TELFORD & WREKIN
LOCAL ECONOMIC ASSESSMENT

strengthening the Borough's competitive advantage

Set of Appendices

January 2011

CONTENTS

Appendix One - List of Consultees

ORGANISATION	NAME	ROLE
Advantage West Midlands	Philip Calcutt	AWM Lead for Business Tourism
Black Country Reinvestment Society	Paul Kalinauckas	CEO
Business Link West Midlands	David Ledbury	Partnership Manager
Calcutts House	Sarah Williams	
CapGemini	*Ian Dosser*	*Chief Operations Officer*
Cygnus Atratus	Nick Abson	MD
Country Land and Business Association (CLA)	Caroline Bedell	Regional Director
CVS Shropshire and Telford	Mick Lloyd	CEO
Energize - Shropshire County Sports Partnership	Chris Child	Partnership Director
Engineering Employers Federation	Peter Winebloom	Head of Training and Skills
Enterprise HQ	Faye Easton	MD
Federation of Small Businesses	Ann Johnson	Chair
GKN Autostructures Ltd	Steve Norgrove	Managing Director
Harper Adams University College	Martin Anderson	Head of Regional Food Academy
Hawkstone Park	David Sims	General Manager
Herefordshire Council	Geoff Hughes	Sustainable Communities Director
Ironbridge Gorge Museum Trust	Steve Miller	CEO
Jobcentre Plus	Karen Francis	
	Judith Jameson	
Katie Foster Associates	Katie Foster	Chair of Tourism Board
Manufacturing Advisory Service	Peter Roach	Specialist Manufacturing Advisor
Makita Manufacturing Europe	Paul Harris	Operations Director
National Farmers Union	David Collier	Regional Director
Newport Regeneration Partnership	Nadine Evans	Chair
Princes Trust	Andrew Henderson	Programme Manager
Q Hotels	Ben Bridgeman	Sales Director
RAF Museum Cosford	Alex Medhurst	General Manager

ORGANISATION	NAME	ROLE
Ricoh (UK) Products Ltd	Rod Baggott	Chief Finance Officer
J G Russell Ltd (Telford Rail Freight Terminal)	Colette Ranford	Operations Manager
Severn Valley Railway (Holdings) Ltd	Nick Ralls	General manager
Shropshire Chamber of Commerce	Richard Sheehan	CEO
	Rosie Beswick	Strategic Business Relationship Manager
	Alan Lane	Head of Policy
Shropshire Council	Mark Pembleton	Head of Economic Development
Shropshire County Training	Kevin Humphreys	
Shropshire, Telford & Wrekin Education Business Partnership	*Richard Jeary*	*Manager*
Skills Funding Agency	Vikki Naughton	
Southwater Events Group	Victoria Jones	Group Marketing Manager
Telford & Wrekin Council:		
Telford & Wrekin Members	Cllr. Eric Carter	Portfolio Holder
	Cllr Andrew Eade	Leader
Telford & Wrekin Senior Officers	Victor Brownlees	Chief Executive
	Richard Partington	Deputy Chief Executive
Telford & Wrekin Education and Training	Val Senior	NEETs
	Jackie Lewis	Partnership Advisor – 14 – 19 Agenda
Telford & Wrekin Leisure and Culture	Angie Astley	Head of Customer and Leisure Services
	Psyche Hudson	Arts and Culture Services Manager
Telford & Wrekin Transport	Helen Hill	Transport Manager
Telford & Wrekin Housing	Katherine Kynaston	Strategic Housing Manager
	Andy Rose	Housing Delivery Team Leader
	Gareth Thomas	Team Leader - Strategic Projects
	Chris Winter	Strategic Housing Advisor
Telford & Wrekin Development	Mark Edwards	Development Plans and Sustainability

ORGANISATION	NAME	ROLE
	Phil Winter	
Telford & Wrekin Research	Helen Francis	
	Andy Clark	
Telford & Wrekin Economy and Skills	Tim Moore	
	Corin Crane	
Telford & Wrekin – One Telford	Bryn Jones	Inward Investment Coordinator
Telford & Wrekin – One Telford	Philip Challinor	Inward Investment Coordinator
Telford & Wrekin – One Telford	Claire Critchell	Destination Manager
Telford & Wrekin Lifelong Learning	Richard Probert	
Telford & Wrekin Climate Change	Ben Boswell, Scott Allen	
Telford College of Arts and Technology	Dave Gill	Director
Telford College of Arts and Technology	Janet Ellis	Principal
Wellington Town Council	Chris Fry	Town Centre Manager
Wenlock Olympian Society	Helen Cromarty	Volunteer Marketing Advisor
Wolverhampton University:		
	Professor Ian Oakes	Pro Vice Chancellor, Research and Enterprise
	Prof. Diane Mynors	Head of Engineering and Technology
	Alec Gillham	Operations Director, West Midlands Manufacturing Club
	Dr Stuart Slater	Director IT Futures/e-IC
WIRE (Women in Rural Enterprise)	Fiona Davies	Business Manager
Wonderland/Jungleland	Belinda Griffiths	Director
Wrekin Riders (Telford BMX Club)	Derek Owens	Child Welfare Officer
Wrexham and Shropshire Railways	Joanne Phillips	Marketing Executive

Appendix Two – Notes from Consultative Discussion Groups held during September and October 2010

TELFORD & WREKIN LOCAL ECONOMIC ASSESSMENT

For Telford & Wrekin Council

WORK & SKILLS DISCUSSION GROUP

9.30 – 11.30 a.m. Friday 10th September 2010
Council Learning and Conference Centre,
Wolverhampton University, Telford Campus

FACILITATED BY: **Jill Hall, Director, Inspira Consulting Ltd**

Project Leader for Telford & Wrekin Economic Assessment

Chris Harvey, Associate Consultant, Inspira Consulting Ltd

1. WELCOME AND INTRODUCTIONS

2. REASON FOR and PURPOSE OF EVENT – T & W Economic Assessment – what we want from today and what delegates should get from the event

3. FORMAT OF EVENT and HOUSEKEEPING

4. QUICK POST-IT EXERCISE – Identify a key strength and a key challenge for TW in relation to the work and skills agenda that you would like to share with us today.

In pairs + feedback

5. DISCUSSION POINTS

5a. DISCUSSION POINT ONE – GETTING PEOPLE INTO WORK

Routes back to work for long and short term unemployed – what's in place, what works well, where are the opportunities, what's missing?

Role of training providers – public, private and third sector.

Impact of the new Work Programme and benefits regime.

5b. DISCUSSION POINT TWO - SKILLS CHALLENGE

How to overcome the no skills/low skills problems of TW and provide a workforce that is relevant to the needs of employers.

Role of further and higher education. Links with business.

What do we understand about the future skills needs of employers?

5c. DISCUSSION POINT THREE – GROWING JOBS AND EMPLOYMENT

State of the current jobs market. Impact of cuts on public sector employment.

Where will jobs come from?

What can be done to facilitate this, make it easier for employers?

Culture of entrepreneurship - role of self employment and business start up.

Support for young people – services, aspirations and inspiration.

Recognising demographic trends and financial imperatives – older people in the workforce.

5d. PLANNING AND WORKING TOGETHER

How well do the different players work together locally?

What works well, what needs improvement?

What messages to the LEP about strategic interventions that could make a difference?

6. FINAL THOUGHTS

Post-it exercise

Two things that would make a positive difference to the work and skills agenda:

a) something I can do

b) something that could be done

11.30 a.m. CLOSE

N.B. The development of the Local Economic Assessment for Telford & Wrekin is ongoing throughout September. If you want to feed in further thoughts, comments and ideas, please use the contact information above to let Jill or Chris know.

DELEGATE LIST – WORK AND SKILLS DISCUSSION GROUP - 10TH September 2010

DELEGATE	ORGANISATION
Corin Crane	Telford & Wrekin Council, Economic Development
Kairen Francis	Jobcentre Plus
Dave Gill	TCAT
Tom Haigh	City Region MAA
Kevin Humphreys	Shropshire County Training
Richard Jearey	Education Business Partnership
Jackie Lewis	Telford & Wrekin Council, 14 – 19 Team
Vikki Naughton	Skills Funding Agency
Richard Probert	Lifelong Learning
Val Senior	Telford & Wrekin Council, 14 – 19 Team
Oneke Whitter	Telford & Wrekin Council, Economic Development

Telford & Wrekin Local Economic Assessment
Work & Skills Discussion Group
Friday 10th September 2010

4. Identify a key strength and a key challenge for Telford & Wrekin in relation to the work and skills agenda.

Strengths	**Challenges**
Number of high quality providers operating in the area	Employer engagement
Infrastructure in place	Buy-in from stakeholders plus commitment to work together
Engagement with outreach workers	Teenage pregnancies and support for parents-to-be.
E&S Board	Cross boundary working
TCAT - TTG	NEETS
Partnership working	E&S Board
ED Board focused on work and skills agenda	Apprenticeships

5a - Discussion Point One – Getting people into work

- Range of programmes available – complex, some s/t, different funding streams, difficult to decide which programme is best for client
- Transport big issue – lot of programmes. Must get into employment and support when are in employment

Transport
Arriva – Buses – Neglects to help people get to where work is. Will only run if cost recovery/profit. Difficult in outlying areas.
Rail – quite good service
Re travelling, definite mental barrier that need to help clients to overcome – manifests re jobs and training. Even across Telford. Example of hotel difficulties in recruiting. Needs flexible working, help with transport.

In work support

'Wrap-around' approach:

- Multi agency
- Housing associations
- Training and education
- Third sector

Tie to mental health issues and financial inclusion
Ties to challenge re stakeholders working together effectively

Multi-agency working

Telford Work Strategy Group in its infancy, may need full time co-ordinator
Issue to manage individual agendas - need to focus on common goals not self interest
- sharing/identifying funding & resources

'CBA' needs better approach in future to calculate social benefit
Tension of competitive and collaborative models working side by side.
Need to play to strengths and recognise (single work programme may drive this) who is best to deliver.
Need key role for third sector but not particularly strong. May be more about consolidating disparate parts.
Shropshire Consortium works well.
County Training submitting lottery bid with six third sector organisations (but not for Telford & Wrekin)
CVS sometimes challenging to work with, examples given. (but can find alternative ways of working with organisations they represent e.g. Relate).
How could LEP help?

- preparing people for work while still in education
- Needs period of settling down and stopping constant re-organisation of services – need stability.
- Local jobs for local people e.g. on low carbon.
- Coherent engagement with employers.

5b - Discussion Point Two – Skills challenge

Identify skills shortages and needs.

Employers need to identify expected and future needs.

Employers' terms and conditions deter people from some jobs.

Some people may not have calling for some jobs.

People have fixed views of what they want to do.

Sector discussions on issues and needs.

