2.pdf](#)



Audience	Key characteristics	Visitor types	Core product
<b>Rebalancers</b>	<ul style="list-style-type: none"> <li>live in city/town suburbs.</li> <li>working, financially secure but look for value for money options.</li> <li>3-4 short breaks a year</li> <li>choose great accommodation.</li> <li>value nature, outdoors, time with family</li> <li>into discovery and being first to find new experiences</li> <li>looking for relaxation, escape and freedom from the everyday</li> </ul>	<b>Families including multi-generational</b>	<p>Ironbridge Gorge National Trust Properties Severn Valley Railway Ludlow Castle Shropshire Hills Park Hall Farm Hawkestone Park &amp; Follies River Severn activities Outdoor activities Canal networks Discovery Centre</p> 
<b>Unplug &amp; indulge</b>	<ul style="list-style-type: none"> <li>live in city/town suburbs.</li> <li>working or early retired, disposable income</li> <li>multiple short breaks</li> <li>choose high quality accommodation.</li> <li>value luxury and indulgence</li> <li>into exploration, towns and villages as well as countryside</li> <li>looking for the authentic and individual</li> </ul>	<b>Couples</b>	<p>Shrewsbury Market towns RAF Museum Midlands Shropshire Hills Outdoor activities Independent retail Food Wroxeter Roman City English Heritage properties Ellesmere Alderford</p> 
<b>Active explorers</b>	<ul style="list-style-type: none"> <li>live in city/town suburbs.</li> <li>working or early retired, disposable income</li> <li>multiple short breaks</li> <li>choose high quality accommodation.</li> <li>value luxury and indulgence</li> <li>into exploration, towns and villages as well as countryside</li> <li>looking for the authentic and individual</li> </ul>	<b>Couples, families with older children, and small groups</b>	<p>Shropshire Hills River Severn activities Cruising on canals Shrewsbury Prison Attingham Park Outdoor activities</p> 

# ACTION PLAN 2026-2029

Page 268

Priority	Rationale	Actions	Lead/support
More bed stock	Longer stays by visitors significantly boost the overall GVA and generate more employment.	Commission accommodation study and create evidence base for investment	Shropshire Council
		Promote diversification of accommodation types including more accessible rooms	Shropshire Council
		Encourage more accommodation development in Shrewsbury and Shropshire Hills	Shrewsbury BID, Shropshire Hills Partnership/ Shropshire Council
A clear and differentiated identity.	English rural counties face challenges in distinguishing themselves. Shropshire is enhancing its county brand, and its tourism identity can utilise this for increased recognition.	Rigorously apply brand guidelines to all destination marketing communications	Visit Shropshire/local DMOs
		Raise awareness and encourage greater and consistent use of the In Shropshire Brand within the sector	Visit Shropshire, local DMOs/ visitor economy businesses
		Develop events that reflect Shropshire's identity, have visitor appeal and are easily accessible	Visit Shropshire + partners

Priority	Rationale	Actions	Lead/Support
Integrated and targeted marketing	With limited funds and resources, Shropshire should aim to communicate effectively to a targeted audience rather than spreading their message thinly across a broader audience.	Harmonise and reinforce core messages across all channels	National Landscape Team
		Provide Visit England with frequent updates and fresh content	Visit Shropshire
		Develop shareable content for all partners	Visit Shropshire
		Align customer segments with media strategy	LVEP/ Visitor Economy businesses
		Review activity since 2022 and summarise learnings	Visit Shropshire/local DMOs
		Explore marketing collaboration opportunities with Telford and Wrekin	Visit Shropshire
		Promote short breaks and shoulder periods to optimise occupancy	Visit Shropshire/ visitor economy businesses
Regenerative and Accessible Tourism Initiatives	<p>Shropshire’s residents and businesses are enthusiastically embracing this movement and aim to be a centre of excellence.</p> <p>Placing a significant focus on the quality of the welcome is crucial for attracting more visitors and delivering a positive experience.</p> <p>Success will aid in distinguishing the destination, improving satisfaction and contribute to climate goals.</p>	Provide case studies of existing initiatives and training/support to businesses	Shropshire Hills National Landscape Team/Shropshire Council
		Provide training and support to businesses to increase their sustainability and accessibility	Shropshire Council /Shropshire Hills National Landscape Team
		Identify key partner Community and Sector led tourism initiatives & provide support	Shropshire Council /Shropshire Hills National Landscape Team
		Put initiatives forward for awards locally and nationally	LVEP/ Visitor Economy businesses
		Increase awareness among businesses of the opportunities around accessibility and use the VE toolkit	Shropshire Council/Bids
		Increase the number of VE businesses with access statements.	VE businesses

Priority	Rationale	Actions	Lead/support
Partnership development	<p>An effective destination management partnership will make the most of existing resources, remove duplication and increase impact.</p> <p>Developing the Telford and Shropshire LVEP will identify new opportunities, drive efficiency and increase impact.</p>	Establish four free to access meetings per year for businesses	Visit Shropshire
		Establish a forum for county level and local DMOs to collaborate	Visit Shropshire/ Shropshire Council
		Work with Telford and Wrekin to establish the governance and operational framework for the LVEP	Visit Shropshire/ Shropshire Council
		Create Visit Shropshire awards (potentially with Telford and Wrekin) as an LVEP Project	Visit Shropshire
An evaluation framework that can inform activity	<p>STEAM provides a baseline, but more data is important to make good decisions in future</p> <p>Monitor and evaluate regenerative tourism activity</p>	Commission a visitor survey	Visit Shropshire
		Engage with partners on data and research especially transport providers	Shropshire Council/BIDs, large tourism businesses
Enhance Shropshire's product and reputation as an accessible and inclusive destination.	<p>A significant % of visiting groups include those who may be living with disabilities or who have other needs. Everyone should feel welcome and includes</p>	Ingrain the principle of the Visit England Accessibility toolkit within the sector.	Shropshire Council
		Ensure imagery is positive and inclusive	All partners

## Glossary

### **Destination Management Plan (DMP)**

A shared plan that sets out how tourism will be developed, managed and promoted in Shropshire over a set period (2026–2029).