Running local events to help people understand what jobs require e.g. care sector

Job Centre Plus knows which employers have problems – match with those in same sector doing better that can advise them.

Language that employers use to describe jobs must be in language people understand and can read.

T-CAT and other providers review curriculum to check it matches.

Rowntree research – transport cost and jobs.

T-CAT and university providing higher level skills need to identify need of future skills and ensure we can deliver.

Procurement framework – use to drive skills and training.

Not enough government funding on upskilling and reskilling.

Targets are on low skills etc not on keeping people working or add-on skills.

Ensure issues of skills and local employment included in contracts.

Procurement often goes for cash best value but need to show social and future benefit.

Small businesses – Business Link and Chamber could find out what they need.

Some innovative training to meet needs of micro-businesses.

Chamber courses driven by business need.

Business Support changing.

Help small businesses identify order book growth and opportunities and that identifies skills.

5c - Discussion Point Three – Growing jobs and employment

Increasing number of jobs, lack of professional jobs coming forward.

Cuts in public sector already have impact on jobs.

Job Centre Plus has programme to try and help people made redundant.

Professional and executive group support to become self employed.

One third of people in Telford and Wrekin in public sector:

- 25% cut would skew job market
- loss of knowledge in public sector with loss of staff

Partnership working “wrap around” support.

New jobs – problem that larger sectors in decline

Job candidates have qualifications but not employability skills e.g. team work, time keeping.

Social enterprise – growing and some public sector services move into this e.g. Academies.

Further Education in the future may become provider of structure to work for other providers to meet needs.

Fluid movement of business and individuals to work together to deliver need.

“Big Society” partly covers moves to privatisation.

Agency workers’ rules affect employers and recruitment.

Encourage SMES to grow

- personal contact
- understand issues like qualifications
- providing practical experience of work – future jobs fund

Need to take the complications away from employers especially SMES.

Getting businesses e.g. on industrial estates to come together to find out about jobs, training etc.

What stops SMES taking apprentices

- time away
- costs
- management burden

Small employers have problem with apprentices – incentive.

Young people have to be work ready.

Incentives – Low pay on training, higher pay in low skilled.

Agency work – is this a barrier to upskilling?

Problem of temporary work and unemployed.

Need to promote sectors e.g. hospitality – not just last resort.

EBP

- Work experience
- Work placements education/schools to business and reverse.
- Business experience.

Academic qualifications highly rated but not so for vocational training.

Young people have sense of entitlement.

Messages to LEP

1. Make partnerships work.
2. Reorganise benefits to other sectors that come from employment.
3. Important to prepare people before they start work
   - Relevance of skills – how to deliver – tailor to need.
   - Danger of making assumptions.

Final Thoughts

a) Something I can do

Commitment to the partnership.

Allocate more resources to engaging with SMES in Telford & Wrekin to encourage them to take on apprentices.

Work with employers to encourage apprenticeships.

Influence others to commit to partnership (I would need help to do this).

Continue to influence the skills agenda through partnership working.

b) Something that could be done

Engage Shropshire Chamber of Commerce to support the work of SMES.

Transport – to employment.

Facilitate opportunities for partnership working.

Schools having a better understanding of apprenticeships to help young people's choices.

EBP can help develop young people's employability skills whilst they're still in school.

Advantage West Midlands funded the EBP to deliver Employer Engagement Programme for young people aged 14-19 in education. Could the LEP fund us in the future?

Develop a focused shared agenda within the Community Learning Partnership. Get sign-up.

Promoting Telford Discussion Group
Monday 13th September 2010

Positives

Quality of life
Active business environment
Business networks
Cheap land
Available units
Planning system works – 12 weeks
Central location
Motorway links
Easy to navigate
Transport
Space to grow
Active workforce (available)
Affordable housing
Branding of Telford
Training and education
Easy to extend and develop premises
Multi national companies
Manufacturing expertise
T.I.C.
Ability to attract national events
Number of bed spaces

Negatives

No business rate relief (Not just Telford)
No Start-up grants (? Shropshire)
Problem acquiring land – HCA
Branding – what is it?
Perception by outsiders
Lack of leisure offer
Built for motor car
Lack of heritage
Infrastructure – industrial estates
Match of infrastructure for 21st century business
Lack of R&D
RDA – Too Birmingham centred
Fragmentation of ‘Regional’ strategic planning e.g. transport
Transport to industrial estates
Worried about workforce leaving on upturn
General - technical content of apprenticeship training

Opportunities

Strategic sites in other locations than central Telford
Marketing. Different 'brand' for Telford as needed
Thinking creatively about replacement for jobs growth previously created by inward investment. e.g. Social Enterprise, Home Industry
'Supply Chain' for e.g. 'Conference Town'
Local sourcing
Will need to think about alternative sources of finance for investment e.g. private – also consistent integrated and stable business support

Risks/threats

- Future traffic congestion from significant housing growth, industrial estates full, etc (20 year horizon)
- 'Conference town' might lead to inadequate bed spaces
- Must simplify current complexity around land use via HCA
- Lack of northern road link (have to go south to go north)
- Disjointed package to support business starts, particularly high growth
- Access to finance
- Weakness or low profile of third sector

inspira consulting

TELFORD & WREKIN LOCAL ECONOMIC ASSESSMENT

For Telford & Wrekin Council

TOURISM DISCUSSION GROUP

2.00 – 4.00 p.m. Thursday 9th September 2010
Council Learning and Conference Centre,
Wolverhampton University, Telford Campus

FACILITATED BY:	**Jill Hall, Director, Inspira Consulting Ltd**		
	Project Leader for Telford & Wrekin Economic Assessment		
	Chris Harvey, Associate Consultant, Inspira Consulting Ltd		
Contact Details:	**Jill:**	**Mobile:**	**07710 333299**
		Email:	jill.hall@inspiraconsulting.co.uk
	Chris:	**Mobile:**	**07784 315481**
		Email:	c.harvey800@btinternet.com

2.00 p.m.

1. WELCOME AND INTRODUCTIONS

2. REASON FOR and PURPOSE OF EVENT – Telford & Wrekin Economic Assessment – strategic importance of tourism sector, what we want from today and what delegates should get from the event

3. FORMAT OF EVENT and HOUSEKEEPING

2.10 p.m.

4. QUICK POST-IT EXERCISE – How would you describe Telford & Wrekin's tourism offer? In pairs + feedback

2.20 p.m.

5. DISCUSSION POINTS

5a. DISCUSSION POINT ONE – VISITOR EXPERIENCE

For visitors to T & W (leisure and then business), what's going to work well and what experience may be less positive:

a) **finding out about the area, branding, deals**

b) **fit within the sub-region e.g. with Shropshire**

c) **getting here and travelling around**

d) **accommodation and food**

e) **sightseeing and activities**

f) **getting information during the stay**

3.00 p.m.

5b. DISCUSSION POINT TWO

– GROWING THE VISITOR MARKET/IMPROVING THE EXPERIENCE

- **Playing to strengths identified above, addressing the weaknesses – what could be done?**
- **Are there significant gaps in the offer?**
- **What are the opportunities for growing the sector?**

3.25 p.m.

5c. DISCUSSION POINT THREE – WORKING TOGETHER AS A SECTOR

- **What mechanisms are in place for strategic planning and collaborative activity?**
- **How well do they work? What part does business play?**
- **Do businesses work together, co-market, cross sell? What more could be done?**
- **Are there critical areas of support that are needed?**
- **What about recruitment, skills and training?**

3.55 p.m.

6. FINAL THOUGHTS

Post-it exercise

Two things that would make a positive difference to local tourism:

c) **something I can do**

d) **something that could be done**

4.00 p.m. **CLOSE**

DELEGATE LIST - TOURISM DISCUSSION GROUP - 9TH September 2010

ORGANISATION	DELEGATE	EMAIL	PHONE
Katie Foster Associates	Katie Foster Chair of Strategic Tourism Board	foster.mulrany@blueyonder.co.uk	01952 604000
Calcutt Associates	Philip Calcutt AWM Lead for Business Tourism	philip@calcuttassociates.com	0775 3672942
Q Hotels	Ben Bridgeman Sales Director	bbridgeman@qhotels.co.uk	01952 422 989
Hoo Farm	Edward Dorrell	info@hoofarm.com	01952 677917
Calcutts House	Sarah Williams Owner	Calcuttshse@aol.com	01952 882631
WSMR	Joanne Phillips Marketing Executive	Joanna.Phillips@wrexhamandshropshire.co.uk	01743 720022
Telford & Wrekin Council	Corin Crane	corin.crane@telford.gov.uk	01952 567 557
Telford & Wrekin Council	Psyche Hudson Arts and Culture Services Manager	psyche.hudson@telford.gov.uk	01952 382 362
Telford & Wrekin Council	Claire Critchell Destination Manager	Claire.Critchell@telford.gov.uk	01952 567 577
Energize Shropshire, Telford & Wrekin	Chris Child Partnership Director	chris.child@shropshire.gov.uk	01743 255073
Hawkstone Park	David Sims General Manager	David.Sims@principal-hayley.com	01939 200 611
Wonderland	Belinda Griffiths Director	Belinda@junglelandtelford.com	01952 591 633

TELFORD & WREKIN LOCAL ECONOMIC ASSESSMENT

Tourism Discussion Group held on Thursday 9th September 2010

Present: See attached list

DISCUSSION POINT ONE – VISITOR EXPERIENCE

For visitors to T & W (leisure and then business), what's going to work well and what experience may be less positive in relation to:

g) finding out about the area, branding, deals

h) fit within the sub-region e.g. with Shropshire

i) getting here and travelling around

j) accommodation and food

k) sightseeing and activities

l) getting information during the stay

Finding out about the area

Delegates felt that the main means for visitors of obtaining information about the area were:

- Websites
- Word of mouth, family and friends
- TV Programmes
- Press
- Published media e.g. visitor guides
- Social media
- Special interest networks e.g. golfers

There was no one website that stood out as the key place where visitors might get information but there were a range that held information:

- Virtual Shropshire
- Visit Ironbridge
- Wenlock Olympian Society
- The International Centre
- Council (but this was not an ideal vehicle for tourism info.)

- Discover Shropshire
- Acton Scott Victorian Farm
- Trip Adviser
- Tourist Information Centres
- Search Engines e.g. Google

Delegates felt that one needed to recognise that search engines were an important part of how the public accessed information.

Delegates might be interested in supporting a central website for TW if it was good and was kept up to date.

Marketing and Perceptions

Finding a single brand for TW was challenging. The names ‘Telford’ and ‘Ironbridge’ had different perceptions attached to them and, indeed some tension, the former aligned with the new town and 1960s development, the latter connected with industrial heritage. This was a challenge for the town and its residents as well as for tourism. Regional and national visitors did not necessarily know where Telford was or perceive Ironbridge as part of TW and probably thought it was part of Shropshire. Again, they might be hazy about the location of Shropshire – delegates felt this was not necessarily important, although descriptions such as the “Heart of England” were potentially more attractive than “West Midlands” and marketing the perception was as important as the reality. Visitors often did not know that the River Severn passed through TW; the idea of ‘Telford on Severn’ had been discussed in the past.

Delegates discussed whether visitors simply decided to ‘visit Shropshire’ or whether they came to do a particular activity; in the latter case they needed to be given clear activity rather than place-based information.

Ironbridge was the ‘honeypot’ for Telford and this needed to be recognised when building the broader tourism offer. Telford was less of a destination itself, although people were often pleasantly surprised when they stumbled upon it.

In these circumstances, delegates generally agreed that marketing different aspects to different market segments and ‘packaging’ services accordingly probably made more sense than trying to develop a single brand. This was particularly true given that the ‘offer’ related to both business and leisure tourism.

Thomas Telford’s name suggested entrepreneurship and creativity. It was thought that more could be made of this e.g. greater promotion of creative industries.

Getting here and transport

95% arrive by car and you do need a car to get around but the traffic generally flows well (N.B. We have subsequently discovered that projections from the Council’s transport team suggest that the traffic associated with housing projections would cause congestion).

As is often the case with New Town grid layouts, visitors are confused by the road system and the number of traffic islands. Across all Council depts., signage is aimed at people who live locally rather than visitors. Better visitor-specific signage is needed. Visitors struggle to differentiate visually between the different traffic islands, so something that gives them an individual visual character would help e.g. pieces of dramatic artwork.

Overall the town is green and pleasant but lacks landmarks so it is difficult to get one's bearings. There is no clear gateway to the town, so when travelling by road you don't know when you've entered or left it.

The town centre doesn't feel like a traditional centre, tending to give the impression that Telford doesn't **have** a town centre.

The rail station is not in the centre, which inhibits visitors' ability to arrive in the centre of Telford and then walk. The current station is run down and "grim". It badly needs upgrading (particularly important for conference business). There are no spaces for taxis to wait and one has to cross a bridge to exit the station. All of this means that if one has a 'cosy' mind's eye picture of arriving in beautiful rural Shropshire, the initial impression will be very poor and perception will be badly let down by reality!

Activities

The town's entertainment offer at night is poor and this may deter some conference organisers and undermines the leisure offer.

Delegates felt this was unlikely to change so 'accentuating the positives' was probably the best strategy i.e. pointing visitors towards outlying areas and some of the market towns e.g. Shifnal, which has a 'proper' High Street, good pubs and eateries.

The town park was seen as a great asset to the town but is not promoted or as well known as it deserves to be.

Changing the access to Wonderland and the closure of an adjacent car park caused by the Southwater development will have an adverse affect on that attraction, particularly in the run up to Christmas, for which 20,000 bookings have already been received. (Corin and Claire are taking this up.)

Some overseas visitors are used to visitor attractions being open at night and expect the same in the UK.

In the run-up to the 2012 Olympics, more could be made of the proximity of Much Wenlock e.g. in packaging activities, encouraging linked media coverage and with relevant merchandising e.g. the Wenlock mascot.

Some major sports events and sports conferences now take place in the town. They attract large numbers of visitors and it may be possible to make more of these in tourism terms.

Information when in destination

Information needs to be packaged better by theme and involve more cross-selling.

'Bedroom browsers' need to cross-sell.

Delegate packs for conference visitors could include incentive offers for attractions, eating out etc.

Although a good website is important, so is good printed information.

Accommodation and eating out

Generally speaking, there isn't a shortage of bed space but, on occasions, there are inadequate bed spaces in the town when the International Centre is running large conferences.

A virtual monopoly of conference trade by the 4 planned hotels close to TIC could affect existing hotels. These new hotels will not be bothered about leisure tourism but it is important not to dent capacity for that segment of trade.

Given the nature of the town's business base, there is a lot of corporate trade in Telford.

The question of branding Telford arose again – if it is to be a 'conference town' what will the leisure brand lose as a result of that?

DISCUSSION POINT TWO

– STRENGTHS AND WEAKNESSES, THINGS THAT MUST BE DONE

Delegates were asked what description of Telford & Wrekin came into their minds re tourism:

- Rural Escapes
- Disparate Organisation
- Industrial Heritage
- Packaging of the offer is not right
- Strengths: Ironbridge Gorge
  Midlands Location,
  Facilities and Road links
  Shopping
  Market towns (under sold)
  Town park – unique offer – 2 million people in catchment
  Southwater
  Strong culture and sports

Use conference business to put Telford on map – already in top 10 UK venues.

Use sectors to trigger conferences e.g. polymer sector.

They were also asked to discuss issues they thought should be addressed and what strengths built upon, in terms of 1) things that should be done but they had no individual control over and 2) things they personally could do something about.

1) THINGS THAT MUST BE DONE/STRENGTHS TO BUILD ON

- Protect the 'Wonderland' Product and its assets/train/directions etc.
- Agree a full Destination Management action plan.
- One main organisation to promote tourism in Shropshire, hosted by the public sector but encompassing all the visitor information for the region.
- Collaboration as tourism partners, work together and promote Telford and surrounding Shropshire as one.
- Get agreement as a council to lead on destination management and marketing
- Integrated Transport System
- Roundabouts with an identity
- Investment in 2012 marketing and comms. for Shropshire and Telford – led by Telford
- Websites – link. (Better) communications; more assistance/organisation /involvement from start rather than when (can't read final word here)
- Improve town centre – bars, restaurants
- Stop confusing counties/names/areas – ONE name, ONE brand and focus on what we have that is positive and not what we are not and don't have!
- Strengths:

  Town Park, Ironbridge, Shopping Centre
- Issues:

  Lack of identity, tired, no soul, lack of promotion, no voice

  Develop packages for Telford and Ironbridge?

2) THINGS THAT INDIVIDUALS COULD DO

- Keep hassling politicians to recognise economic value of tourism and heritage and invest in it.
- Use contacts with national sports organisations to improve business tourism (if this is a priority)

- I can work more closely with tourism partners for joint benefit, saving time and money and achieving max. awareness of area.
- Help to promote other attractions/dual promotions – forge links
- Own a tourism strategy that has buy in
- Advocate for Telford & Wrekin in Birmingham and region
- Wenlock Olympian Society can promote Wenlock Borough through 2012.
- Promote local attractions more through the hotel – interactive map in reception.

DISCUSSION POINT THREE – WORKING TOGETHER AS A SECTOR

- **What mechanisms are in place for strategic planning and collaborative activity?**
- **How well do they work? What part does business play?**
- **Do businesses work together, co-market, cross sell? What more could be done?**
- **Are there critical areas of support that are needed?**
- **What about recruitment, skills and training?**

Delegates felt the 'former' Destination group (it still exists but some delegates were unaware) had worked well. The current group has 160 leisure tourism and 50 business tourism members.

Delegates would like:

A revived (as they saw it) group with regular meetings – simple in format and with networking opportunities built in. Group would:

1) give advice and support and

2) undertake marketing.

Would need to balance use of resources so destination management activity does not suffer because of high demand for individual member services.

Group might be self funding if it worked well.

Council needs to take a leadership role but also recognise that its credibility is sometimes lacking.

TIC and Southwater should follow good practice of Ironbridge in becoming advocates for the destination albeit too much reliance should not be placed on this as it is not their central remit. An e.g. of Bath Tourism Association was given. This is run by a private sector marketing agency who are paid to provide the service. It works well because it is their primary business and they are passionate about the destination.

The LEP should concern itself with tourism strategy and resources for the sub region and provision of back office functions.

Skills Agenda

Difficult to get experienced people so tend to train their own.

Quality of applications are poor, particularly for higher level service.

FURTHER THOUGHTS

- Shropshire Star attractions are organising a joint passport ticket between Ironbridge, SVR, Weston, Hawkestone and RAF Cosford.

Appendix Three

Telford & Wrekin Local Economic Assessment
Survey of Local Businesses
Final report

Title	Telford & Wrekin Local Economic Assessment, Survey of Local Businesses, Final Report
Purpose/scope	Report on the findings from the Telford & Wrekin LEA survey of local businesses
Subject key words	Businesses, Local Economic Assessment
Council Priority	Housing, Regeneration & Prosperity
Lead author & contact details	Helen Francis, Telford & Wrekin Council Email: helen.francis@telford.gov.uk Tel:01952 380138
Date of report	25th October 2010
Version	1.0
Sign-off status	Draft
Period applicable	2010
Distribution/circulation	Internal only

Contents

Overview of survey methodology

As part of the Telford & Wrekin Local Economic Assessment it was decided to run a survey of local businesses to help asses the strengths and weaknesses of the local economy and highlight any potential difficulties local businesses may be facing.

The survey was delivered online to try and reach as many businesses as possible, it was hosted on Telford & Wrekin Council's website and en email explaining the reasons for the survey and providing a link for completion was sent to a number of local networks (a list of which can be found in Appendix Two) to forward to their members. A copy of the survey questions can be found in Appendix One.

The survey ran from 14th September to 7th October and during this time 48 responses were received.

Executive Summary

- 48 responses to the survey were received, 40 of these from within Telford & Wrekin.
- Considering the physical environment the biggest issues were 'access to business by public transport' and 'ability to expand current premises'.
- Broadband availability and speed were definite concerns for respondents.
- 'Perceived skills of the local population' and 'support to help me access training provision' were the key issues around the local workforce.
- The top five issues for local businesses were; 'sales / orders', 'energy costs', 'business rates and taxes', 'access to finance' and 'transport costs'.
- The most common cut backs have been in staff and utility bills.
- The most noticeable effects of the recession were given as 'more businesses have closed', 'more shops have closed' and 'less investment in business development.
- Over the last 12 months the top three things limiting business growth have been; 'state of regional economy', 'state of local economy' and 'state of international economy'.
- The top three expected limitation to growth over the next 12 months are; 'state of regional economy', 'state of local economy' and 'state on international economy'
- Half of respondents have some sales to the public sector but over three quarters are concerned about the impact of public spending reduction on their business.
- The council service that respondents felt most in need on improving was 'roads' followed by 'planning'.

- Respondents felt the best thing about running a business in Telford & Wrekin was the good environment to live and work.

- The top weaknesses respondents would focus on improving were; ‘public transport’, ‘business support for existing companies’, ‘Telford Town Centre’ and ‘cost of running a business here’.

- The top strengths that respondents would seek to build upon were; ‘business parks and sites’, ‘business support for existing companies’, ‘cost of running a business here’ and ‘road infrastructure’.

Survey Results

Section One – About Your Business

Participants were asked to identify which business sector(s) they were involved in with the most common responses being business services (21%) and professional services (21%).