### **Destination Management Organisation (DMO)**

An organisation that helps manage and promote tourism in a place, supports local tourism businesses and improves the visitor experience (e.g. Visit Shropshire).

### **Local Visitor Economy Partnership (LVEP)**

A government-recognised partnership that brings councils, tourism organisations and businesses together to coordinate tourism planning, marketing and investment. Shropshire works in an LVEP with Hereford & Wrekin.

### **Visitor Economy**

All the economic activity created by visitors, including accommodation, food and drink, attractions, transport, retail and the jobs these support.

### **Regenerative Tourism**

An approach to tourism that aims to leave places better than before by delivering positive benefits for local communities, the environment and the local economy – not just reducing harm.

### **Sustainable Tourism**

Tourism that meets today's needs without damaging the ability of future generations to enjoy the destination.

### **STEAM**

A national model used to estimate visitor numbers, visitor spending and tourism-related jobs. It helps track how well the visitor economy is performing.

### **Staying Visitors**

Visitors who stay overnight in paid or unpaid accommodation.

### **Day Visitors**

Visitors who do not stay overnight.

### **Bed Stock**

The total number of available accommodation beds in a destination.

### **Serviced Accommodation**

Places to stay where services such as daily cleaning and meals are provided, for example hotels and B&Bs.

### **Non-Serviced Accommodation**

Places to stay without daily services, such as self-catering cottages, caravans, camping and glamping.

### **National Landscape**

A nationally protected landscape (formerly called an Area of Outstanding Natural Beauty). The Shropshire Hills National Landscape is a key tourism asset.

### **Accessible and Inclusive Tourism**

Tourism that ensures places, experiences and information are welcoming and usable for everyone, including people with disabilities, older visitors and families.

### **Purple Pound**

The spending power of disabled people and their families, highlighting the economic value of accessibility.

### **Hero Products**

Key attractions or experiences that best represent the destination and are used to attract visitors.

### **Visitor Proposition**

A clear statement of what Shropshire offers visitors and why it is distinctive.

### **Brand Toolkit**

Guidance and materials that help partners present Shropshire consistently, including messages, audiences and visual identity.

### **Shoulder Periods**

Times just outside the busiest tourism seasons, such as spring and autumn.

### **Evidence-Based Decision Making**

Using data and research (such as STEAM and visitor surveys) to guide decisions rather than assumptions.

### **SWOT Analysis**

A planning tool that looks at Strengths, Weaknesses, Opportunities and Threats.

## What next?

The DMP sets out the strategic direction for tourism in Shropshire and should be used by stakeholders to develop and deliver their own strategies, operational delivery plans and projects to help achieve the DMPs objectives and priorities.

### The Role of Stakeholders

Stakeholders include Shropshire Council, Town and Parish Councils, Destination Management and Marketing Organisations, such as Visit Shropshire, South Shropshire Hills, Oswestry Borderland Tourism, sector and special interest representative groups such as church tourism, equine tourism and canal tourism.

Stakeholders are encouraged to use the DMP to:

- use the plan to develop and deliver their own local plans and projects including:
  - research, consultation and situation analysis to identify where the gaps are
  - identification of projects and initiatives that will fill the gaps and who will lead on the projects
  - secure funding
  - deliver the project and initiatives
  - monitor and evaluate projects
- Use the In Shropshire brand to promote their own area

### Where resources allow Shropshire Council will:

- support stakeholder to develop and deliver plans that reflect their specific area of interest or geography by:
  - signposting to relevant research and resources
  - supporting appropriate funding applications
  - supporting stakeholders work with different council teams, such as planning, transport and highways
- facilitate relevant partnerships to encourage collaborative working across the county
- proactively fund raise and deliver projects that support the aims of the DMP
- Facilitate sector specific training
- Maintain, distribute and assist partners to use the 'In Shropshire Brand';
- provide regular communications relating to the visitor economy
- advocate for tourism on a local, regional and national basis
- work with Visit Shropshire to market the county
- work with national and regional partners for the mutual benefit of the visitor economy
- be a lead partner in the Telford and Shropshire Local Visitor Economy Partnership

### Where resources allow Visit Shropshire will:

- market the county regionally, nationally and internationally
- work with transport providers to increase connectivity and travel choices
- provide broad sector support
- research, monitor and evaluate the the visitor economy in Shropshire and publish research
- be a lead partner in the Local Visitor Economy Partnership



# THE DAILY GRIND

Page 273

# IN SHROPSHIRE

Prepared by Katrina Kerr, Overwood Consulting and  
Melanie Sensicle, Melanie Sensicle Consulting Ltd in  
collaboration with Shropshire Council and  
Visit Shropshire

# FOR SHROPSHIRE

[VISITSHROPSHIRE.CO.UK](http://VISITSHROPSHIRE.CO.UK)

The development of the Destination Management  
Plan was 100% funded by the UK Government  
through the UK Shared Prosperity Fund



---

[VISITSHROPSHIRE.CO.UK](http://VISITSHROPSHIRE.CO.UK)