Q1. Which of the following business sector(s) are you involved in?	Count	Percentage
Business services	10	21%
Professional services	10	21%
Tourism / hospitality	9	19%
Other manufacturing	8	17%
Consultants	8	17%
Public admin, education and health	6	13%
Other	5	10%
Construction	3	6%
Engineering	2	4%
Communications, transport and distribution	2	4%
Retail	2	4%
Land-based	2	4%
Creative industries	2	4%
Utilities - energy, water etc	1	2%
Banking, financial services and insurance	0	0%
Total	**48**	**100%**

Responses in the ‘other’ category were; logistics, residential, training, and vehicle rental & leasing.

Respondents were asked whether their business was based in Telford & Wrekin. For the purposes of this survey we were only interested in comments from businesses within the area or tourism businesses outside the area. Eight respondents indicated that their business was located outside Telford & Wrekin, and seven of these were not involved in the tourism sector so were not asked any further questions.

Those respondents whose business was located within Telford & Wrekin were asked in which part they were based. Discounting the ‘other’ category, the highest response was ‘Stafford Park’ (18%).

Q2a. In which part of Telford & Wrekin are you based?	Count	Percentage
Other	9	23%
Stafford Park	7	18%
Rural	5	13%
Telford Centre	4	10%
Newport	3	8%
Wellington	3	8%
Madeley	3	8%
Ironbridge	3	8%
Halesfield	3	8%
Hortonwood	3	8%
Dawley	0	0%
Total	**40**	**100%**

Responses in the 'other' category were; Priorslee (x3), Central Park, Coalport, Hadley Park, Shawbirch, the Rock and Trench.

The majority of businesses responding to the survey had 20 employees or fewer with 10% operating as a sole trader.

Q3. What is the size of your company?	Count	Percentage
Sole trader	4	10%
1-5 employees	13	33%
6-20 employees	5	13%
21-50 employees	6	15%
51-100 employees	4	10%
101-250 employees	2	5%
250+ employees	6	15%
Total	**40**	**100%**

Almost a quarter (23%) of respondents indicated that their business operated from home rather than business premises.

Half of respondents (50%) stated that the reason for being based in Telford & Wrekin was their business started here as it is where they live. Nearly a third (30%) of respondents gave the reason for their presence as 'business started here – strategic location: customers, supply chain'.

Q5. Why is your business based in Telford & Wrekin	Count	Percentage
Business started here - where I live	20	50%
Business started here - strategic location: customers, supply chain	12	30%
Not sure	4	10%
Business started here - family connections	3	8/%
Relocation	1	3%
Inward investment	0	0%
Subtotal	**40**	**100%**

Tourism Questions

Those respondents who indicate their business was involved in the tourism sector were asked to answer a section of tourism focused questions. There were just nine tourism respondents to the survey so care should be taken in the use of the following results given such a small sample.

Participants were asked what proportion of visitors to their business came from certain geographic locations. Two thirds of respondents indicated that over half of visitors to their business came from UK wide with less than a quarter (22%) indicating that the majority of their business was local i.e. Telford & Wrekin / Shropshire.

QT1. What proportion of visitors to your business come from the following geographic areas?	None	Up to 25%	26%-50%	51%-75%	76%-100%	**Total**
Telford & Wrekin / Shropshire	0%	67%	11%	11%	11%	**9**
West Midlands	0%	38%	25%	25%	13%	**8**
England	0%	13%	38%	25%	25%	**8**
UK	0%	22%	11%	44%	22%	**9**
Abroad	0%	78%	0%	22%	0%	**9**

Participants were also asked about the type of visitors to their business, considering both leisure and business visitors.

Looking at leisure visitors, four out of nine respondents received no day visitors to their business and for all respondents, people staying 5+ nights made up less than half of their visitors, with a third receiving no visits of this length.

Considering business visitors, four out of nine respondents received no day visitors to their business. A third of respondents indicated that people staying several nights made up more than half of their business.

QT2. What proportion of visitors to your business are from the following groups? Leisure Visitors	None	Up to 25%	26%-50%	51%-75%	76%-100%	**Total**
Day visitors	44%	22%	11%	11%	11%	**9**
Visitors staying overnight	22%	44%	11%	11%	11%	**9**
Visitors on short breaks (2-4 nights)	33%	22%	33%	11%	0%	**9**
Visitors on holiday (5+ nights)	33%	56%	11%	0%	0%	**9**

QT2. What proportion of visitors to your business are from the following groups? Business Visitors	None	Up to 25%	26%-50%	51%-75%	76%-100%	**Total**
Day visitors	44%	22%	11%	11%	11%	**9**
People staying overnight	22%	44%	0%	22%	11%	**9**
People staying several nights	22%	33%	11%	22%	11%	**9**

Participants were asked about ways they marketed their business, the most common tools were; website (89%), existing reputation (89%) and word of mouth (89%). None of the tourism businesses responding to the survey used TV as a marketing tool.

QT3a. Which of the following tools do you use to market your business?	Count	Column N %
Website	8	89%
Existing reputation	8	89%
Word of mouth	8	89%
Leaflets	5	56%
Advertising in brochures about the area	4	44%
Local newspapers	4	44%
Trade fairs	3	33%
Overseas publications and media	3	33%
Tour operators	3	33%
Local promotional advertising to draw visitors attention	2	22%
Radio	1	11%
Magazines	1	11%
National newspapers	1	11%
Coach businesses	1	11%
Collaborative promotion with other local attractions	1	11%
Other	1	11%
TV	0	0%
Subtotal	9	100.0%

Participants were then asked to select the single most important tool for marketing their business. Responses were split over just three options; website (44%), word of mouth (44%) and existing reputation (11%).

Seven respondents reported being a member of one or more tourism organisations with the following names supplied; AA (x2), Visit Britain (x2), English tourist board, ABTA, Ironbridge & Telford Tourism, One Telford.

The majority of respondents (seven out of nine) indicated that they worked with other tourism businesses, with these businesses located across a range of geographies.

QT4a. You have indicated that you work with other tourism businesses, where are these based?	Count	Percentage
Telford & Wrekin	4	57.1%
Shropshire	3	42.9%
West Midlands	2	28.6%
National	4	57.1%
International	2	28.6%
Subtotal	**7**	**100.0%**

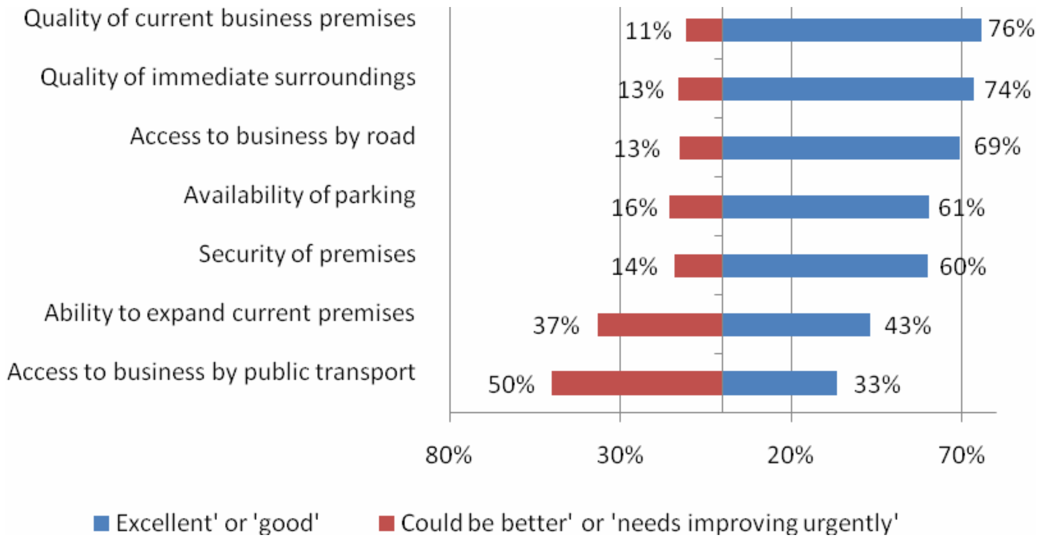
Just three of the tourism businesses who replied to the survey ran events aimed at business clients.

Participants were asked to name the greatest existing tourism asset in Telford & Wrekin, seven of the nine respondents gave Ironbridge or the Ironbridge Gorge Museum Trust as their response. Other responses were The Telford International Centre, Shropshire its geography & heritage and the rural location.

Participants were also asked what would be the best way of growing tourism in Telford & Wrekin, responses were varied including marketing of the world heritage site, better infrastructure, reduction in costs and a clean up of the stations. A full list of suggestions can be found in Appendix Three.

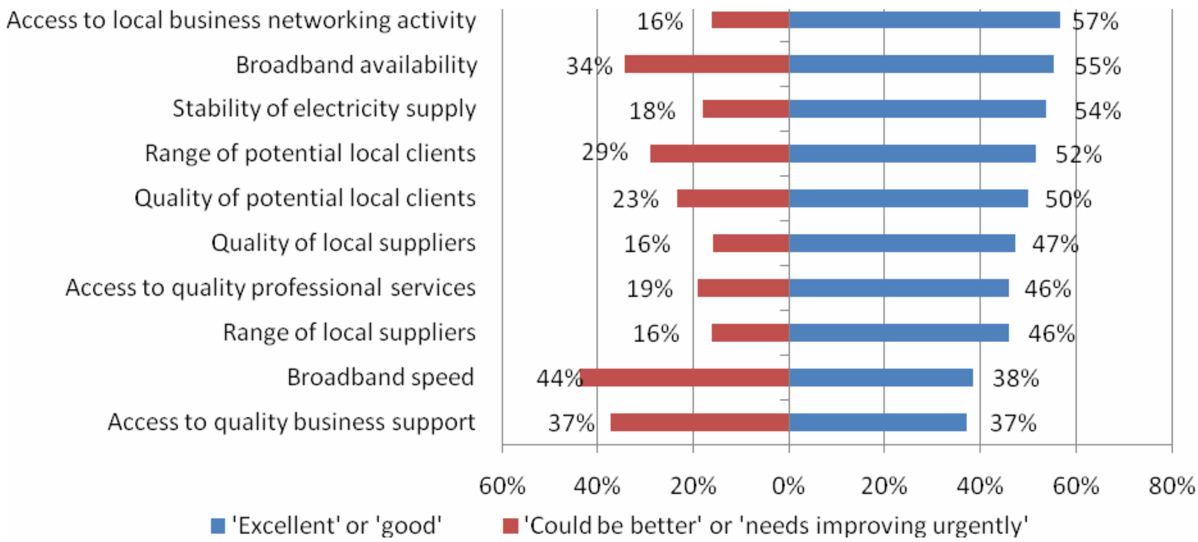
Section Two – The Local Business Environment

Participants to the survey were asked to rate the quality of the physical environment where their business was located across several specific areas. The area rated highest was 'quality of current business premises' with over three quarters (76%) of respondents rating this excellent or good and just 11% feeling it could be improved. Half of respondents (50%) felt that access to businesses by public transport could be better or needed improving urgently, also for over a third (37%) of respondents the ability to expand current premises was a concern.



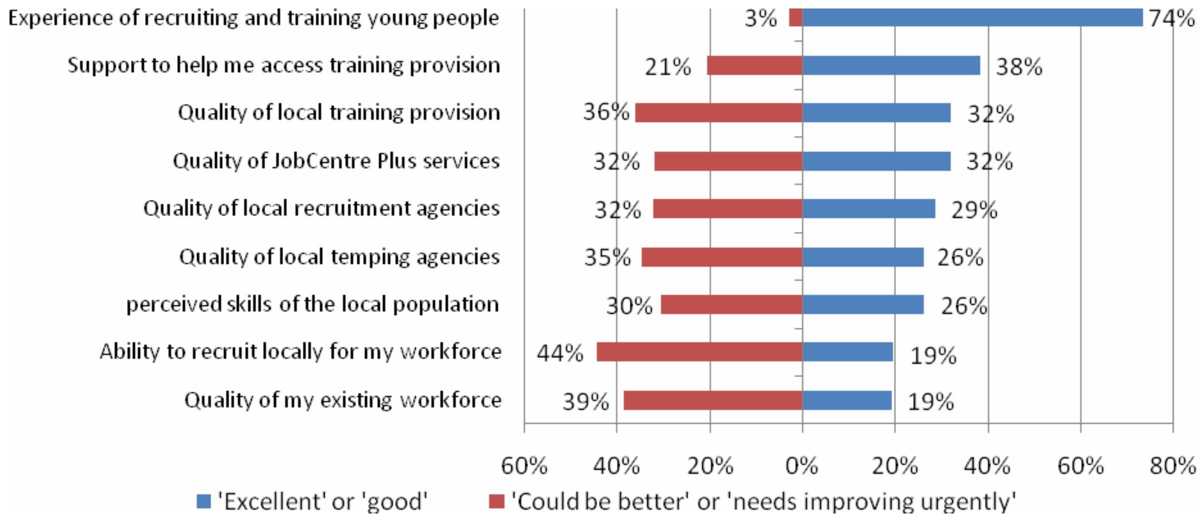
Participants were asked if there were any other aspects of the physical environment that they rated highly or that caused particular difficulty. Topics mentioned included lack of broadband or mobile phone signal, planning restrictions, streetlights, and strength of the town centre. A full list of responses can be found in Appendix Four.

Participants were then asked to rate other aspects of the local business environment. Broadband speed was the aspect that respondents most felt needed improving followed by access to business support. Although 55% of respondents felt that broadband availability was good or excellent, over a third (34%) of respondents felt that broadband availability could be better, or needed improving urgently.



Section Three – The Local Workforce

Participants were asked a number of questions about the quality of the local workforce. The majority of respondents had positive experiences of recruiting and training young people with three quarters (74%) rating this excellent or good. The ability to recruit locally and the quality of the existing workforce were both things that around two fifths of respondents felt needed improving



Just six respondents (15%) had recruited from abroad or specific immigrant populations with the reasons given as; proved impossible to fill vacanncies with local people (x4), good attitude to work (x3), right skills (x3), and cost effective. The specific countries / populations recruited from were; Germany, China, India, Lithuania and Ukraine.

Section Four – Running a Bussiness in Telford & Wrekin

Respondents to the survey highlighted the key issues for their businesses as; sales / orders (58%), energy costs (53%), business rates and taxes (50%), access to finance (38%) and transport costs (30%).

Q10. What are the five key issues for your business at this time?	Count	Percentage
Sales / orders	23	57.5%
Energy costs	21	52.5%
Business rates and taxes	20	50.0%
Access to finance	15	37.5%
Transport costs	12	30.0%
Pay pressures	11	27.5%
Skill levels of staff	11	27.5%
Cost of supplies / raw materials	10	25.0%
Interest rates	9	22.5%
Reducing CO2 emission / the green agenda	7	17.5%
Exchange rate	7	17.5%
Recruitment of staff	5	12.5%
Other	5	12.5%
Retention of staff	3	7.5%
Reducing staff numbers	3	7.5%
Total	**40**	**100.0%**

Issues in the ‘other’ category were; crime – theft from business, lack of more office space to expand, marketing, negative government policies and new business startup – getting into the market.

Participants were asked if they had expanded or cut back in certain areas of their business over the previous 12 months. A quarter of respondents reported that their business had cutback in staff over the previous 12 months, although a third (33%) reported an increase. Similarly a quarter of respondents indicated their business had cut back on energy and utility bills with just over a third (35%) indicating an increase.

Q11. Has your business expanded or made any cutbacks in the following areas over the last 12 months?	Expanded	No change	Cutback	Total
Staff	33%	42%	25%	40
Agency workers	3%	78%	20%	40
Working hours	28%	58%	15%	40
Transport and meal allowances	5%	85%	10%	40
Energy and other utility bills	35%	40%	25%	40

One respondent also indicated an increase in the size of their premises and one an increase in the range of their product/service.

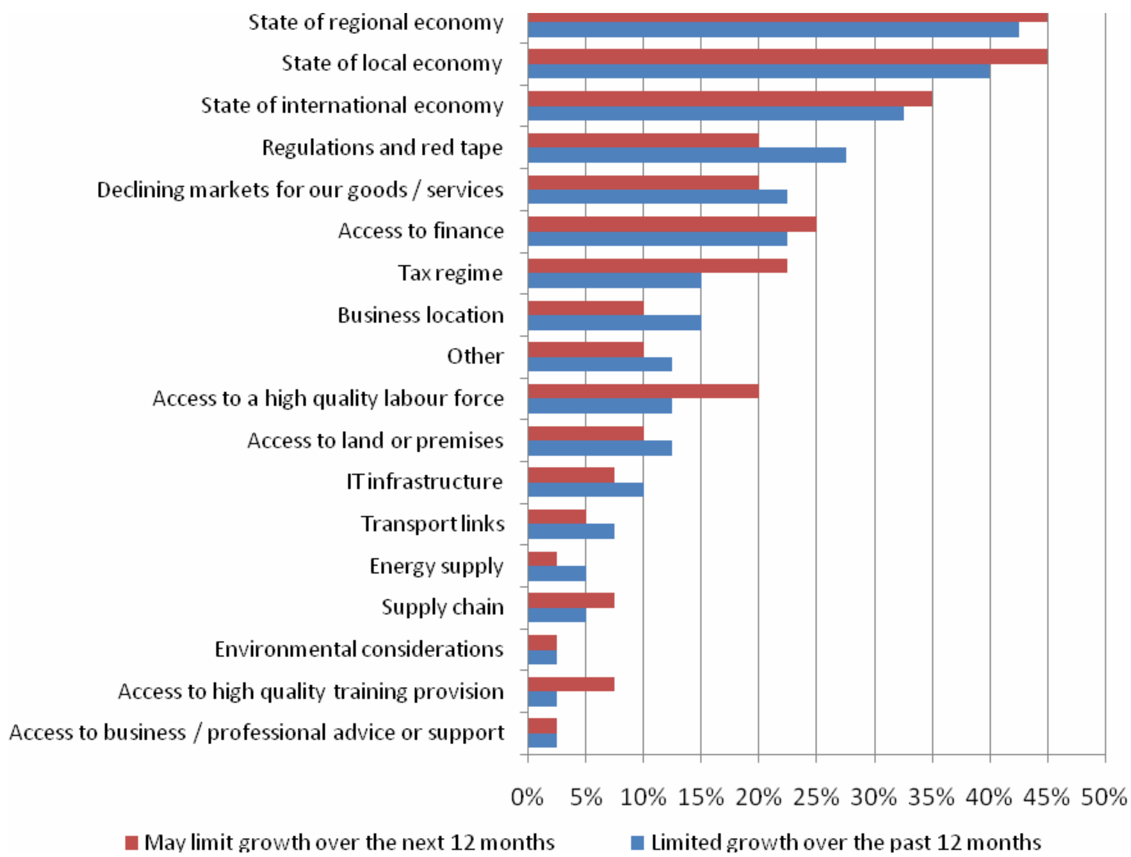
The majority of respondents had not experienced and credit or cashflow problems in the previous 12 months (63%). Of those that had experienced problems the most common resolution was ‘other e.g. personal loan to business’.

Q12. If you have experienced any credit or cashflow problems over the last 12 months how have you resolved these?	Count	Percentage
Not applicable / no problems	25	63%
Other e.g. personal loan to business	8	20%
Arrangements with bank	6	15%
Not yet resolved	3	8%
Arrangements with other financial institutions	2	5%
Use of government scheme e.g. Loan Guarantee Scheme	1	3%
Subtotal	40	100%

Participants were asked how they felt the recession had affected the local business community, almost two thirds (65%) had noticed the closure of more businesses, 60% had noticed the closure of shops and half reported less investment in business development.

Q13. How do you feel that the recession has affected the local business community?	Count	Percentage
More shops have closed	24	60%
More businesses have closed	26	65%
Fewer people out shopping	10	25%
Order books are down	15	38%
Less investment in business development	20	50%
No tangible differences noticed	3	8%
Other	2	5%
Subtotal	40	100%

Participants were asked about factors that may have limited their businesses growth over the last 12 months and those that may limit growth over the next 12 months. The factors with the greatest limiting impact over the previous 12 months were; state of the regional economy (43%), state of the local economy (40%), state of the international economy (33%) and regulations & red tape (28%). The factors expected to have the greatest limiting impact over the next 12 months were; state of regional economy (45%), state of local economy (45%), state of international economy (35%) and access to finance (25%).



Respondents were then asked to idenfity the single factor which presented the greatest risk to their business, the top choice was state of the local economy (30%) followed by state of the international economy (15%) and regulations and red tape (13%).

Q14c. Thinking about the previous factors, which one do you think presents the greatest risk to your business?	Count	Percentage
State of the local economy	12	30%
State of the international economy	6	15%
Regulations and red tape	5	13%
Declining markets for our goods / services	4	10%
Other	4	10%
State of the regional economy	3	8%
Access to high quality labour force	2	5%
Access to finance	2	5%
Business location	1	3%
IT infrastructure	1	3%
Access to land or premises	0	0%
Access to business / professional advice or support	0	0%
Access to high quality training provision	0	0%
Transport links	0	0%
Supply chain	0	0%
Energy supply	0	0%
Environmental considerations	0	0%
Tax regime	0	0%
Subtotal	40	100%

Half of respondents indicated that some of their business sales were to the public sector with nearly a quarter (23%) indicating that sale to public sector are the majority of their business. Respondents were asked if they could put a value on these sales, figures ranged from £15,000 to in excess of £25 million. Although just half of businesses reported sales to the public sector, over three quarters (78%) were concerned about the impact of public spending reduction on their business.

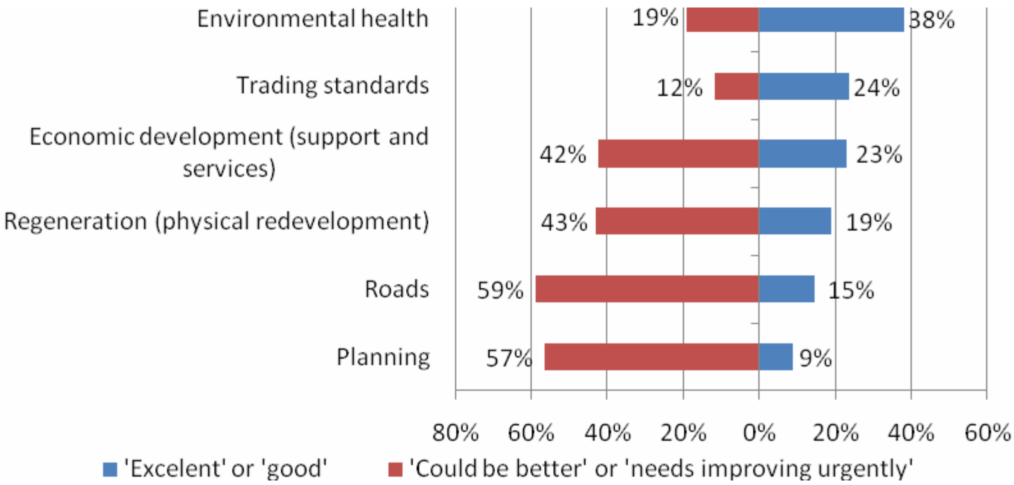
Participants were asked about the different geographic areas that generated sales for their business, the range was varied with sales generated locally, nationally and internationally for businesses responding to the survey.

Q16a. Which of the following geographic areas generate sales for your business?	Count	Percentage
Local (within 25 miles)	20	50%
West Midlands Region	17	43%
England	12	30%
UK	21	53%
International	15	38%
Subtotal	**40**	**100%**

When respondents were asked to consider the geographic area generating the most sales for their business the leaders were local (35%) and UK (28%).

Q16b. Which of the following geographic areas generates the most sales for your business?	Count	Percentage
Local (within 25 miles)	14	35.0%
West Midlands region	4	10.0%
England	6	15.0%
UK	11	27.5%
International	5	12.5%
Subtotal	**40**	**100.0%**

The survey asked participants to rate certain services provided by the Council, roads and planning were the services respondents felt were most in need of improvement, with over half of respondents indicating they could be better or needed improving urgently.



Participants were asked to consider the strengths of Telford & Wrekin from a business perspective and identify the one thing they liked best about running their business in the area. The most popular reason was 'good environment to live and work' (45%).

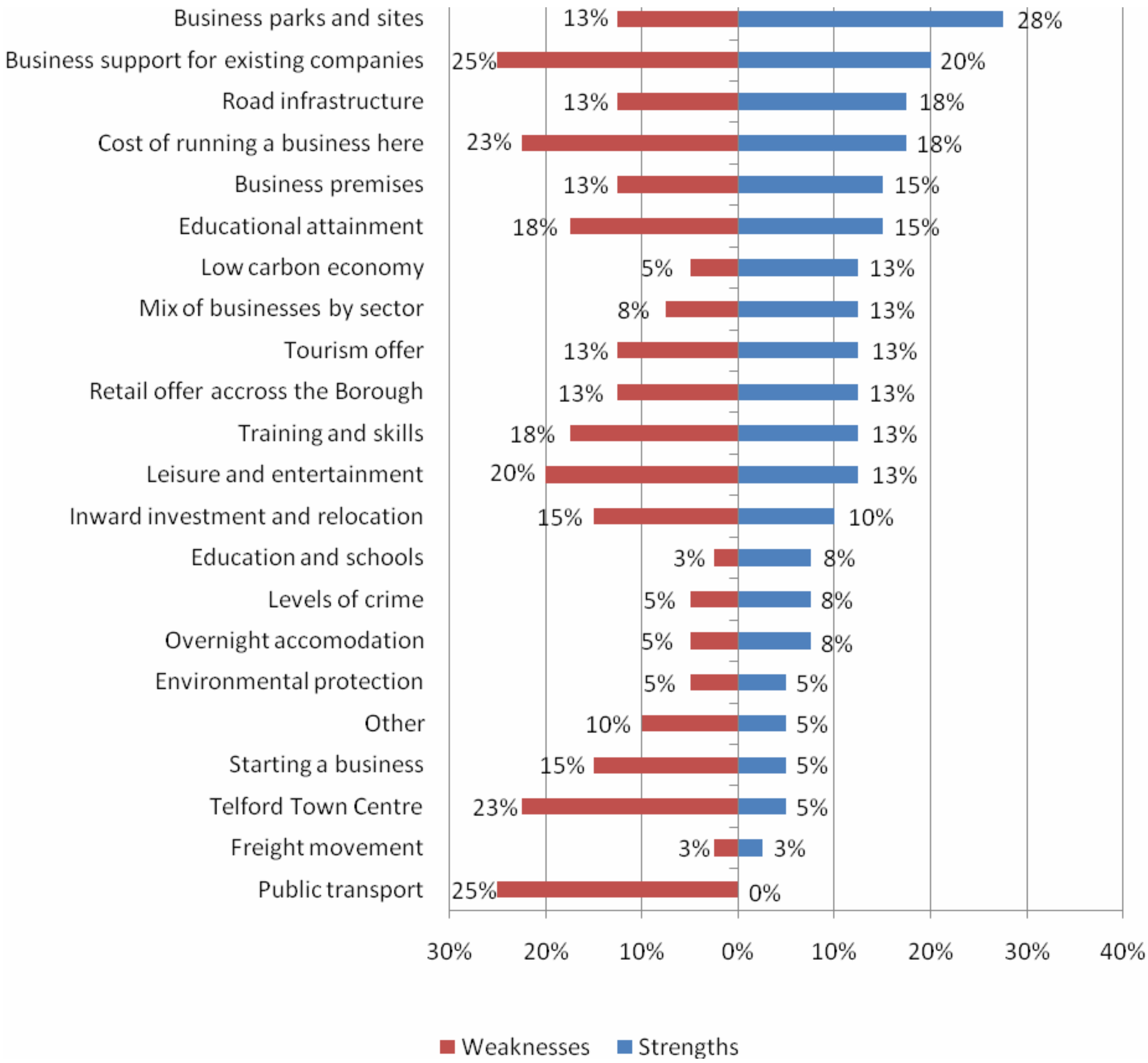
Q18. Considering the strengths of Telford & Wrekin from a business perspective, what one thing do you like best about running your business here?	Count	Column N %
Transport infrastructure	9	23%
Good environment to live and work	18	45%
Reliable supply chain	1	3%
High quality workforce	0	0%
Sound customer base	7	18%
Other	5	13%
Subtotal	**40**	**100%**

Responses in the 'other' category included; business support through coordinating networks, good links to the motorway, friendly helpful people open to collaboration and one response indicating that due to red tape, regulation and planning they would not invest again.

Participants were asked to consider the top three weaknesses of the area that they would focus on improving and the top three strengths of the area that they would build upon.

The top strengths were identified as; business parks and sites (28%), business support for existing companies (20%), road infrastructure (18%) and cost of running a business here (18%).

The top weaknesses were indentified as; public transport (255), business support for existing companies (25%), Telford Town Centre (23%) and cost of running a business here (23%)



Interestingly, business support for existing companies and cost of running a business here were identified as both a top strength and a top weakness, unfortunately the number of responses was too small to identify whether or not this is a difference of opinion between companies in differenct sectors, areas of the Borough or of different sizes.

Participants were given the oppurtunity to add any additional information or clarify any of their choices, there were several responses a full list of which can be found in Appendix Five with topics including; lack of rural broadband, poor financial support for young businesses, red tape and planning, signage around the Borough and concerns about the future.

Survey Appendix One – The Questionnaire

Local Economic Assessment - survey of local businesses

Thank you for taking the time to complete this survey. The results will be used to inform Telford & Wrekin's Local Economic Assessment. All responses are anonymous and information provided will be treated in the strictest confidence.

Section One - About Your Business

Q1. Which of the following business sector(s) are you involved in? (please select all that apply)

- [ ] Public admin, education and health
- [ ] Engineering
- [ ] Other manufacturing
- [ ] Communications, transport and distribution
- [ ] Retail
- [ ] Banking, financial services and insurance
- [ ] Business services
- [ ] Professional services
- [ ] Tourism / hospitality
- [ ] Land-based
- [ ] Construction
- [ ] Creative industries
- [ ] Utilities - energy, water etc
- [ ] Consultants
- [ ] Other (please state below - comment box will appear when this box is checked)

Q2. Is your business based in Telford & Wrekin? (Please select one only)

- ( ) Yes
- ( ) No

Q2.a In which part of Telford & Wrekin are you based? (please select all that apply)

- [ ] Telford Centre
- [ ] Newport
- [ ] Wellington
- [ ] Dawley
- [ ] Madeley
- [ ] Ironbridge
- [ ] Stafford Park
- [ ] Halesfield
- [ ] Hortonwood
- [ ] Rural
- [ ] Other (please state below - comment box will appear when this box is checked)

Q3. What is the size of your company (please select one only)

- ( ) Sole trader
- ( ) 1 - 5 employees
- ( ) 6 - 20 employees
- ( ) 21 - 50 employees
- ( ) 51 - 100 employees
- ( ) 101 - 250 employees
- ( ) 250+ employees

Q4. Where does your business operate from? (please select one only)

- ( ) Business premises
- ( ) Home

Q5. **Why is your business based in Telford & Wrekin? (please select one only)**

- Business started here - where I live
- Business started here - family connections
- Business started here - strategic location: customers, supply chain
- Inward investment
- Relocation
- Not sure

Tourism in Telford & Wrekin

You have indicated that your business is involved in the tourism sector. Please answer the following questions on tourism.

QT1. **What proportion of visitors to your business come from the following geographic locations? (please select one only in each row)**

	None	up to 25%	26% - 50%	51% - 75%	76% - 100%	Don't know
Telford & Wrekin / Shropshire	○	○	○	○	○	○
West Midlands	○	○	○	○	○	○
England	○	○	○	○	○	○
UK	○	○	○	○	○	○
Abroad	○	○	○	○	○	○

QT2. **What proportion of visitors to your business are from the following groups? (Please select one only in each row)**

	None	up to 25%	26% - 50%	51% - 75%	76% - 100%	Don't know
Category 1: Leisure visitors						
Day visitors	○	○	○	○	○	○
Visitors staying overnight	○	○	○	○	○	○
Visitors on short breaks (2-4 nights)	○	○	○	○	○	○
Visitors on holiday (5+ nights)	○	○	○	○	○	○
Category 2: Business visitors						
Day visitors	○	○	○	○	○	○
People staying overnight	○	○	○	○	○	○
People staying several nights	○	○	○	○	○	○

QT3.a Which of the following tools do you use to market your business? (please select all that apply)

- A. Website
- B. Leaflets
- C. Advertising in brochures about the area
- D. Trade fairs
- E. Radio
- F. TV
- G. Magazines
- H. Local newspapers
- I. National newspapers
- J. Overseas publications and media
- K. Local promotional advertising to draw visitors' attention
- L. Coach businesses
- M. Tour operators
- N. Collaborative promotion with other local attractions
- O. Existing reputation
- P. Word of mouth
- Q. Other (please state - comment box will appear when this box is checked)

QT3.b Which of the following tools is most important for marketing your business? (Please select one only)

- A. Website
- B. Leaflets
- C. Advertising in brochures about the area
- D. Trade fairs
- E. Radio
- F. TV
- G. Magazines
- H. Local newspapers
- I. National newspapers
- J. Overseas publications and media
- K. Local promotional advertising to draw visitors' attention
- L. Coach businesses
- M. Tour operators
- N. Collaborative promotion with other local attractions
- O. Existing reputation
- P. Word of mouth
- Q. Other (please state - comment box will appear when this box is checked)

QT3.c Are you a member of any tourism organisation(s)? (Please select one only)

- Yes
- No

Please can you tell us their name(s)?

QT4. How closely do you work with other local tourism businesses? (Please select one only)

- A lot - my business would suffer without local collaboration
- Regularly, for particular promotions or groups of visitors
- Occasionally
- Never

QT4.a You have indicated that you work with other tourism businesses, where are these based (please select all that apply)

- Telford & Wrekin
- Shropshire
- West Midlands
- National
- International

QT4.b You have indicated that you never work with other local tourism businesses, please tell us the reason for this? (please select one only)

- I dont see much benefit in collaboration
- I haven't seen many opportunities for collaboration but would be interested in doing more
- I have tried collaboration previously without success
- Other (please state - comment box will appear when this box is checked)

QT5. Do you run any events aimed at business clients e.g. conferences, exhibitions etc? (please select one only)

- Yes
- No

QT6. How many of these events on average do you stage each year?

- 1-3
- 4-6
- 7-9
- 10-12
- More than 12

QT7. In your view what is the greatest existing tourism asset in Telford & Wrekin?

QT8. In your view, what would be the best way of growing tourism in Telford & Wrekin?

Section Two - The Local Business Environment

Q6.a How would you rate the quality of the physical environment where your business is located? (please select one only in each row)

	Excellent	Good	OK	Could be better	Needs improving urgently	No opinion	Not relevant
Quality of current business premises							
Ability to expand current premises							
Security of premises							
Quality of immediate surroundings							
Access to business by road							
Access to business by public transport							
Availability of parking							

Q6.b Are there any other aspects of the physical environment that you rate highly or that cause you difficulty?

Q7.a How would you rate other aspects of the local business environment? (please select one only in each row)

	Excellent	Good	OK	Could be better	Needs improving urgently	No opinion	Not relevant
Broadband availability							
Broadband speed							
Stability of electricity supply							
Range of local suppliers							
Quality of local suppliers							
Range of potential local clients							
Quality of potential local clients							
Access to quality business support							
Access to quality professional services							
Access to local business networking activity							

Q7.b Are there any other aspects of the local operating environment that you rate highly or that cause you difficulty?

Section Three - The Local Workforce

Q8.a How do you rate the local workforce? (please select one only in each row)

	Excellent	Good	OK	Could be better	Needs improving urgently	No opinion	Not relevant
Quality of my existing workforce							
Ability to recruit locally for my workforce							
Perceived skills of the local population							
Quality of local temping agencies							
Quality of local recruitment agencies							
Quality of JobCentre Plus service							
Quality of local training provision							
Support to help me access training provision							
Experience of recruiting and training young people							

Q8.b Do you have any other comments or concerns about the local workforce?

Q9. Have you recruited from abroad and / or from specific immigrant populations? (please select one only)

Yes   No

Q9.b What was the reason for this? (please select all that apply)

- [ ] Good attitude to work
- [ ] Right skills
- [ ] Cost effective
- [ ] Easy to train
- [ ] Family connections
- [ ] Proved impossible to fill vacancies with local people
- [ ] Other (please state below - comment box will appear when this box is checked)

Q9.c Which countries / specific populations have you recruited from?

Section Four - Running A Business In Telford & Wrekin

Q10. What are the five key issues for your business at this time? (please select up to five only)

- [ ] Access to finance
- [ ] Energy costs
- [ ] Cost of supplies / raw materials
- [ ] Transport costs
- [ ] Interest rates
- [ ] Reducing CO2 emission / the green agenda
- [ ] Exchange rate
- [ ] Business rates and taxes
- [ ] Pay pressures
- [ ] Sales / orders
- [ ] Recruitment of staff
- [ ] Retention of staff
- [ ] Reducing staff numbers
- [ ] Skill levels of staff
- [ ] Other (please specify below - comment box will appear when this box is checked)

Q11. Has your business expanded or made any cutbacks in the following areas over the last 12 months? (please select one only in each row)

	Expanded	No change	Cut back
Staff	○	○	○
Agency workers	○	○	○
Working hours	○	○	○
Transport and meal allowances	○	○	○
Energy and other utility bills	○	○	○
Other (please state below)	○	○	○

Q12. If you have experienced any credit or cashflow problems over the last 12 months, how have you resolved these? (please select all that apply)

- [ ] Arrangements with bank
- [ ] Arrangements with other financial institutions
- [ ] Use of Government schemes e.g. Loan Guarantee Scheme
- [ ] Other e.g. Personal loan to business
- [ ] Not yet resolved
- [ ] Not applicable / no problems

Q13. How do you feel that the recession has affected the local business community? (please select all that apply)

- ☐ More shops have closed
- ☐ More businesses have closed
- ☐ Fewer people out shopping
- ☐ Order books are down
- ☐ Less investment in business development
- ☐ No tangible differences noticed
- ☐ Other (please state below - comment box will appear when this box is checked)

Q14.a Have any of these factors limited your business' ability to grow and expand over the last 12 months? (Please select all that apply)

- ☐ A) Business location
- ☐ B) Access to land or premises
- ☐ C) Access to business / professional advice or support
- ☐ D) Access to a high quality labour force
- ☐ E) Access to high quality training provision
- ☐ F) Access to finance
- ☐ G) Declining markets for our goods / services
- ☐ H) Transport links
- ☐ I) IT infrastructure
- ☐ J) Supply chain
- ☐ K) Energy supply
- ☐ L) Environmental considerations
- ☐ M) Regulations and red tape
- ☐ N) Tax regime
- ☐ O) State of local economy
- ☐ P) State of regional economy
- ☐ Q) State of international economy
- ☐ R) Other (please state below - comment box will appear when this box is checked)

Q14.b Do you think any of these factors will limit your business' ability to grow and expand over the next 12 months? (Please select all that apply)

- ☐ A) Business location
- ☐ B) Access to land or premises
- ☐ C) Access to business / professional advice or support
- ☐ D) Access to a high quality labour force
- ☐ E) Access to high quality training provision
- ☐ F) Access to finance
- ☐ G) Declining markets for our goods / services
- ☐ H) Transport links
- ☐ I) IT infrastructure
- ☐ J) Supply chain
- ☐ K) Energy supply
- ☐ L) Environmental considerations
- ☐ M) Regulations and red tape
- ☐ N) Tax regime
- ☐ O) State of the local economy
- ☐ P) State of regional economy
- ☐ Q) State of international economy
- ☐ R) Other (Please state - comment box will appear when this box is checked)

Q14.c Thinking about the previous factors, which one do you think presents the greatest risk to your business? (please select one only)

- ○ A
- ○ B
- ○ C
- ○ D
- ○ E
- ○ F
- ○ G
- ○ H
- ○ I
- ○ J
- ○ K
- ○ L
- ○ M
- ○ N
- ○ O
- ○ P
- ○ Q
- ○ R (please state below - comment box will appear when this box is checked)

Q15.a What proportion of your business sales is to the public sector? (please select one only)

- ◯ None
- ◯ Up to 25%
- ◯ 26% - 50%
- ◯ 51% - 75%
- ◯ 76% - 100%

Q15.b Can you put an annual value on sales to the public sector?

[ ]

Q15.c Are you concerned about the impact of public spending reduction on your business? (please select one only)

- ◯ Very concerned
- ◯ A little concerned
- ◯ Not really concerned
- ◯ Not concerned at all
- ◯ Not aware of public spending reduction

Q16.a Which of the following geographic areas generate sales for your business? (please select all that apply)

- ☐ Local (within 25 miles)
- ☐ West Midlands Region
- ☐ England
- ☐ UK
- ☐ International

Q16.b Which one of the following geographic areas generates the most sales for your business (please select one only)

- ◯ Local (within 25 miles)
- ◯ West Midlands region
- ◯ England
- ◯ UK
- ◯ International

Q17. How would you rate the following services from your local Council? Only if you have used these services (please select one in each row only)

	Excellent	Good	OK	Could be better	Needs improving urgently	No opinion	Not relevant / have not used
Planning	◯	◯	◯	◯	◯	◯	◯
Trading standards	◯	◯	◯	◯	◯	◯	◯
Environmental health	◯	◯	◯	◯	◯	◯	◯
Economic development (support and services)	◯	◯	◯	◯	◯	◯	◯
Regeneration (physical redevelopment)	◯	◯	◯	◯	◯	◯	◯
Roads	◯	◯	◯	◯	◯	◯	◯
Other (please state below - comment box will appear when this box is checked)	◯	◯	◯	◯	◯	◯	◯

[ ]

Q18. Considering the strengths of Telford & Wrekin from a business perspective, what one thing do you like best about running your business here? (please select one only)

- ○ Transport infrastructure
- ○ Good environment to live and work
- ○ Reliable supply chain
- ○ High quality workforce
- ○ Sound customer base
- ○ Other (please state below - comment box will appear when this box is checked)

If you were developing a strategy to further strengthen the economy in Telford & Wrekin, based on your experience of the area what would be:

Q19.a The top three weaknesses that you would focus on improving? (Please select up to three only)

- ☐ Road infrastructure
- ☐ Freight movement
- ☐ Public transport
- ☐ Educational attainment
- ☐ Training and skills
- ☐ Retail offer across the Borough
- ☐ Telford Town Centre
- ☐ Tourism offer
- ☐ Overnight accommodation
- ☐ Leisure and entertainment
- ☐ Business premises
- ☐ Business parks and sites
- ☐ Cost of running a business here
- ☐ Mix of businesses by sector
- ☐ Environmental protection
- ☐ Low carbon economy
- ☐ Levels of crime
- ☐ Education and schools
- ☐ Inward investment and relocation
- ☐ Business support for existing companies
- ☐ Starting a business
- ☐ Other (Please state below - comment box will appear when this box is checked)

Q19.b The top three current strengths that you would build upon? (Please select up to three only)

- ☐ Road infrastructure
- ☐ Freight movement
- ☐ Public transport
- ☐ Educational attainment
- ☐ Training and skills
- ☐ Retail offer across the Borough
- ☐ Telford Town Centre
- ☐ Tourism offer
- ☐ Overnight accommodation
- ☐ Leisure and entertainment
- ☐ Business premises
- ☐ Business parks and sites
- ☐ Cost of running a business here
- ☐ Mix of businesses by sector
- ☐ Environmental protection
- ☐ Low carbon economy
- ☐ Levels of crime
- ☐ Education and schools
- ☐ Inward investment and relocation
- ☐ Business support for existing companies
- ☐ Starting a business
- ☐ Other (please state below - comment box will appear when this box is checked)

Q20. Please use the box below if you would like to clarify any of your choices or add any additional information

Thank you for completing the survey. Your views are very important to us.

We do not require information from businesses located outside Telford & Wrekin but thank you for your interest.

Survey Appendix Two – List of networks asked to distribute the survey

Construction Network
Business and Professional Network -
Environmental Network
HR Network
Federation of Small Businesses
Chamber
Country Landowners Association
National Farmers Union
Tourism Association
Enterprise HQ

Survey Appendix Three – Suggestions for the best way to grow tourism in Telford & Wrekin

A more vibrant town centre

By working closely with the Southwater Group to maximise the events / conferences they hold at the International Centre. Whilst they are a private company seeking profit, the impact their large events have on the local economy is huge.

CHEAPER HOTEL ROOMS

Clean up both Telford and Wellington railway stations and make them more pleasant to use. Ironbridge bus station could also do with being cleaner. The Station approach exit from Wellington is not for the faint hearted. Can nothing be done to remove the drunks druggies
Focusing on niche areas and then targeting potential audiences throughout Europe who could be enthused to come and visit those niche areas on a long weekend they have planned flying into Birmingham International. With exclusive discounted train fares, even FREE depending on the niche areas, it would in my view be possible to see an increase in tourism

Making the most of our world heritage site status. I feel Marketing is poor. Also local authority assisting and working with business to grow rather than putting roadblocks and bureaucracy in the way. The n we will have more time to concentrate on our own promotion.
Anything the council ask you to do is "time theft" including this, but i felt the need to get my point across.

more resources to ensure the destination is tip top - better infrastructure -e.g. the station is a disgrace for incoming visitors better promote the destination

Reduce costs,ie rates reductions.

Survey Appendix Four – Aspects of the physical environment rated highly or causing concern

access to broadband is worse than bad!

I have no mobile reception in my house which is rather a shame!

Issues of planning in a rural location.

Lack of signage due to planning restriction.

No

No comment at this time.

No.

None

Our location in relation to the town centre is our strength.

out dated boundaries on the development plan for Newport will restrict expansion.

street lighting is an issue surrounding the area and premises, also have issues with people using the local area as a hangout !

The building in which we are based is owned by Telford & Wrekin Council, who have neglected to maintain the building. It looks appalling and is embarrassing to bring our clients to.

Thought should be given to timings of things like road works. Digging up the road on a bust Saturday afternoon rather than a dreary Tuesday one just causes un necessary resentment. Communication of this could also be far improved

Survey Appendix Five – Any further comments

Fix rural broadband please!

I do not feel that there is good financial support for young businesses from the banks I feel that this is a national problem and not just localised to Telford & Wrekin.

Looking after start-ups and micro businesses is critical, the numbers are growing exponentially, the disappearance shortly of Business Link/AWM mean the LEP has to do everything possible to provide support to these businesses (I'm not saying it should be free, that's not realistic, but better communication about what is available and providing more subsidised office hubs/workshop space would be a massive help).

red tape and time taken to get planning has stopped real development and job creation.

Signage to Wellington from Telford Town Centre could be improved.

This survey was completed based on my experience of the seven businesses that our group have based in Telford. These businesses operate in different market places (wholesale, manufacturing, warehousing & distribution and administration), and as such are affected by different market forces.

Too late now! You should have mentioned this at the beginning!

we are currently taking a chance and expanding but the future still looks gloomy for many traders- T and W should look to support those traders as much as possible

ENDS

APPENDIX FOUR –

MAP SHOWING CURRENT REGENERATION PROJECTS IN THE BOROUGH

Telford and Wrekin regeneration projects

1. Charlton School
- To be remodelled as a Sports and Learning Community.

2. Leegomery
- New shopping centre with Spar convenience store, fish and chip shop and hairdressers.

3. Blessed Robert Johnson
- To be remodelled and possibly co-located with St Patricks Primary School.

4. Hadley
- Regeneration of local centre in 2012/13.

"This is an exciting new era for Hadley."
Cllr Pat Smart, Chair of Hadley and Leegomery Parish Council.

5. Sports and Learning Community to be built in Oakengates to replace the current Sutherland School.

6. Wellington Civic Quarter and repaving scheme
- New Civic Quarter with library, registry office, improved leisure facilities, office space and public café.
- New transport hub and public toilets.
- Repaved New Street and Market Square.

"Telford & Wrekin Council's plans to create a new Civic Quarter in Wellington is much-needed to revive the town's business economy."
Allan Frost, Wellington History Group

"The scheme includes many environmental design features, which will have long term benefits for both users and the Council."
Peter Hood, Director for GF Tomlinson Birmingham Ltd

7. Telford Millennium Community
- The transformation of semi-derelict, under-used Brownfield land into a living, sustainable community of 700 homes.

8. Oakengates
- Appointment of urban designer to work with the local community and determine future needs for the town.

"The loud and clear message from people in the town was that regeneration was among their top priorities."
Cllr Eric Carter

"There are huge possibilities for improvements in Oakengates and I will be working with local people to suggest changes and improvements to the main streets and public spaces."
David Orr, Urban Designer

9. Ercall Wood
- To be remodelled as a Sports and Learning Community with Shortwood Primary and a range of sporting and childcare facilities.

10. Wrockwardine Wood Arts College
- To be replaced to a site in Priorslee still to be allocated.

11. Lawley
- Ironstone: A major new housing development with 3,300 new homes across four neighbourhoods, plus new local centre and public transport hub.

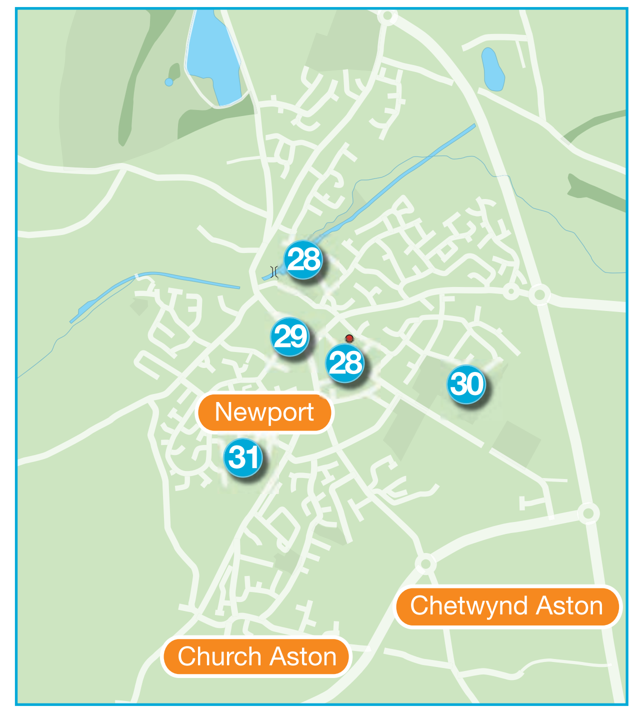
12. Town Centre
- Creating a vibrant, mixed-use town centre with housing, retail, office units and leisure and community facilities.

"The Southwater development will help create a new heart for Telford."
Leader of the Council Andrew Eade

"This development is key to Telford becoming an even more successful events and conference destination."
Tom Gray, Chief Executive of Southwater Event Group

13. Malinslee
- Regeneration of local centre to feature new primary school, doctors surgery, retail units, child development centre, some new homes and open space.

14. Town Park
- Significant lottery funded project to update facilities and complement the new Southwater development.



15. Dawley High Street and Phoenix
- Improved High Street with new benches, lighting and signage.
- New shops, housing and green areas.
- New Sports and Learning Community in place of Phoenix School (below)

"We have great ambition for our schools and the potential for new sports and learning communities to raise achievement and provide services for the whole community."
Cllr Stephen Burrell, Cabinet Member for Children & Young People

16. Mount Gilbert School
- Refurbishment works and new pupil referral unit.

17. Randlay
- Demolition and reconstruction of local centre, new community centre, retail units, 72-bed care home, 18 new apartments, three one bedroom apartments and pedestrian crossing in place of current underpass.

18. Southall School
- New sports hall.

19. Lakeside Sports and Learning Community
- Rebuild Lord Silkin School on existing site with Stirchley and Three Oaks Primary Schools.

20. Lightmoor
- A joint venture between the Homes & Communities Agency and the Bourneville Village Trust to build 850 new homes, community facilities and quality open space.

21. Brookside
- Funding has been identified to regenerate the local area and the Council is working with residents to identify priorities for the area.

22. Madeley Academy
- New post-16 facility on the Academy site.

23. Woodside
- Estate regeneration programme started 2003 to address the Radburn design, demolish unsatisfactory properties, redevelop the local centre and improve community facilities.

24. Madeley
- Transformation of local centre with new Tesco.

25. Abraham Darby Sports and Learning Community
- As well as a modern educational environment, the site will include a swimming pool, fitness suite, sports hall, tennis courts and multi-use games area.

26. Sutton Hill
- First phase of estate regeneration scheme focused on redeveloping the local centre, with improved access to new shops and better quality public realm.

27. Ironbridge
- Removal and replacement of old signs, graffiti removal, replacement bins and lighting checks.

28. Newport
- Revitalising High Street and Central Square with new paving, street lighting and seating.
- Improving Victoria Park, relocating car park and improving play area.
- Suggestions are also being made for improvements to Newport Canal.

"Victoria Park is in the perfect setting by the canal and with the new footpaths, seating and lighting it will make fantastic focal point for the town."
Cllr Roy Scammell, Mayor of Newport

29. Adams Grammar
- To be remodelled as a Sports and Learning Community.

30. Burton Borough
- To be remodelled as a Sports and Learning Community.

31. Newport High
- To be remodelled as a Sports and Learning Community with Moorfield Primary School.

For more information on any of the projects featured here email bti@telford.gov.uk or phone 01952 384187